



Lemann Foundation Programme

NEWSLETTER

Lemann Foundation Programme for the Public Sector
Blavatnik School of Government
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MESSAGE FROM OUR DIRECTOR

Anna Petherick

This past year of the Programme has seen the team hit its stride, and, excitingly, the blossoming of some of the research and engagement seeds that we planted just after the Programme started.

To name but a few highlights, on the research front, 2023 saw our final survey in a round of repeated surveys through the 2022 electoral period. The results are in: against the expectations of many a sceptic, our experimental treatments did indeed manage to reduce affective polarisation in Brazil among ordinary citizens on both the left and the right. More worrying, however, this work also demonstrated how ingroup-outgroup logics pervade interactions between citizens and street-level bureaucrats, prompting new lines of inquiry for the Programme's coming years. Political polarisation has also featured in the developing research of Filipe Recch, the programme's postdoctoral researcher, who is interested in how narratives of diversity and political worldviews are embedded in textbook selection. On the engagement front, our Dialogues series with Brazilian schools of government was a huge success, thanks to the brilliant efforts of the Programme's engagement manager, Lia Pessoa. One series of Dialogues with CLP (the Centre for Public Leadership) is nearly complete, and another with ENAP (Brazil's National School of Public Administration) is on the horizon. We hope to launch it, in person from Brasília, very soon.



Perhaps the highlight of this year, however, has been the Programme's regionalisation in health workshop, in September 2023. For me, this was an example of all our learning coming together, about how to engage effectively - bringing knowledge to the improvement of the public sector in Brazil - and sustaining relationships to help change stick. Thanks to the careful research of Joao Pedro Caleiro, the team selected around 20 policymakers from all regions of Brazil, unknown to each other, and who all care deeply about implementing regionalisation successfully. In EBAPE, the FGV's School of Public and Business Administration in Rio de Janeiro, and with the generosity and involvement of Blavatnik professor Emily Jones and EBAPE professor Rafael Goldszmidt, the team mediated sessions with these high-level practitioners, workshopping how to overcome practical, financing and political impediments to implementation, and upskilling those who attended in the art of negotiation.

Thank you for following the Programme's progress, and please stay in touch. Here's to the coming year!

Introducing THE PROGRAMME

The Lemann Foundation Programme for the Public Sector (LFP) is a comparative research and engagement Programme at the Blavatnik School of Government at the University of Oxford that seeks to explore what Brazil can learn from other countries and what other countries can learn from Brazil, most particularly developing countries. This is our third newsletter since the launch of the Programme in November 2021 and covers our third year of activities, partnerships and achievements.

Our Programme's overarching objective is to produce original research and facilitate engagement efforts aimed at addressing the most urgent challenges faced by individuals and institutions within the public sector in Brazil and comparator countries. We see our job as generating insights and creating participatory initiatives that address significant hurdles to effective governance and policymaking in those areas.

With that in mind, the LFP published research in the form of policy briefs, book chapters and papers; coordinated summer projects that resulted in original material; organised its own events; participated in conferences around the world; and hosted two Visiting Fellows at the School, among many other activities. You can learn more about everything that we have been doing and how to be a part of it in the following pages. We hope you enjoy it!



Students from Fundação João Pinheiro with heads down to read material for education policymakers, developed by the Lemann Foundation Programme, during a session run by Lia Pessoa in September 2023

Meet THE 2023/2024 TEAM

To transform its ambitious research and engagement goals into reality, the LFP relies on the commitment, diverse expertise and creativity of its team. Get to know them:

Dr. Anna Petherick (Director)

Anna is an Associate Professor in Public Policy at the Blavatnik School. For many years, Anna has worked on corruption, gender, and trust, with much of it based in Brazil. She completed her postdoctoral training, DPhil (Politics) and MPhil (Comparative Government) at the University of Oxford, during which she taught statistics and tutored Brazilian politics. Anna is also co-Principal Investigator of the Oxford COVID-19 Government Response Tracker (OxCGRT) project. Previously, she worked as a journalist, and held positions as science and technology and Argentina correspondent at The Economist, and worked as a section editor at Nature. Anna holds a BA and MA in Natural Sciences from Cambridge University.



Dr. Filipe Recch (Postdoctoral Researcher Associate)

Prior to joining the Programme team, Filipe was a postdoctoral fellow at the Lemann Center for Entrepreneurship and Educational Innovation in Brazil, at Stanford University. He holds a PhD in International Comparative Education and a Master's in Political Science from Stanford University, as well as a Master's in Public Administration from João Pinheiro Foundation and a bachelor's in social sciences from the Federal University of Minas Gerais. Filipe has experience both in the third sector, having worked at Natura Institute, and in the public sector, having been chief advisor for strategy and innovation in the Department of Education in the state of Minas Gerais.



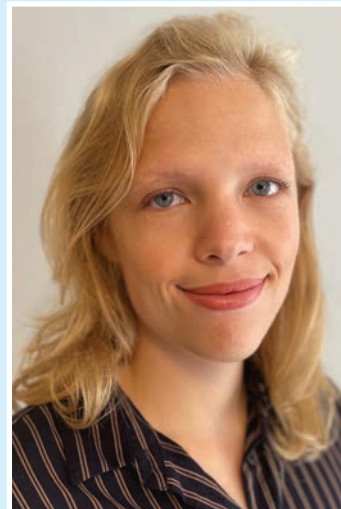
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Lia Pessoa (Engagement Manager)

Lia develops the Programme's strategy for external outreach, building and working with an active network of stakeholders to achieve real-world impact. Prior to joining the Blavatnik School, she completed a Master's in Public Administration at the London School of Economics, where she engaged in varied activities related to policymaking in Latin America. Her primary research and policy interests are in the areas of governance, health, and gender equality. Lia holds a BA in Law from the University of São Paulo and worked for four years as a lawyer for state-owned enterprises in Brazil, as well as in public-private partnerships and NGOs in the health and education sectors.

**João Pedro Caleiro (Writer-Researcher)**

João Pedro is a graduate of the Master of Public Policy at the Blavatnik School and is involved in various aspects of the Programme. He holds a BA in International Relations, with a focus on political science, from the University of São Paulo, and has extensive experience working on economic and social issues. For the decade prior to his MPP degree, he worked as an editor at the Brazilian publication EXAME, for which he covered major national and international events and engaged with current public policy debates. João Pedro is a member of the Lemann Leadership Network.



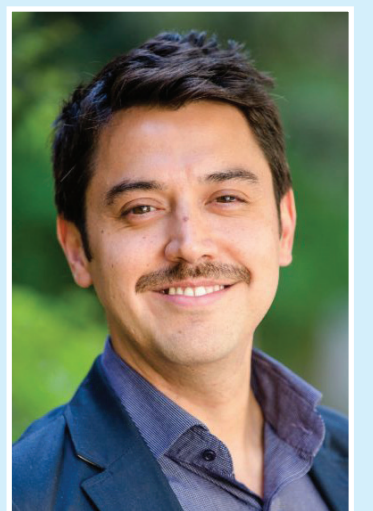
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Dr. Beatriz Kira (Postdoctoral Research Associate)

Beatriz is a lawyer and a social scientist by training and her research focuses on the governance of digital technologies. She holds a PhD in Economic Law and Political Economy from the University of São Paulo, and an MSc in Social Sciences of the Internet from the University of Oxford. Beatriz is also a Research Affiliate of the Law and Public Policy research group at the Faculty of Law of University of São Paulo, has acted as a consultant for the Brazilian Competition Authority (CADE) and conducted research for institutions including the Oxford Internet Institute (OII) and the Brazilian Institute of Applied Economic Research (IPEA). Beatriz is now a lecturer in Law in the University of Sussex and remains an affiliate of the Programme.

**Javier Fuenzalida (Postdoctoral Research Fellow)**

Javier completed his PhD in Public Administration at the School of Public Affairs and Administration at Rutgers University, where he was Assistant Director of the National Center for Public Performance. He holds an MA in Management and Public Policy and a BSc in Industrial Engineering from the University of Chile, where he acted as Assistant Professor at the Faculty of Government and Research Director of the Centre for Public Systems at the Industrial Engineering Department. His research focuses on public management, public servants' attitudes and behaviour and performance regimes, often in partnership with governments and international organisations.



Meet

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To transform its ambitious research and engagement goals into reality, the LFP relies on the commitment, diverse expertise and creativity of its team. Get to know them:

Julia Sampaio
(Research and Engagement Consultant)

Julia has been involved in various LFP projects. Before joining the team, Julia led Brazil's subnational team on the Oxford COVID-19 Government Response Tracker (OxCGRT), collaborating with over 90 volunteers. Julia has a Master's in Sociology and Anthropology from the Federal University of Rio de Janeiro (UFRJ), where she has participated in projects in the area since 2018. Her master's research mapped how Venezuelan family ventures used social media during the pandemic and how this digital work transformed consumption circulation in the city based on interactions in the digital and in-person environment in Rio de Janeiro.



Liz Ribeiro
(Research and Engagement Consultant)

Liz has also been involved in various LFP projects. Previously, Liz worked as a Research Assistant for the Brazilian team on the Oxford COVID-19 Government Response Tracker (OxCGRT), gathering data about the pandemic in the country and helping manage a team of volunteers. She has a Master's in Sociology and Anthropology at the Federal University of Rio de Janeiro (UFRJ) and is currently pursuing a Doctorate's degree at the same university. Since 2017, her research is based on the use of digital means – such as Artificial Intelligence – for artistic creation and its ramifications on ethics, creativity and the democratisation of art.



Feature

STRENGTHENING HEALTH SYSTEMS: COORDINATION & EQUITY



**HEALTH MEETING:
REGIONALISE AND
STRENGTHEN SUS**

Brazil has one of the largest free, universal health systems in the world – the SUS (Unified Health System). The country's programs on vaccination, organ transplants, and HIV policy set noteworthy benchmarks for other developing countries. However, like many national health systems, SUS struggles with fragmentation and lack of coordination, hindering the development of a better and more effective service delivery and exacerbating inequalities. This became even clearer with the onset of COVID-19, when subnational actors, and most particularly states, had to rise up



to the challenge of responding to the pandemic, a topic that we have previously addressed in our research.

Moving forward, states are the key actor for making regionalisation of health a reality. Regionalisation is a constitutional principle of SUS and prescribes a form of system organisation in which health regions provide all the services necessary for



its population in an integrated manner. From the patient's point of view, this means moving seamlessly through care stages, from low to high complexity, without having to go to another region. Regionalisation requires coordinating municipalities under the leadership of states, which is not an easy task, meaning that its implementation is highly uneven throughout Brazil.

The LFP has produced original materials on the issue from both a national and an international perspective. This effort culminated in a two-day workshop in September 2023 with 20 public health managers and specialists at the Brazilian School of Public and Business Administration (FGV EBAPE) in Rio de Janeiro.

This exceptional group included state health secretaries or their executive counterparts from all regions of the federation, alongside municipal health secretaries, representatives from the Ministry of Health, technical experts, and leading academics. It also included some of the best-positioned people in Brazil's health system to push this agenda

forward, notably the presidents of CONASS, the council representing all 27 state health secretaries, and of CONASEMS, representing the over 5,500 municipal health secretaries.



Together, they dissected the problems and built solutions led by LFP director Anna Petherick and Blavatnik School associate professor Emily Jones, alongside Lia Pessoa and João Pedro Caleiro from the LFP team, and local collaborators, such as our 2023 visiting fellow Patricia Chueiri. Participants voted on priorities and developed concrete solutions aligned with the SMART framework (Specific, Measurable, Achievable, Relevant and Time-Bound). These included, for example, changing the financing model to facilitate the integration of health networks, and giving stronger management and decision-making prerogatives to existing regional commissions, which are now mostly deliberative. Discussions were held, decisions were made, bonds were forged, and connections were established, all under the shared vision of an improved public health system in Brazil.

Moving forward, the group is staying connected and exchanging challenges and advancements along the way. Alongside the group, the Programme continued to build our knowledge creation and engagement within health, now much enriched by the experience in Rio.

G20 IN BRAZIL

An exciting development of the Programme's work on public sector coordination and equity has been the possibility of supporting the Health Working Group of the G20 under Brazil's 2024 presidency.

The team is currently preparing a report for the Global Innovation Hub for Improving Value in Health, a think tank established by the G20 to inform its discussions on health. The report directly focuses on leveraging coordination in health towards building more resilient, equitable, and high-value health systems, putting patients at the centre.

The challenge of regionalisation of health in Brazil is prominently featured, together with examples from Italy, Indonesia, and Argentina, among other countries. The report will also include policy recommendations towards the improvement of coordination and equity within different health systems.

The LFP team is drawing on the report to elevate the efforts of Brazilian policymakers in the area of regionalisation, within Brazil.

The team has also produced a policy brief on health system coordination for the T20, the official engagement group of the G20, which brings together think tanks and research centres to produce and incorporate new policy ideas. We are further linking these efforts to research by developing a paper that investigates the regionalisation of health through the lenses of relational public management. Early work towards this paper was presented at a research seminar at the Blavatnik School in February 2024, engaging the department's faculty, in which the LFP team, together with visiting fellow Patricia Chueiri, presented their ideas and got valuable questions and comments from BSG's faculty and researchers.



VISITING FELLOW: PATRICIA CHUEIRI

Our 2023 Visiting Fellow, contributing immensely to our health work, was Patricia Chueiri, a professor and researcher in the Department of Medicine at the Albert Einstein Israelite College of Health Sciences. Trained as a family physician, Patricia holds an M.D. and Ph.D. in Epidemiology from the Federal University of Rio Grande do Sul. She has spent most of her career at the Ministry of Health, working in both primary and specialised care.

Patricia was a key participant and collaborator at the Health Meeting and is currently developing a policy brief on the role of states in the provision of primary care in Brazil. She visited the School in early 2024 to present her findings in the research showcase mentioned above and also engaged with MPP students in a workshop, which focused on regional differences in a universal public health system and the dynamic interactions between different stakeholders.

“My time at Blavatnik was an excellent experience! I shared my work, listened to students from all over the world, and exchanged experiences with other teachers and researchers. I also had the opportunity to meet leading professors and researchers in other areas, both inside and outside the school, and to start new projects which, in the future, could broaden the Programme’s dialogue with my work in Brazil. In addition to the academic life, it was very enjoyable to live the routine of Oxford and get to know all the interesting things the city has to offer”



As a Programme, we are committed to nurturing a vibrant, diverse community, and our visiting fellows’ scheme is a core part of that. Fellowships are offered to experienced academics or practitioners with a proven background of high-impact work on different challenges facing the public sector in Brazil. By spending some time in the Blavatnik School, they can make connections, broaden their understanding of policy issues and familiarise themselves with

experiences in other countries. Fellows often produce original work and collaborate with the LFP Programme in various projects and publications, while also engaging with faculty, staff and students through workshops, showcases and other opportunities.

To learn more about our fellowship program visit our website: <https://www.bsg.ox.ac.uk/research/lemann-foundation-programme-oxford>

Feature

TACKLING INEQUALITIES IN EDUCATION

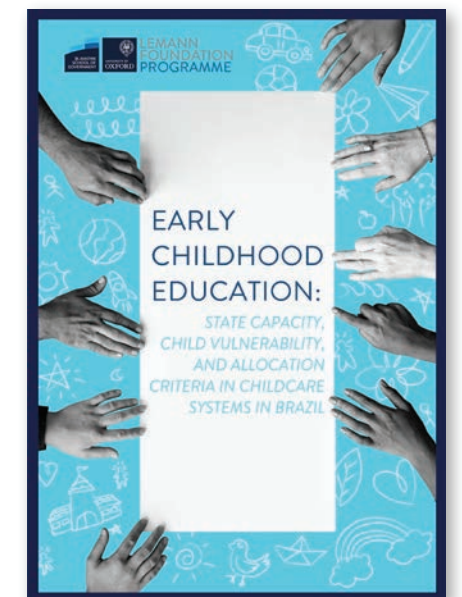
Spearheaded by the LFP’s postdoctoral researcher Filipe Recch, the Programme also built upon its work on education policy, which has been central to our activities since the start (read more about the South-South Programme in the 2022’s Newsletter).

POLICY BRIEF: EARLY CHILDHOOD EDUCATION: STATE CAPACITY, CHILD VULNERABILITY AND ALLOCATION CRITERIA IN CHILDCARE SYSTEMS IN BRAZIL

MPP graduate Laísa Lima produced, as her summer project, a policy brief that aims to support municipalities in enhancing their childcare systems by addressing aspects of state capacity and child vulnerability. Using a qualitative approach, the study draws insights from interviews conducted with six municipal education departments from all regions of Brazil. Additionally, it includes document analysis of prioritisation criteria for childcare enrolment in five state capitals and other two municipalities.

The findings underscore the diversity of enrolment systems and issues related to lack of access, transparency, systematisation, and cultural barriers. The study provides policy recommendations covering external relationships, including with the legislative and the judiciary branches of government, internal organisation, and the mapping of reasons why families might not initially seek childcare.

Read the policy brief here: <https://www.bsg.ox.ac.uk/research/publications/early-childhood-education-state-capacity-child-vulnerability-and-allocation>



PANEL: DISCUSSING ACCESS TO EARLY CHILDHOOD EDUCATION IN BRAZIL

The relevance of our early childhood work led the LFP to partner with the Council for Sustainable Economic and Social Development (known as “Conselhão”) and Todos Pela Educação, a civil society organisation focused on the improvement of basic education in Brazil. The presentation of our case to civil society and relevant organisations happened via an online panel on 12 March 2024. With over 50 attendees, Filipe Recch kicked off the discussions and Laísa Lima presented her policy brief. The insights of our work were included in the final report of the Working Group for the First Infancy of the “Conselhão”, directly impacting policy discussions in Brazil.

Paulo Pereira, executive secretary of the Conselhão, gave us the insider perspective from the Presidency and explained their push for policies targeting children between 0 and 3 years old. Paulo also highlighted the importance of policy integration, and improving the government’s management and funding capacities. Counsellor Priscila Cruz, president of Todos pela Educação, focused on the impact of early childhood care, building a strong foundation for future citizens. Danyel Lima, Undersecretary for Social Programmes of the Ministry of Planning and Budget, explained how the PPA (Pluriannual Plan) works and outlined its goals for early childhood education.

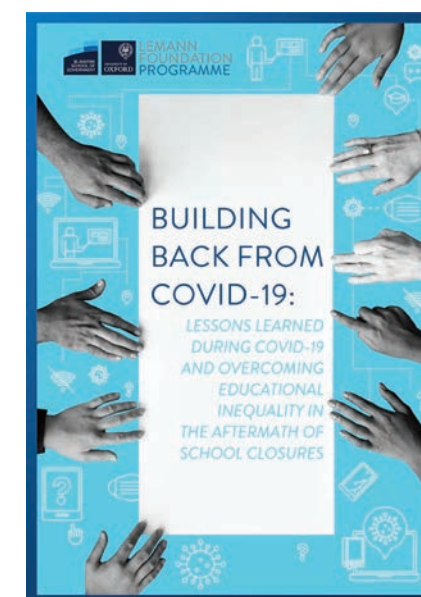


When it came to Laísa’s turn, she used the example of Londrina, a city in the south of Brazil, represented on the panel by its Secretary of Education Maria Tereza de Moraes. Maria Tereza then explained their development of a centralised system, with a waiting list and prioritisation criteria for the most vulnerable children, and their method of publicising information which also protected victims of domestic violence. Simultaneously, Londrina invested in teacher formation and partnered with non-municipal schools to ensure that all children would have access to good education and the infrastructure to spend the entire day at school, including balanced meals.

The final presenter was Clara Leaver, vice-dean at BSG and Academic Deputy Director of the What Works Hub for Global Education (WWHGE), who explained what the WWHGE seeks to achieve. Hence, she discussed the goal of developing fundamental skills among children of communities in need and explained how studying implementation is so important.

The participants and the audience left the panel confident that there are highly qualified people in governments and universities, in Brazil and elsewhere, working hard on improving access to early education for children in need. Laísa’s analysis and our contributions were mentioned in the final report of the Grupo de Trabalho Primeira Infância of Conselho de Desenvolvimento Econômico Social Sustentável. The Programme is committed to presenting a second panel in 2024 about international initiatives in the same area. Keep an eye out for it!

Watch the full panel here: https://www.youtube.com/live/uN-cUi_Q-gc?si=WLFifPPHS4SrCGOR



POLICY BRIEF: BUILDING BACK FROM COVID-19: LESSONS LEARNED DURING COVID-19 AND OVERCOMING EDUCATIONAL INEQUALITY IN THE AFTERMATH OF SCHOOL CLOSURES

Continuing our work in supporting more equitable educational systems, the LFP also published a policy brief by Filipe Recch about the repercussions of the COVID-19 pandemic on public education provision in Brazil. It focuses on the most vulnerable populations and addresses the pandemic effect of widening educational disparities.

The brief outlines key policy guidelines that subnational governments in the country should pursue to address the pandemic’s impact. The implementation of tailored strategies, such as employing informational nudging through targeted text messages to low-income families, can play a vital role in reducing school dropout. The recommendations advocate for the inclusion of specific goals in the upcoming revision of the National Education Plan (PNE) and the establishment of nationwide parameters via the upcoming Sistema Nacional de Educação (SNE), as well as leveraging data in a pedagogical context through comprehensive collection, effective interpretation, targeted interventions and early warning systems.

Read the policy brief here: <https://www.bsg.ox.ac.uk/research/publications/building-back-covid-19-lessons-learned-during-covid-19-and-overcoming>

PAPER: “RATIONALISING” HISTORY, NATIONAL IDENTITY, AND TOLERANCE: A STUDY OF CHANGES IN INDIAN SCHOOL TEXTBOOKS

The Programme is constantly investigating what Brazil can learn from other countries, as well as what other countries can learn from Brazil, always with the aim of improving the public sector. One prominent theme for us is the intensely polarised context in which public institutions and bureaucrats are operating, and its effects on different policymaking areas.

With this in mind, Filipe Recch and Geetika Mantri, an MPP student and former intern at the Programme, conducted a study on how political polarisation affects school curricula. Their research focused on changes to the history curriculum in school textbooks in India, which were introduced with education policy updates in 2023. Using Structured Topic Modelling, Filipe and Geetika analysed 44 centrally published history textbooks for each academic year from 2019 to 2023. Their initial findings show that the so-called “rationalisation” disproportionately removed content related to the history of minorities, especially Islamic histories. This aligns with the government’s promotion of Hindu nationalism and a redefinition of Indian identity as predominantly Hindu.

This study, selected for the Comparative and International Education Society’s (CIES) conference held in Miami, United States, in March 2024, illuminates how historical narratives in schools can shape and alter identity. It also contributes to a better understanding of how curricula are politicised in politically polarised countries and resonates closely with changes that have occurred in Brazil, setting up the possibility of a wider study of political influence in the selection of school textbooks there.

Feature

MANAGING DISCRETION AND PROMOTING INCLUSION TO BUILD STRONGER PUBLIC INSTITUTIONS



Public institutions are stronger and more trustworthy when they have integrity and are inclusive. This means that “not doing wrong” is not enough: public institutions should seek to fulfil a clear purpose, empowering responsible decision-making, while striving to reflect the society in which they operate and creating inclusive spaces for innovation. Balancing discretion and control while promoting inclusion is not an easy task - and especially so when these institutions are operating in highly polarised environments, where there is pervasive distrust.

We want to provide leaders in the public sector with the understanding and the tools to make sustainable change, and this year, the Programme’s team produced knowledge that speaks to these challenges and engaged with like-minded experts and practitioners on multiple occasions.

We were thrilled to see that years of continuous engagement with the public sector in Brazil have paid off, with the Blavatnik School’s theory of integrity now being mainstreamed as the official guidance in the Comptroller General’s Office (CGU).

In December 2023, the CGU hosted its first **International Conference on Integrity in Brasília**, inviting Anna Petherick as guest speaker. Sharing the stage with experts and practitioners from Brazil and abroad, we participated first-hand in the incorporation of public institutional integrity theory - developed at the Blavatnik School - being promoted by the main control body in the country, and by its minister, Vinícius Marques de Carvalho.



This was a culmination of multiple years of engagement with the CGU, working on ways to respond to society’s concerns over corruption while not paralysing decision-making and stifling innovation. In short, by promoting the constituent components of institutional integrity, rather than purely having an eye on “control”, bodies such as the CGU can better balance discretion and control of civil servants, avoiding the major risks that led to this imbalance in the first place.

In the words of the CGU Minister, Vinicius de Carvalho: *“It’s not possible to speak of integrity solely from a specific perspective of combating corruption. Integrity must be associated with a broader agenda of societal development. (...) We need to integrate these agendas and transform them into agendas for Brazilian society and internationalise this debate as much as possible so that we can carry forward tangible solutions for the development of our society and effectively consolidate democracy.”*



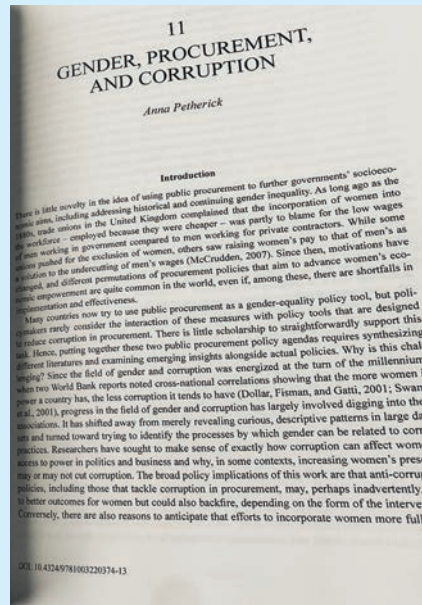
With this fresh outlook on integrity more established within the Brazilian public sector, the Programme’s team also advanced its engagement around the topic on an international level. In May 2023, Anna Petherick and Lia Pessoa attended the **OCDE Global Anti-Corruption and Integrity Forum** in Paris, where they attended insightful panels on the future of institutional reforms and diversity inclusion and connected with delegations from several countries.

The Programme’s broader work on integrity also encompasses our ongoing engagement with the Blavatnik School’s Executive Programme on Integrity and Anti-corruption. This last year, Anna Petherick participated in two editions of the Chandler Sessions on Integrity and Corruption, which convene senior leaders of anti-corruption institutions, together with a small group of academics and expert journalists, in regular meetings at the School. Under the leadership of Chris Stone Professor of Practice of Public Integrity at the Blavatnik School, the Sessions are a collaborative endeavour allowing participants to share experiences, debate the effectiveness of policy responses, and develop new strategies for strengthening integrity in public institutions.

The final two Chandler Sessions took place in July 2023 and January 2024, and saw the first papers from the project published. Anna Petherick is the co-writer of two papers on sexual corruption and compliance, to be published in 2024.



Institutions will hardly be the object of the public's trust if they fail to represent the diversity of the society to which they respond, leading to a growing notion of inclusivity and integrity as inseparable. In June 2023, Lia Pessoa and João Pedro Caleiro travelled to Brasília to take part in the 10th edition of **EBAP - Encontro Brasileiro de Administração Pública** in Brasília, one of the most important public administration meetings in Brazil.



There, they hosted an incredibly insightful listening session with participants about gender and racial equity in government. The trip also allowed for meetings with partners at ENAP, the national school for public administration, and our former visiting fellow Leany Lemos, then Secretary of Planning. In São Paulo, Lia and João Pedro met with current and future partners of the Programme, strengthening its network and planting the seeds for future projects.

The role of gender equity in public administration was also highlighted in a book chapter about the synergies and frictions that arise among policies aiming for inclusion, those seeking public sector efficiencies, and fighting corruption. **Anna Petherick's chapter "Gender, procurement and corruption"**, is part of the "Routledge Handbook of Public Procurement Corruption". Looking at procurement through the lens of gender, it shows how a gendered network of corruption can impose barriers to the advancement of equity.

You can find the book here: <https://ora.ox.ac.uk/objects/uuid:391f6298-7acc-4a64-a8ce-d8f2fe2904a7>

The challenges of building stronger, trustworthy, innovative, and inclusive public institutions are further enhanced by having to operate in a context of intense polarisation. Polarisation is a matter of growing concern in Brazil and several other countries around the world and affects the ability of civil servants to perform their jobs effectively. Evaluated through measurements of (dis) trust and (dis) like between in-group and out-group dynamics, Anna Petherick's work on this theme measured levels and trends of affective polarisation in Brazil through a panel survey conducted in four waves: before, during and after the 2022 elections.

This research, the first large-scale study on affective polarisation in Brazil, successfully tested ways to reduce it, and investigated the role of affective polarisation in interactions between citizens and street-level bureaucrats. This work was presented and gathered insightful feedback at the IPSA World Congress of Political Science in Buenos Aires in July 2023, the European Consortium for Political Research (ECPR) General Conference in Prague in September 2023, and in a research seminar at the Blavatnik School in November 2023, when the faculty and research staff contributed with valuable insights and questions.

In another study currently in development, Filipe Recch investigates the practice of presidential decree-making in Brazil by examining both legislative and administrative unilateral decisions made by seven presidents spanning the period from 1990 to 2022. Filipe presented the paper at the ECPR conference and during a session titled "Inter-branch conflicts and declining satisfaction in Democracy in Latin America" at the IPSA conference.

VISITING FELLOW: PEDRO CAVALCANTE

Pedro Cavalcante is our 2023 Visiting Fellow of Practice. He is a special advisor at CGU (Controladoria-Geral da União, the Brazilian General Comptroller's Office) and has held key positions in various federal ministries. Pedro holds a Ph.D. in Political Science from the University of Brasília and



teaches at the National School of Public Administration (ENAP) and the Brazilian Institute of Education, Development, and Research (IDP).

During his stint at the Blavatnik School in October 2023, Pedro developed a working paper on the use of artificial intelligence in government, the potential of e-government, and the impacts of digital exclusion. He also participated in a working lunch with MPP students on how to bring innovation to public control agencies and hosted a full-afternoon hybrid hackathon with the LFP team. The session focused on themes related to public institutional integrity, digital inclusion and artificial intelligence and had the participation of collaborators in the UK and abroad, including Fernanda Odilla, a researcher at King's College Brazil Institute, as well as international PhD students.



"My experience as a Visiting Fellow offered a unique opportunity to delve into my research with a diverse and global context from the Oxford community. I was fascinated by the high talent of the faculty, researchers, and students at the school, and interacting with them, especially with the Programme's team, was undoubtedly the highlight of my brief stay. The activities at BSG provided invaluable cross-sectoral and practical insights from the discussions, enriching my research and enhancing my scholarly expertise. In essence, the Programme presented an incredible opportunity to learn and generate new research findings that will be useful to practitioners and students in public administration, and will also contribute to fostering a more informed policymaking process in Brazil."

The work on integrity, discretion and inclusion remains a major focus of the Programme as we set our sights higher than ever with our 2024/2025 plans!



FOSTERING CONVERSATIONS

This year, the Programme team organised and participated in events which provided us with opportunities to learn from others and showcase our original research. This made us even more confident that fostering dialogues is a key path for collectively building impact in policymaking.

BRAZILIAN STUDIES PROGRAMME ANNUAL CONFERENCE: “IS BRAZIL BACK? ASSESSING THE POLITICS AND CHALLENGES OF BRAZIL’S UNFOLDING RECONSTRUCTION”

Strengthening our ties with other Brazil Hubs within the University of Oxford, the Programme’s team participated in the Brazilian Studies Programme Annual Conference, on 8 March 2024, organised by the Latin American Centre and dedicated to Brazil’s politics and policy.

Anna Petherick presented her thought-provoking research on political polarisation, discussing how horizontal (as well as vertical) polarisation takes place in a fragmented political system, and presenting original interventions that might help decrease “dislike” and “distrust” between members of opposite groups.

Filipe Recch chaired the session on “Bringing the state back? Forging new social-economic development paradigms”, which brought together researchers from the London School of Economics and Political Science, King’s College, and the University of Cambridge.



BOOK LAUNCH: “WELLBEING: SCIENCE AND POLICY”

As part of a busy month for the Programme, a few days later on 14 March we held our first book launch to celebrate the publication of “Wellbeing: Science and Policy”. In this event, authors Jan-Emmanuel De Neve and Richard Layard, together with BSG Dean Ngaire Woods, the panellists and the audience, debated wellbeing and how public policy can affect it.

What is the basis for a happier life, and what can governments do to promote wellbeing? To answer these questions, the authors brought up a few points from their work. First, that the wellbeing of people is an overarching good. Second, that happiness can be measured. Third, that individual wellbeing has many causes, and studies are able to show how each one affects overall perceptions of happiness. Mental health and quality of work tend to be the most important factors, as opposed to a common (but misguided) conception placing income above all. Fourth, that policymakers should choose policies based on how much they improve wellbeing, seeing it not only as a consequence of policymaking, but as its driving force. After the presentations, panellists Anna Petherick, at Orkin, Associate Professor in Economics and Public Policy at the Blavatnik School,

Paul Collier, Professor of Economics and Public Policy at the Blavatnik School, and Roger Crisp, Professor of Moral Philosophy in the Faculty of Philosophy were called to provide their input and pose questions to the authors. Among other things, they talked about the impact of COVID-19 on wellbeing and whether public policy should be targeting wellbeing directly, or the problems that affect wellbeing. The following Q&A session counted with an inquiring and interactive audience, and the answers from the authors left us with the strong notion that wellbeing should be at the heart of public policy going forward. Afterwards, they joined the panellists, the LFP team, and a few guests in a delightful dinner.

You can watch the full panel here: <https://www.youtube.com/live/bXZE9I4wzdE?si=kqquV3nqmQPR76jh>



POLICY DIALOGUES

“Dialogues” is a series of webinars formed from partnerships between the Lemann Foundation Programme and schools of government in Brazil, all committed to creating bridges between academia and practice in the public sector. All encounters are built around relevant public sector and policy challenges that both the Programme and participating schools are working on, with the goal of sharing insights and identifying potential collaborations and opportunities for concrete impact.

The first round of webinars was built in partnership with the Centre for Public Leadership (CLP) and consisted of four events (three have already happened, and the final one is scheduled for May 2024). All of them were moderated by Lia Pessoa and featured presenters and discussants from the organisations’ respective networks.



Every encounter tackles one area of the public sector in Brazil and is based on original material produced by the Programme. Our inaugural webinar, held in November 2023, discussed the use of data for school administration. After beautiful introductions by Anna Petherick and Tadeu Barros (CLP Director), we welcomed Filipe Recch and Flavia Gavioli, Secretary of Education for Goiás State, to discuss the educational fragilities exposed by the COVID-19 pandemic and the potential for better data gathering and sharing within public education in Brazil.

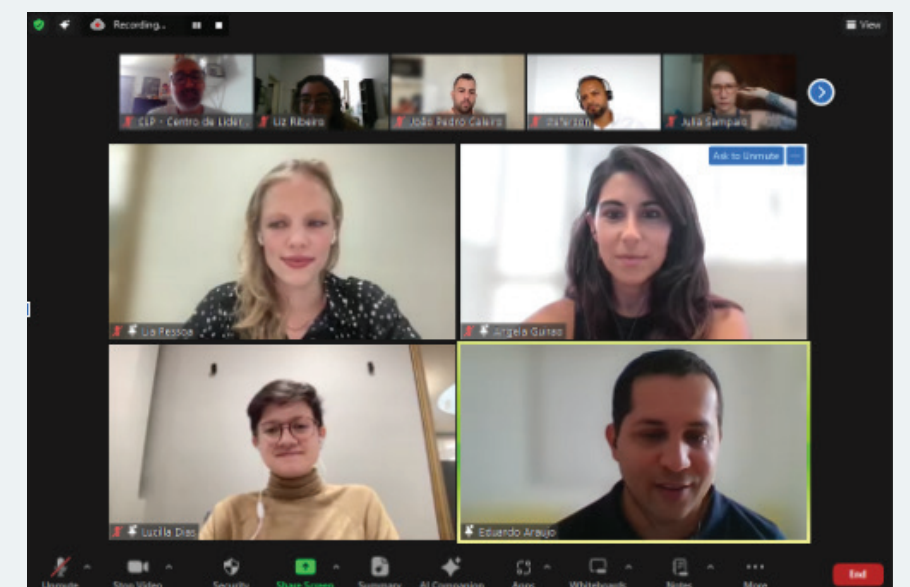
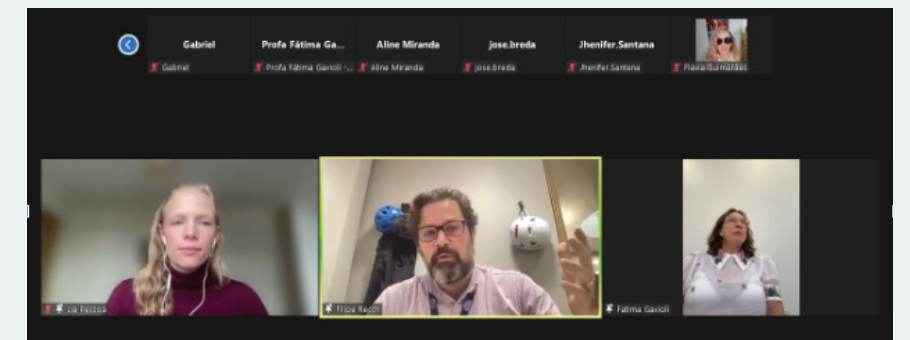


In January, we had our second webinar with João Pedro Caleiro and Karla Santa Cruz (MLG leader). They debated the steps that needed to be taken for rebuilding SUS (Brazil’s public health system) in the aftermath of the pandemic, considering the emergence of states as protagonists on health, and a new federal administration more keen on coordinating national efforts.

The latest event in this series was held in March 2024 and discussed how sustainability policies can help build public integrity, using the Amazon Fund as a starting point. The conversation was led by LFP collaborator Lucilla Dias and Angela Guirao, Director of Campinas’ Secretariat for Climate, Environment and Sustainability (SECLIMAS), and revolved around the transversality of sustainability policies, and how they can be strengthened by a culture of institutional integrity.

In addition to those three successful and engaging Dialogues, we have a fourth one on the way, which will bring our director Anna Petherick to talk about the intricate relationships between the themes of gender inclusion and public contracting.

The next round of webinars for 2024/2025 is already in the works and will be in collaboration with the National School of Public Administration (ENAP). We cannot wait to see this project continuing to grow, with more people being able to be part of it!



SUMMER PROJECTS

As the last stage of their degree, MPP students must undertake a project during the summer on a topic of their choice. In 2023, the LFP hosted six MPP students for their summer projects, who have done brilliant work - some of which are now published and available on our website.

Anna Volynets (Russia)

Anna's research is on how work autonomy affects the level of involvement by teachers in their communities, and its impact on trust and democracy.

Eduardo Araújo (Brazil)

On his project, Eduardo explores the theme of artificial intelligence for transparent public finance through the promise of chatbots used by governments in Brazil. This work is due to be published by the LFP shortly.

Geetika Mantri (India)

Geetika's research, previously mentioned in this newsletter, examines the rationalisation of history: exploring political divisions, curriculum content, and national identity in India. The research was presented at the Comparative and International Education Society (CIES) conference in Miami in March 2024.

Laísa Lima (Brazil)

Laísa's research, also previously featured in this newsletter, analyses how Brazilian municipalities can reorganise and enhance their existing childcare systems to better address the multifaceted aspects of vulnerability, ensuring equitable access and quality of care for all children.

Samia Mehraj (India)

Samia's research focused on the role of effective leadership in Kashmir and how that can contribute to the improvement of foundational learning outcomes.

Swathi Attavar Shailesh (India)

Comparing the cases of Brazil and India, Swathi examined the learnings from subnational governments on the issues of pandemic response, recovery, and health system resilience.

SOCIAL



BRAZILIAN MPPS RECEPTION

As the term kicked-in, the Programme hosted what has become a yearly tradition: our reception for the incoming Brazilian MPPs. The event was held in partnership with the "Brazil in Campus" project of the Lemann Foundation for the first time, and all six Brazilian students from the 2024/2025 MPP cohort joined us for an informal breakfast at BSG. We shared stories, experiences, and goals, and saw a new community form before us, and with it the foundation for continuous engagement in the future.

BRAZILIAN TELEGRAM PARTY

To celebrate Carnival festive season in Brazil, the Programme invited our network of friends and colleagues and the larger Blavatnik School and Oxford community to a Carnival party night!

Carnival is a special moment in various parts of Brazil and other places in the world, where regional culture is celebrated. We had an amazing night together on the 4th floor, which included delicious Brazilian snacks and a very special appearance by Anna in a legendary shark suit!

SKOLL FORUM BREAKFAST

On 10 April 2024, the Programme hosted a breakfast for Brazilians attending the Skoll Forum, an annual gathering dedicated to bringing together social entrepreneurs to tackle pressing social issues. The breakfast provided an excellent opportunity for these third-sector leaders to connect with each other, as well as with the Blavatnik School and other Oxford-based teams, including the Latin American Centre and Oxford Net Zero.

FINAL WORDS

“ONE LEARNING FROM THE PAST YEAR THAT I WILL CARRY FORWARD”

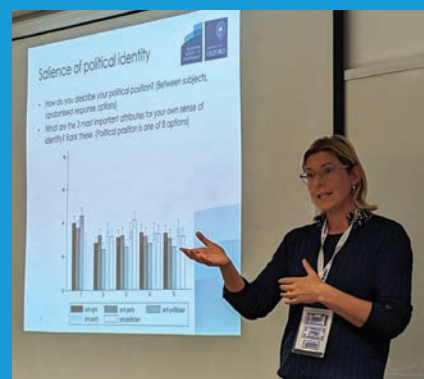


João Pedro

“I learned the extent to which public managers have competing priorities, and the utter lack of opportunities for them to reflect on their jobs and collectively brainstorm solutions to pressing problems. Correspondingly, I learned the enormous value of getting them together in a room to do just that, as exemplified by the health workshop.”

Anna

“For me, our health regionalisation workshop was a reminder of both how hard it can be to implement some policies even when many people in the public sector are supportive, and of the power of bringing together people with a common sense of passion and vocation. Often, the devil is in the detail of policy negotiation, and in finding a willingness and patience for troubleshooting.”



Filipe

“Reflecting on the past year, our work with Brazilian municipalities, particularly on the topics of early childhood education and regionalisation of public health delivery, has highlighted the central importance of policy implementation at this level for Brazil. Additionally, examining international perspectives on this topic showed me the global relevance of this debate and the value of cross-country exchanges. Another key insight is the worldwide significance of discussions around textbook content focusing on diversity, and inclusion. This is a productive research area that I am eager to continue exploring in the coming years.”

Lia

“Last year served as a profound reminder of the transformative potential of long-term, sustained, engagement. While it has been a commitment of the Programme since its inception, it can be frustrating to witness how long it takes for change to materialise. The lesson I learned is that to work deeply with the public sector in all its complexity takes time. Time to deeply understand the challenges, the opportunities, and to knit a network of passionate and knowledgeable individuals. Structural change is an ongoing journey, built at a slow and steady pace.”



Julia

“In 2023, LFP taught me in practice that meetings are essential for dialogues to happen for a better world. This year, I had the opportunity to be in contact with professionals on the journey to transform their territories, while experiencing the action of our team to make spaces for exchange possible.”

Liz

“This past year collaborating with LFP has taught me how good ideas for better public policies can be put into practice by opening a dialogue. Moreover, I’ve learned that overcoming public challenges requires collective work”



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