

A photograph of a modern building with a curved glass facade. In the foreground, there is a pink, abstract sculpture. The building's interior is visible through the glass, showing a bright, open space with a large potted plant and some furniture. The ground is paved with dark, rectangular stones.

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

What a delight it is to look back on another year of busy, mission-driven activity! From academic presentations to meetings of senior policymakers to parties in our department, the Lemann Foundation Programme team has worked enthusiastically and fantastically hard over the past 12 months, with so much to show for it. There are many highlights, but I'll mention just three here.

The first is João Pedro Caleiro's report for the G20 Health Working Group, which so impressed the Brazilian hosts of last year's G20, that they sent it to all ministerial delegations attending the working group meetings. Congratulations, João Pedro!

The second is our popular seminar series, Dialogues, held in partnership with Brazilian universities and training organisations. Organised by Lia Pessoa, this year we have completed a series with CLP, the Centre for Public Leadership in Brazil, and – at the time of writing – have one more session remaining in our series with ENAP, the School of Public Administration. These series have been a huge success, both in terms of their content, and in forging even closer relationships with educational institutions in Brazil.

And third, our racial equity project, driven forward by several top scholars in the field, who have all been generous with their time and infectious with their motivation to make substantive progress in Brazil. I anticipate, especially, that this project will blossom as we move into the Programme's fifth year, when we have so much else to look forward to.

I hope that, as you read on, you enjoy reflecting and – for readers already linked to the Programme, remembering – some great moments we shared together.



WHAT THE LFP IS ALL ABOUT

The Lemann Foundation Programme for the Public Sector (LFP, for short) is a comparative research and engagement programme at the Blavatnik School of Government at the University of Oxford. Our mission is to help improve the public sector and its associated institutions in Brazil, and the overarching question that guides us in this quest is: what can Brazil learn from other countries, and what can other countries learn from Brazil?

We see our job as generating insights that aim to address some of the most significant challenges faced by those trying to improve the public sector in Brazil. How to navigate acute levels of polarisation? How to lead with integrity? How to coordinate inside government, across very different institutions, with the public interest as a guide? These are all major questions for policymakers, for which there are no easy answers.

We publish research in the form of policy briefs, book chapters and papers addressing these topics – and, because we want our research to have real impact in the world, we engage individuals, as well as with institutions that can help move the needle in

their own institutional spaces. In other words, there is a constant positive, feedback loop between the research and engagement components of our work, many examples of which you will find in the next few pages.

This is the fourth newsletter since the launch of the LFP in November 2021 and it covers our fourth year of activities and achievements.

Our research and engagement cover a wide range of themes, so we do not aim here to provide an exhaustive account of all activities. Instead, we spotlight three key areas of particular interest—exploring why they matter and some of the early impacts that our work has had.

We hope you enjoy it – and if you are working in any of these themes or just interested in learning more, please do not hesitate to reach out. Our vast and diverse network is our not-so-secret weapon, and we believe real change comes from collaboration – another tenet of our work that will become clear in the pages to come.



MEET THE LFP TEAM

Dr. Anna Petherick • Director

Anna is an Associate Professor in Public Policy at the School and has recently worked on inclusion and affective polarisation in Brazil, with the employment of large-scale longitudinal surveys and novel experimental treatments to reduce animosity between in-group and out-group. Anna holds a BA and MA in Natural Sciences from Cambridge University and completed her postdoctoral training, DPhil (Politics) and MPhil (Comparative Government) at Oxford University, 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.



Lia Pessoa • Engagement manager

Lia develops the Programme's strategy for policy engagement and external outreach, building and working with an active network of stakeholders to achieve real-world impact. Prior to joining the 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, healthcare, 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.



MEET THE LFP TEAM

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, including by leading the regionalisation of health research. 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.



Dr. Filipe Recch • Postdoctoral researcher associate (outgoing)

This was Filipe's last year with the Programme, as he recently left to take up an Assistant Professor position at the University of Pittsburgh, where his wife is also a professor. He continues to collaborate closely with the Programme and we wish him all the best in all his future endeavours. Prior to joining the Programme, 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.



Amanda Domingos • Postdoctoral researcher associate

Amanda Domingos is our new team member starting Year 3.

She holds a Ph.D. in Political Science from the Federal University of Pernambuco, where she also earned a master's and a BA in Political Science. Her research focuses on the intersection of public policy, subnational, and multilevel dynamics. Before joining BSG, she was a postdoctoral researcher on the ACCESS Project, a German Ministry of Education-funded initiative at Europa-Universität Flensburg, where she examined the institutional aspects of higher education admissions and their impact on student inequality. Prior to that, she worked as a data analyst and community outreach consultant for the International Panel on the Information Environment (IPIE). Amanda is also a catalyst for the Berkeley Initiative for Transparency in the Social Sciences (BITSS) and a member of the Teaching Integrity in Empirical Research (TIER) Network, where she advocates for transparency tools and practices in social research.



Feature

COORDINATION IN HEALTHCARE

Brazil is home to one of the largest public health systems in the world—the SUS—which depends heavily on coordination mechanisms that offer a remarkable case study of health governance. This has been a central focus of our work since the Programme's inception, grounded in ongoing engagement with health sector stakeholders. Particular attention has been given to the regionalisation of health – a core organisational principle of the SUS that remains fragile in its implementation.

With **Brazil in the presidency of the G20** in 2024, our work on health reached a larger stage. We published a [report with the Global Innovation Hub for Improving Value](#), a G20-based institution, looking at coordination and equity in health as two key areas that are priorities for both Brazil and other G20 nations in a post-pandemic world and could help increase value (in the broad sense) in health systems.

In late August 2024, this work embarked on an engagement tour across Brazil. The first stop was the monthly meeting of **CONASS** (Conselho Nacional de Secretários de Saúde), a key institution in the SUS's architecture, gathering the state health secretaries of all the 26 states plus the federal district. Writer-Researcher João Pedro Caleiro presented the report, alongside many of the big themes that have featured prominently in our health research so far – including the financing, institutional and political roadblocks standing in the way of effective regionalisation in Brazil.



Later that week, the team dropped by Natal, Rio Grande do Norte, where the **G20 Health Working Group** meeting was taking place. We hosted a **dinner and roundtable** with a group of top-level health officials, including representatives from Saudi Arabia, Argentina, Italy and Indonesia – all countries analysed in the report – together with Ambassador Alexandre Ghisleni, coordinator of the Health Working Group, and representatives from international organisations like the Pan American Health Organization (PAHO).



Among other prominent speakers invited by the Programme to the dinner were Prof. Alan Stein, a senior research fellow in global health and public policy at the Blavatnik School, who highlighted the importance of early childhood development in determining long-term health outcomes, and the impact of climate change on this. Fabio Baccharetti, then president of CONASS, also flew in as our guest for the discussions. Recognising the value of the report, the Brazilian leadership of the Health Working Group would go on to share it with all ministerial delegations attending the G20.

The next stop of the tour, later that week, was an **event in Fundação Getúlio Vargas (FGV)** in São Paulo, as part of the official calendar of the T20, the G20 engagement group bringing together think tanks and research centres. The first panel, dedicated to health coordination and regionalisation, featured researcher Ana Maria Malik (FGV Saúde) with Renilson Rehem, who leads regionalisation efforts in São Paulo state. Next, there was a conversation with Hilda Gomes, coordinator for Equity, Diversity, Inclusion, and Affirmative Action (CEDIPA) at Fiocruz, and Rony Coelho, a researcher at IEPS (Instituto de Estudos para Políticas de Saúde) specialising in the health of the black population. The event was incredibly engaging and insightful, and we are very grateful for our co-organizer FGV Saúde and for everyone who attended. [You can read more about this work and its associated engagement in this blog post.](#)



Our work on health is continuing in new exciting ways. In November 2024, our Visiting Scholar **Patricia Chueiri** published a fantastic [policy brief](#) with ideas on enhancing primary care in Brazil, which is the main responsibility of municipalities. Her recommendations focus on the improvement of shared management structures in SUS, including the regional branches of state health secretariats and the regional intergovernmental commissions, which bring together state and municipal managers in each health region.

In the coming months, we are developing a case study on regionalisation negotiations and the use of vertical consortia in the state of Bahia – keep your eye out for it!

Feature

SOCIOPOLITICAL POLARISATION IN BRAZIL

Affective and ideological polarisation are enormous concerns around the world, given their serious implications for democracy, public debate, and the delivery of public services. These are tangible issues for any observer of Brazilian politics, yet they remain surprisingly understudied outside the United States and Europe. Hence, given the evident differences in Brazilian society, this topic has been a core concern of the Programme since its inception. Our body of work on polarisation is entering a new phase, with research findings that can inform both policy and public engagement.

In collaboration with Brazilian researcher Rafael Goldszmidt, our director Anna Petherick has led the **first large-scale study of affective polarisation in Brazil**. The research tracks levels and trends of polarisation sentiment through six waves of panel surveys, conducted before, during, and after the 2022 elections — with the most recent in December 2024. As expected, emotional intensity between lulistas (Lula supporters) and bolsonaristas (Bolsonaro supporters) was high from early on, stayed steady throughout the campaign period, and declined slightly afterward.

Beyond mapping levels of polarisation, however, the study's key contribution lies in testing low-cost, scalable experimental interventions to reduce affective polarisation. The results are encouraging: by revealing that support for certain policies was far more similar between the two groups than they had assumed, the interventions effectively reduced animosity and improved perceptions of intelligence among both lulistas and bolsonaristas. These findings, the first of their kind, highlight the significant potential of evidence-based depolarisation tools.

Another arm of this research, undertaken in collaboration with the Programme's first Visiting Scholar, Gabriela Lotta, examines **how polarisation affects citizens' perceptions of — and interactions with — civil servants**. The findings suggest that Brazilians are more likely to trust and prefer dealing with bureaucrats they perceive as politically aligned with their own views. For example, a bolsonarista might express greater confidence in a police officer, while avoiding interaction with officials seen as part of the opposing camp (teachers, for example, are more associated with the left).

This dynamic suggests something even more concerning: that polarisation may lead to the underproduction of public goods, such as underreporting of crimes by left-leaning citizens, or less involvement from right-leaning parents in their kid's education, at least in terms of how they coordinate with formal schooling. It also challenges the assumption that neutrality is the key to citizen trust and opens a broader debate about the role of representativeness in the bureaucracy.



These findings were presented by Anna Petherick at the **European Consortium for Political Research (ECPR) conference in Dublin** in August 2024 and discussed further in a research seminar at the Blavatnik School in October 2024. On 29 January 2025, the Programme's team invited the MPP students for a conversation about how polarisation plays out in the workplace of public institutions, hindering the ability of civil servants to deliver on services. We heard illuminating examples from Brazil and other countries that illustrated how those dynamics are playing out in practice.

Sociopolitical polarisation and its impact on Brazil's government workforce and service delivery will remain a central research area for the Programme. The team is in active dialogue with scholars and policymakers to explore next steps for reaching diverse audiences and supporting long-term, meaningful change within Brazil.

In parallel, we are seeking to better understand how politics unfolds at the local level. In April 2025, our postdoctoral researcher Amanda Domingos presented a collaborative project at the Local Party Politics (LoPaPol) conference in Leiden, the Netherlands. Developed in partnership with Director Anna Petherick and Virginia Rocha, Max Weber Fellow at the European University Institute, the project explores how politicians in Brazil may inherit the territorial distribution of votes from previous mayoral elections through three mechanisms: incumbency, partisanship, and family ties. Amanda's early findings raised new questions about the inheritance of local support and sparked lively discussions on how political legacies and party-building strategies unfold across different institutional and cultural contexts.

Feature

ARTIFICIAL INTELLIGENCE AND EQUITY

Artificial Intelligence is reshaping the way governments work, sometimes with harmful consequences. In 2019, for example, it was revealed that a Dutch government algorithm for detecting childcare benefit fraud used biased indicators, such as “foreign-sounding names.” Thousands of parents were wrongly accused, with some facing severe consequences including suicide, loss of custody and debt. The coalition government would end up resigning in January 2021 following public outcry. This case illustrates the high stakes of AI adoption, and the reason why the LFP has made diversity and equity the animating principle behind its work in this area.

Our research explores this from different angles. In June 2024, former MPP student **Eduardo Araujo** published a [policy brief](#) as part of his summer placement project, examining how AI chatbots could help make fiscal reports more accessible to the public — and in turn, enhance transparency in public finance.

The same motivation — understanding the impact of AI on diversity and equity — led to the development of a [working paper](#), released by Visiting Scholar **Pedro Cavalcante** in September 2024, which focuses on global cases of algorithmic discrimination. His work highlights potential threats to service quality, equity, and integrity, and proposes a roadmap for aligning AI with ethical and inclusive principles — with tailored recommendations for Brazil, given its current adoption and regulatory landscape.



These insights built towards a **one-day workshop** held in Brasília, in August 2024, at the headquarters of Controladoria-Geral da União (CGU) – the federal controller’s office and the most influential player shaping the equity impacts of AI in the public sector. The event brought together around 20 participants both from CGU and the Conselho Administrativo de Defesa Econômica (CADE), Brazil’s antitrust authority, to discuss opportunities and risks for AI use in the public sector.

The sessions were held by Lia Pessoa, engagement manager at LFP, and Fernanda Odilla, a researcher at the University of Bologna whose work focuses on the intersection of AI, anti-corruption, and integrity. Eduardo Araujo, now working as an advisor for the Treasury of Espírito Santo state, flew in to take part in the discussions, which also features a presentation on AI transparency by Pepe Tonin, a former MPP student and until recently, director of integrity research at the CGU.

The workshop proved highly effective in helping **managers, developers and policymakers** who work with AI from different angles to understand one another’s perspectives, build common ground and develop shared solutions. We hope to host more sessions like this in the future, bringing cutting-edge research into dialogue with the Brazilian civil service and creating space for open, productive exchange.

[You can read more about the workshop in this blog post.](#)



VISITING SCHOLARS AND SCHOLARS OF PRACTICE



The visiting scholar scheme supports selected individuals to spend time with us at the Blavatnik School, build connections across Oxford and advance their own work by reflecting on practices and outcomes in an international context.

In May 2024, we were pleased to welcome **Mariana Batista**, a political science professor at the Universidade Federal de Pernambuco (Brazil), as visiting scholar.

Mariana holds a PhD in Political Science from UFPE and was previously a visiting fellow at the Ash Center for Democratic Governance and Innovation at Harvard. Her research looks at coalition politics in presidential systems and the policy implications of government composition.

While visiting the Blavatnik School, Mariana presented at the faculty research seminar on 9 May 2024 on the theme “The Politics of Using Science as Evidence in Policymaking.” She explored whether policymakers’ backgrounds—whether they come from partisan or technocratic paths—affect how they use evidence to justify their decisions. She also met with MPP students over breakfast to talk about the challenges women face in public office.



We were also happy to welcome, for a few weeks in Summer 2024, **Alan da Silva**, president of the Centre of Excellence in Social Technologies (NEES) at the Federal University of Alagoas (UFAL). Alan is working on an ambitious new project with Filipe Recch which uses machine learning to understand how textbooks used by schools in Brazil vary in their expressions of gender, race and other identities.

In early 2025, it was time for **Gabriela Lotta** to join us once more for a period at the Blavatnik School, mainly to advance her collaborative work on polarisation with Anna Petherick. She consulted on several of our projects and engaged with the faculty and students on many occasions.

Our 2025 Visiting Fellow of Practice is **Olavo Filho, Executive Director of Todos pela Educação** – Brazil’s leading advocacy coalition for improving basic education. Olavo is currently focused on investigating the implementation of education policy, an area where the School is building significant expertise through initiatives like the What Works Hub for Global Education. We’re thrilled to have him with us and confident that his upcoming work will make a valuable contribution to the field and resonate far beyond the School.

SPECIAL PROJECT: RACIAL EQUITY AND PUBLIC ADMINISTRATION

In a country as diverse as Brazil, achieving virtually any social outcome requires confronting the deep racial inequalities that persist across policy areas. To advance work in this area, with a focus on the role of the civil service and effective public policy, the LFP has put together a **group of distinguished scholars with expertise in racial equity in public administration** from different (and complementary) perspectives.

Here are their profiles:

- **Giovani Rocha** is the founder of Mahin Antiracist Consultancy and has ample experience with institutional engagement on anti-racist issues.

- **Michael França** is an economist and researcher at Insuper, where he leads the Racial Studies Center.

- **Clara Marinho** has been a civil servant for over 10 years, currently working in the Ministry of Budget and Planning, with extensive experience on antiracist policies.

The group gathered at the Blavatnik School for an intensive week, between the 21 and 25 October 2024, to brainstorm and kickstart an ambitious project of gathering evidence and inputs to guide the writing of a collective output throughout 2025.

They were joined by Karoline Belo (MPP 2023 student) and Ellen da Silva (co-founder at Mahin Antiracist Consultancy) throughout the week and had the chance to engage in meaningful discussions with Flavia Galvani (BSG Faculty and co-director of the MPP), and Iyiola Solanke (Oxford Law professor and a specialist in anti-discrimination legislation).

Following that, Clara Marinho and Michael França came back to the Blavatnik School each for a few weeks during Winter 2025, in both occasions meeting students for exciting talks about careers involving addressing racial equity concerns in different contexts. We are very excited about where this work is heading and can't wait for the whole world to see it.



SUMMER PROJECTS

As part of their official curriculum, MPP students must complete a placement of six to eight weeks in an institution of their choice during the summer, investigating a policy question and writing a report with their findings and recommendations.

The Programme is delighted to host MPP students for their projects, bringing a much welcome jolt of fresh energy and new themes to our range of policy areas and approaches.

This will continue in 2025, with a fresh new wave of exciting projects already selected and ready to go.

Here are the summer projects which were developed in Summer 2024:

Giancarlo Gama (Brazil):

Fare free public transportation: financing and implementation options.

This work is currently being edited for publication in 2025.

Roop Singh (India):

The potential of telemedicine in rural areas: the case of India's eSanjeevani

Karoline Belo (Brazil):

Main challenges and opportunities in implementing SDG 18 (Ethnic and Racial Equality) in Brazil.

This work is currently being edited for publication in 2025.

Sara Freitas (Brazil):

To what degree do deviations in public budget credibility during emergencies exacerbate corruption?

FOSTERING CONVERSATIONS

The LFP has now firmly established itself as a Brazil hub within Oxford and is regularly sought by policymakers and scholars who are visiting and eager to make new connections.

We are deeply honoured to play this role, which includes supporting initiatives such as the **Brazil Forum**—an annual event organized by Brazilian students in the UK and currently hosted at the Blavatnik School. The Forum shares our mission of fostering meaningful dialogue on Brazil's policy, politics, and global role. It brings together high-level guests, including its long-time patron, Supreme Court Justice Luís Roberto Barroso. We will support the Forum again this year and are always open to new partnerships and conversations – if you are ever around Oxford, let us know!



On 2 July 2024, for example, our team and Prof. Alan Stein welcomed a delegation from Brazil for a lively discussion focused on projects in the areas of education, early infancy, and parenting. They included Onélia Santana, secretary of Social Protection in Ceará, Márcia Machado, associate professor in the Faculty of Medicine at the Federal University of Ceará, Ester Sabino, professor of Medicine at University of São Paulo (USP), and Raimundo Costa, president of the Ceará Foundation of Support for Scientific and Technological Development (FUNCAP).



Another round of lively conversations happened around the **Skoll World Forum**, an annual gathering in Oxford convening over 1,500 participants from across the world committed to social change and innovation. On 2 April 2025, the Programme held a roundtable putting together philanthropic leaders with MPP students that have shown leadership in responding to problems in their communities, such as providing low-cost climate adaptation solutions, tackling image dysmorphia through improved healthcare, and supporting civic journalism under authoritarian regimes.



Later that evening, we co-hosted a high-table dinner with leaders of non-profit organisations to discuss how to build partnerships, resilience and hope in the non-profit world given the challenging times.

On 3 April, the Programme convened not one, but **two breakfasts, with different groups from the Skoll Forum**. The first, co-organised with Humanity United and the Accountability Lab, and with a focus on members from philanthropic organisations, was prompted by a deep wish to find ways forward for the third sector and democracy in the current global political juncture. The second breakfast was Brazil-focused, gathering members from NGOs working on a variety of fields, from climate change to health, education, and democracy. We learned a lot, and made many new connections in these moments. The Skoll Forum has become a true feature of our calendar, and we are looking forward to doing the same in 2026.

We also frequently organise public-facing events to disseminate our research, support our engagement, and more broadly call attention to themes that we consider important.

On 25 June 2024, for example, the LFP hosted a **hybrid panel discussion on procurement, equity, and integrity**, featuring our director Anna Petherick alongside experts Lloydette Bai-Marrow, Mihály Fazekas, and Sope Williams. A key takeaway was the need to better include diverse stakeholders — especially minority-owned small and medium enterprises — in public procurement, a process often misunderstood even within government.



Speakers stressed that integrity is essential to public trust, highlighting the role of clear codes of conduct and effective monitoring. Audience members shared implementation challenges, and the session ended with a call for greater collaboration to promote transparency and inclusion in procurement.

DIALOGUES

One major priority within our overarching goal of fostering conversations is to build bridges between academia and practice in collaboration with schools of government in Brazil. The Dialogues project, which promotes regular conversations between LFP-associated specialists and those working in schools of government in Brazil, is the most prominent expression of that.

On 10 June 2024, the Programme concluded the **first cycle of Dialogues, organized in partnership with CLP (Centro de Liderança Pública)**. The discussion about gender and corruption paired our director Anna Petherick, herself a major scholar on integrity, with Vivian Satiro, a public policy manager and executive coordinator of the Observatory of Leadership and Public Management at Insper (São Paulo). Based on their extensive professional experience, Anna and Vivian debated the complex but often underappreciated relationships between corruption and gender.

A few months later, it was time to start a **new cycle of Dialogues, now in partnership with Brazil's National School of Public Administration (ENAP)**. The launch was made in great style during an in-person event in Brasília on 3 September 2024, when an MoU was signed between the two institutions, represented by our director Anna Petherick and Rafael Viana, ENAP's General Research Coordinator of the Directorate of Advanced Studies.



Créditos - Bell Vilanova



Soon after, ENAP scholars Priscila Delgado and Luiza Jardim joined Anderson Quack (Social Participation Advisor at the Ministry of Planning) and Leany Lemos (Legislative Consultant at the Senate) for a talk moderated by Lia Pessoa. The discussion focused on lessons from the participatory element of the federal government's pluri-annual plan (PPA) and other avenues for inclusive democracy.

The Dialogues series with ENAP has its own special touch: each session focuses on a policy brief written by ENAP scholars for the "Cátedras" programme. The topics all tie back to a central idea — how equity needs to cut across every stage of the policy cycle.

The second session, online, took place on 3 December 2024 and looked at the **tricky balance between political and technical dimensions of bureaucratic appointments**. André Vaz Lopes and Vanessa Elias, authors of the paper in discussion, had an engaging debate made with Alexandre Gomide, Director of Advanced Studies at ENAP, and moderated by Lia Pessoa.

The third session took place online on 17 April 2025 and had as guests Prof. Rosana Boullosa, a professor at University of Brasília, Wesley Matheus, Secretary of Monitoring and Evaluation of Public Policies at the Ministry of Planning, and Palloma Marciano, Manager of Strategic Information on

the State Government of Pernambuco. The discussion, based on a brief by Rosana, looks at how policy evaluation — often expected to be strictly "objective" — can instead make room for the many values involved in policymaking, helping build evaluation practices that are more fair, inclusive, and grounded in real-world complexity.

This series will continue throughout the year, with conversations planned around themes like bureaucratic leadership and equity in care policies. We hope you can join us for it!

SOCIAL

The LFP also finds the time to well, have fun, as Brazilians are known to do.

In October 2024, during the week with the racial equity scholars, we promoted our traditional reception roundtable for the new Brazilian MPP students and enjoyed learning more about them. Immediately after, we hosted our now-famous **Telegram Party** on the 5th floor of the School with Brazilian snacks, music, and the lively participation of the BSG community.



In early February 2025, things stepped up a notch with a legendary performance in the Inamori Forum by the six-piece **Risk Register band**. Their line-up featured no other than Timothy Power, Head of the Social Sciences Division at Oxford and one of the leading global scholars on Brazilian politics, on the bass guitar.

Other band members include Patrick Grant on guitars (also Pro Vice-Chancellor), Antony Green also on guitars (from University Development Office), Ed Nash (drums), and Prof. Jane Green on vocals. As the band ripped through iconic hits from the 1960s to the 1990s, the Forum filled with dance and singing – it was a night to remember!



LFP COLLABORATORS



Julia Sampaio • Research and engagement consultant

Julia has been involved in several LFP projects. Before joining the team, Julia led the Brazil sub-national team on the Oxford COVID-19 Government Response Tracker (OxCGRT), collaborating with over 90 volunteers. Julia holds a master's degree in Sociology and Anthropology from the Universidade Federal do Rio de Janeiro (UFRJ), where she has been involved in projects since 2018.

Her master's research mapped how Venezuelan family businesses used social media during the pandemic and how this digital work transformed the circulation of consumption in the city based on interactions in the digital and face-to-face environment in Rio de Janeiro. This was Julia's last official year with us, but she remains a close partner of the Programme.



Liz Ribeiro • Research and engagement consultant

Liz is also involved in several LFP projects. Previously, Liz worked as a Research Assistant for the Brazilian team on the Oxford COVID-19 Government Response Tracker (OxCGRT), collecting data on the pandemic in the country and helping to manage the team of volunteers.

She has a master's degree in Sociology and Anthropology from the Universidade Federal

do Rio de Janeiro (UFRJ) and is a doctoral student at the same university. Since 2017, her research has been based on the use of digital media – such as Artificial Intelligence – for artistic creation and its ramifications for ethics, creativity and the democratisation of art. This was also Liz's last official year with us, but she remains a close partner of the Programme.

ASSOCIATE MEMBERS

Our associate members remain an important component of our research and engagement strategies, bolstering the team's expertise in areas like digital government and people management, and consulting on a variety of ongoing projects.



Dr Beatriz Kira • Year 1 team member, 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 Oxford University. Beatriz 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). She is now a lecturer in Law in the University of Sussex and leads a research network that investigates AI regulation and creates an evidence base for policymakers to find the optimal balance between oversight and innovation. Beatriz remains an affiliate of the Programme and a Blavatnik School visiting scholar.



Javier Fuenzalida • Postdoctoral research fellow in public policy

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.



Margarita Gómez • Visiting fellow

Margarita joined the Programme as a visiting fellow this year. She founded and led the People in Government Lab (PeopleGov) at the Blavatnik School. Previously, she created the first Behavioural Unit in Mexico and served as principal advisor to the Minister of Public Safety and Ministry of Defence in Mexico. Throughout her career, she has taught on behavioural sciences, design thinking, and organisational change in Colombia, Chile,

Brazil, the UK, the United States, Singapore, and Mexico. Currently, she is also Senior Research Fellow at the Public Management and Technology Innovation Lab of the Autonomous University of Madrid and Affiliate at the Latin American Centre. Margarita is the Executive Director of Southern Voice 2030, a network of Global South think tanks which has recently joined the United Nations Scientific Advisory Board.

FINAL WORDS

FAVOURITE MOMENT OF THE YEAR (OR THE MOMENT THAT STUCK WITH ME)



Amanda

“Conversations with visiting fellow Clara Marinho, who, like me, is from Brazil’s Northeast, really stayed with me. Over several coffees, we reflected on how political dynamics shape not only policymaking but also whether—and how—resources reach communities and minoritised groups. Our shared regional perspective underscored the importance of understanding local contexts to turn budgets (and research!) into real, meaningful change on the ground.”

Anna

“There are so many fun and rewarding moments with our wonderful students and partners. A slightly different moment – one instance of quiet satisfaction – occurred when I sat down next to the head of the Brazilian delegation to the G20 Health Working Group, on an engagement trip to Natal, and noticed that in his printed out copy of João Pedro’s G20 report, he had annotated handwritten notes in the margin of the pages right through to its end. And then he told everyone at the event that there are always lots of reports, but this is one that’s really worth reading – in full.”

Lia

“This year, the Programme embraced more risk—and with it, more creativity. We leaned into bold ideas, like co-creating a full week of events on racial equity in Brazil’s public sector. It was a leap of trust and collaboration with visiting fellows, national and international guests, and our team shaping the agenda together. That week sparked reflections and connections that still shape our work—and deeply inspired me, both personally and professionally.

JP

“From the start of the Programme, CONASS has been both a partner and an inspiration— thanks to its role in health coordination in Brazil, and its leadership during the response to the COVID-19 pandemic. Presenting our regionalisation work at their monthly meeting with all state health secretaries present felt like a personal honour and a full-circle moment for the Programme, reflecting the impact of our work and something unique about the way we blend research and engagement.”



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