

NEWSLETTER

Lemann Foundation Programme for the Public Sector
Blavatnik School of Government
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LEMANN FOUNDATION PROGRAMME

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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! This is my fifth director's note for our annual newsletter, and thus one that brings together the Programme's efforts and activities in the final year of our initial (5-year) funding cycle. It has been a year of many wonderful celebrations as the fruits of past efforts come to bear. In particular, the outcomes of two significant, multi-year projects were launched. Our polarisation workstream delivered its main publication, which was covered by both BBC Brasil and featured in the Financial Times. And our racial equity book, the "Guide for Antiracist Public Management", written by five brilliant experts in the field, was launched in Brazil. Within weeks its second print run was planned—the first having sold out quickly, with the book added as reading for Motriz's Executive Leadership training.

This newsletter details those projects and many more, which together respond to the challenge of how to generate knowledge and engage productively with the public sector and its partners, in order to help Brazilian bureaucracy and society achieve their potential.

There are many other efforts to celebrate, and this year, as always, the Programme team have worked hard and enthusiastically. Our workshop on implementation in education with Todos pela Educação received fantastic feedback from Todos' coalition members, who flew to Oxford to take part. Our new negotiations case study about regionalisation of health in Brazil was taught on the MPP. And our ongoing Dialogues series with Enap continues to grow in richness with each session, and, as a team, we are looking forward to building a broader partnership with Enap in the years ahead. Feeding into this, a large survey going out to all of Brazil's federal civil servants should, in the coming months, provide insights into important, yet often subtle, aspects of bureaucratic behaviour and attitudes, such as the drivers of perceptions of legitimacy of gender and racial quotas.



In my role, much of this year has been planning towards the next five years, finding synergies across workstreams and with partners in both Brazil and Oxford, as well as investing effort in projects that can support future plans. We are excited about what lies ahead!

WHAT THE LFP IS ALL ABOUT

What can Brazil learn from other countries, and what can other countries learn from Brazil? When the Lemann Foundation Programme for the Public Sector (LFP, for short) started its activities about 4.5 years ago, this was one of its guiding questions. Ever since, this umbrella question has been expanded and refined to encompass a variety of concerns expressed by people working in and with the public sector.

This year, in particular, the lens has been applied to ask: how civil servants can play their part in advancing racial equity in Brazil? What are the drivers of institutional change towards acceptance of women and racial minorities in senior positions? And what is specific to Brazil about the dynamics of affective polarisation, and what can be tried and applied from other countries?

The LFP responds to questions such as these through a dynamic interplay between research and engagement. This means that much of our research work is shaped by listening, and that our publications aim to respond to the daily challenges faced by public institutions and those connected to them. We then use those same publications to engage directly with the people who could most benefit from them – through training, teaching, and public engagement – thus creating yet another opportunity to foster new research ideas. While our partners and main lines of research are often Brazil-focused, we are situated in a global school that welcomes about 150 students from 60 countries every year. This context brings a rich comparative and reflective streak to everything we do.

This is the fifth newsletter since the LFP was launched in November 2021, and it covers the capstone year of a first funding phase, highlighting key activities and achievements since last spring. We hope you enjoy it, and we invite you to reach out to us should anything catch your attention. Our growing and diverse network of partners is something we are very proud to cultivate, and we cannot wait to see where we might go together next.

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 MPhil (Comparative Government), DPhil (Politics), and postdoctoral training at Oxford University. Aside from directing the Programme, Anna teaches on the core MPP politics course, the Politics of Policymaking, as well as on regular executive training courses RPLP and EPLP (the Rising and Executive Public Leaders Programmes, respectively). Anna has also taught statistics and tutored Brazilian politics, and co-led 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.



Amanda Domingos • Postdoctoral Researcher Associate

Amanda 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 analysis 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.



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.



Fernanda Castro • Programme Manager (incoming: March 2026)

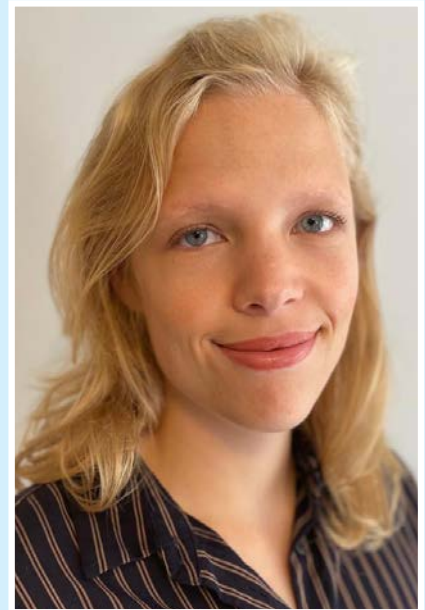
Fernanda has worked across Brazilian state governments, civil society organisations, and research centres. She holds a bachelor's degree in philosophy from the University of São Paulo and an MSc in Public Policy and Administration from the London School of Economics. In the government of the State of São Paulo, she contributed to the expansion of technical and vocational education and training and the implementation of the Secondary School Reform. In the third sector, she coordinated the rollout of an online teacher training programme for teachers across three Brazilian states. Before joining the Blavatnik School, Fernanda led teams at NEES (Federal University of Alagoas) to inform the implementation of Pé-de-Meia, a financial incentive programme aimed at improving school attendance and completion among secondary school students, as well as Sistema Gestão Presente, a national digital public infrastructure supporting education monitoring.



THE LFP TEAM

Lia Pessoa • Engagement Manager (outgoing: November 2025)

Lia's primary research and policy interests are in the areas of governance, healthcare, and gender and racial equality. She 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. She also 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. While at the Programme, Lia worked on strategy for policy engagement and external outreach, building and working with an active network of stakeholders to achieve real-world impact.



Feature

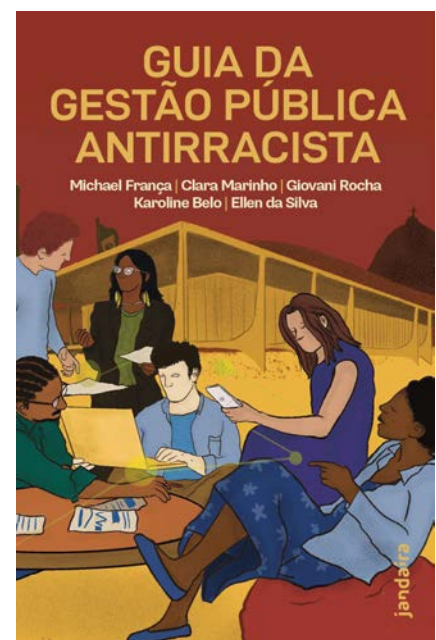
RACIAL EQUITY

Brazil is a country with vast racial diversity, and yet opportunities and improving outcomes for Black Brazilians have been slow to emerge over time. How can public administration and civil servants adopt effective and fair approaches to addressing this? With this question in mind, the Programme welcomed a group of distinguished specialists in this area to the Blavatnik School in October 2024:

- **Clara Marinho.** Planning and Budget Analyst at the Ministry of Planning and Budget (MPO), and PhD candidate at Fundação Getulio Vargas (FGV).
- **Ellen da Silva.** Social Scientist and co-founder and Executive Director of Mahin Consultoria.
- **Giovani Rocha.** PhD in Political Science and African Diaspora Studies from the University of Pennsylvania and co-founder of Mahin Consultoria.
- **Karoline Belo.** MPP graduate (2022 class) and a UNESCO consultant at SECADI, the secretariat responsible for diversity policies in the Ministry of Education.
- **Michael França.** PhD from the University of São Paulo (USP), coordinator of Insper's Center for Racial Studies and a columnist for newspaper Folha de S.Paulo.

During an intense week of discussions with the whole of the LFP team, the group identified a lack of materials focused on civil servants and that carefully addressed the role of institutions in perpetuating racial inequalities. The group then decided to write a practical and accessible guidebook over the course of 2025. To gain insight into the challenges faced within Brazil's civil service, 16 interviews were conducted with people who either work directly on racial equity policies or on core state functions (such as budgeting and planning) that have a significant impact on racial equity.

The "[Guia da Gestão Pública Antirracista](#)" (Guide for Antiracist Public Management) provides: an overview of racial inequalities from the perspective of a Black person growing up in Brazil; a framework of existing public policies across different levels of complexity; an account of the issues faced by civil servants in their daily practice; and, most importantly, strategies for incorporating a racial equity lens into both more and less mature public organisations.





Credit: @dubillafoto



Credit: @dubillafoto

The book was launched in Brazil in late April, with excellent attendance and lively, thought-provoking contributions from the group of authors and editor João Pedro Caleiro. The first event took place at Insper in São Paulo, while the second launch was held in Brasília the following week across two events.

In the morning, the group joined a seminar on racial equity experiences in public service at Institute for Applied Economic Research (Ipea), alongside Luciana Servo, president of Ipea; Tatiana Dias da Silva, from the Ministry for Racial Equality; and a series of talks by civil servants involved in initiatives to advance racial equity across the country.

In the evening, the launch took place at the Circulares bookshop. These events drew huge amounts of interest and enthusiasm around the theme, and the book's first print run quickly sold out.



Credit: Thiago Albuquerque/Ipea



Credit: Luana Britto

The book also gained significant attention in the media and policy circles: it featured in news stories in [Folha de São Paulo](#) and national news agencies. Opinion pieces by the authors highlighting key takeaways from the book were published in newspapers including [Folha](#) and [Correio Braziliense](#), as well as on blogs and [news websites](#). The book was also launched alongside the Executive Leadership programme for Motriz, which distributed copies to all participants.

Work is now underway to maintain this momentum by promoting new launches, developing training programmes for civil servants based on the book's content, and translating the book into English. If you have ideas on how this book could be used, we would love to hear from you.

Feature POLARISATION

Polarisation is just as often discussed as it is misunderstood. In countries with high levels of polarisation – including Brazil – the word is often thrown around as either the cause or the consequence of all sorts of societal ills. And yet, despite the strong emotions it provokes, there are more questions than answers about why it happens, how it is structured, and how it is changing – and even fewer about ways to counter its power. This is particularly true for affective polarisation, which is driven by emotion, identity, and group belonging.

Director Anna Petherick has been working on this topic since the launch of the Programme, to better understand how polarisation operates. She has built a team of Brazilian academics, most notably Rafael Goldszmidt of FGV-EBAPE, and, in partnership with them, has administered seven rounds of panel surveys in Brazil to gauge levels of affective polarisation and the relationship between people’s attitudes towards their in-group and the out-group, as well as their interactions with the civil service. The research team has also experimented with ways of reducing polarisation by correcting misconceptions people hold about the out-group – possibly the first experimental evidence of this kind in Brazil.

A paper presenting these results [has been published open-access in the prestigious journal *Nature Communications*](#), and the findings reported in a long [article by BBC Brasil](#). A different aspect of the work was also discussed in a [published letter by Anna to the *Financial Times* in November](#). The polarisation surveys will continue in this election year.

nature communications

Article <https://doi.org/10.1038/s41467-026-0186-1>

Dynamics of sociopolitical polarization and effects of misperception-correcting information around the 2022 Brazilian elections

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Check for updates

Anna Petherick¹*, Guilherme A. Ramos^{2,3}, Rodrigo Furtado⁴, Rafael Goldszmidt⁵ & Eduardo B. Andrade⁶

Affective polarization is little studied in systems that prevent ambiguity in relevant politics of groups. We assess dynamic patterns in intergroup liking and perceived intelligence over 5 waves of a pre-registered survey with a panel of voters (N = 2,000) conducted before, during, and after the 2022 Brazilian elections. Given the nature of Brazil's political system, we document horizontal affective polarization of combinations of political groups and outgroups. These include left-right self-placed position holders, negative partisans, and supporters of the most important presidential candidates, "Lula" and "Bolsonaro". Categorized by fine-grained vote intention, the latter grouping (Lulistas vs. Bolsonaroistas) shows particularly intense affective polarization before the election campaign, which remains stable through the election, thereafter fading approximately symmetrically. We also demonstrate that experimental treatment conditions correcting misperceptions of group stances on single, controversial policies reduce affective polarization by up to 6.6 percentage points (liking dimension), and, in some instances, also shift policy support.

Affective polarization among ordinary citizens has been linked to many undesirable societal, political, and economic outcomes. We only do people who dislike others and distance themselves from different socio-political groups tend to vote together on the ballot, whether or not they also socially distance themselves, leading to such as economic polarization and being in the same neighborhood or the same group, creating the chambers of opinion. Individuals register high levels of affective polarization before the election, but this drops in more heated elections, including the dissemination of "fake news" and the acceptance of employment opportunities and pay. These various tendencies, in essence, have the potential to drive and sustain profound divisions in many societies around the world, promote the

... along of democratic norms" and even increase support for political violence. Our research suggests that social and economic outcomes are not only driven by affective polarization and identity formation and right-wing movements that can surface in challenging contexts are of central importance.

Our research has been to best measure and reduce affective polarization has focused on the exceptional case of the United States, where political polarization and engagement are relatively high and well-studied. Our experiments such as "voting" have been identified that are not all cases, particularly prominent cause "Bolsonaro". A growing literature suggests that affective polarization is a common phenomenon in countries in Europe, following recent developments in the

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FINANCIAL TIMES

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Letter: A way to make sense of Brazil's fractious politics

From Anna Petherick, Associate Professor of Public Policy, Lemann Foundation Programme Director, Blavatnik School of Government, University of Oxford, UK

Published NOV 28 2023

In "The 'false news-ification' of everything" (Data Points, FT Weekend, November 8), your columnist John Burn-Murdoch proposes that part of the youth gender divide, on issues such as the Israel-Gaza war and immigration, can be explained by a decline in the share of 18- to 24-year-olds responding "don't know" to questions about political ideology.

For the past few years, with Brazilian colleagues, I have run surveys to try to make sense of Brazil's fractious hot politics. Instead of asking people to self-place on a left-right ideology scale with only one off-scale option ("don't know"), we always offer two: "I don't know what it means to be on the left, centre or right" and "I know what it means, but I don't identify with any of these groups."

In our most recent data, people who "know but don't self-place" made up around 28 per cent of the population, a larger percentage than said they are clearly on the left or on the right.

These people are more likely to be women, and they are better educated and more interested in politics than the "don't know".

They also have the media consumption patterns of people on the political left (who get more political information from TV than social media, whereas this switches around for those on the right).

What is curious about the "know but don't self-place" group is less the youth

BBC NEWS BRASIL

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A solução de Oxford para reduzir polarização entre lulistas e bolsonaristas



REUTERS

Lula (PT) lidera as estimativas de intenção de voto sobre Flávio Bolsonaro (PL) para 2026, em uma disputa que deve reeditar a polarização de quatro anos atrás.

Stephanie Rodrigues
Da BBC News Brasil em Londres

The LFP's status as a global reference point on this topic was further strengthened over the past year. On 2 May 2025, Amanda Domingos and Anna Petherick taught a class at the Latin America Centre on polarisation as part of the "Politics of Brazil" course. At the end of May 2026, the LFP organised the workshop "Affective Polarisation Meets its Neighbours" with collaborators from the University of Amsterdam: Assistant Professor Eelco Harteveld and PhD candidate João Areal Neto.

The workshop took place at the Blavatnik School and brought together academics from Oxford and universities in Austria, the United States, Germany, Estonia, Sweden and elsewhere for an open and engaging discussion. It drew BSG faculty, including Professors Chris Stone and Thomas Simpson, and world-leading Brazilianists: Professor Tim Power, head of Social Sciences at Oxford University; David Samuels, Distinguished McKnight University Professor of Political Science at the University of Minnesota, and Cesar Zucco, Lemann Family Foundation Professor of Brazilian Studies and Professor of International and Public Affairs at Columbia University.

The goal was to explore emerging connections between the literature on affective polarisation and other fields of knowledge, including philosophy of trust, peace and conflict studies, partisanship, and communications. The discussions were thought-provoking and sparked a range of new research avenues, made even more promising by the new relationships established among participants.



“This workshop on polarisation proved the opposite of its subject: we listened across difference, built on each other’s ideas, and confessed to shared confusions. What fun! It was a risk to dispense with the presentation of formal papers and simply invite responses to questions circulated in advance, but the individual preparation calls and the care with which the questions were framed produced a lively, thoughtful, and incisive discussion, with plenty of respectful disagreement. For a topic of such current scholarly and political interest, it was probably crucial to have kept numbers small, drawing on a diversity of disciplines, with such skilled moderation” – Chris Stone, Professor of Practice of Public Integrity, Blavatnik School of Government

The workshop agenda extended beyond the conference room and included a welcome dinner, a guided visit to Worcester College, and a sunny and enjoyable evening of punting followed by dinner at St Hilda’s College.



Some of the participants then ended the week at an all-day seminar organised by the Latin American Centre (LAC), featuring materials based on results from a survey led by Prof. Tim Power and administered to every Brazilian legislature since 1990. A paper by Anna Petherick and João Areal about making sense of subdivisions within the Brazilian right was presented, while Amanda Domingos provided expert commentary on a separate paper.

Later, the LFP and the LAC jointly hosted a public roundtable on the prospects for the 2026 Brazilian election at BSG. The panel, moderated by Anna Petherick, featured Daniela Campello (FGV/EBAPE), David Samuels (University of Minnesota), Malu Gatto (UCL), Natália Bueno (Emory University) and Juliana Bueno (MPP alumna). This was followed by an exciting party with live music (more on that later).



Feature

NEGOTIATING, IMPLEMENTING, AND UNDERSTANDING BUREAUCRATIC ATTITUDES FOR POLICY SUCCESS

» Negotiations in Health

As far as public health systems go, the Brazilian SUS (Unified Health System) is a unique beast. Not only is it arguably the largest public health system in the world, but it can only function through some degree of coordination between the different levels of the Brazilian federation: the Union, states, and municipalities. That is why our work on regionalisation, a founding organisational principle of SUS, has often included a negotiations angle.

This is illustrated by Bahia, which is the focus of our new negotiations case study. Starting in 2014, the government of this large state in northeastern Brazil began advancing a project to expand the availability of medium-complexity exams and procedures, understood to be a major gap in health provision, through the creation of new polyclinics. The model entailed sharing costs and responsibilities between the state government and a set number of municipalities within each health region to manage the clinic.

The catch: every municipality in each health region had to subscribe to the new model in order to achieve sufficient scale. While most did so easily, a few resisted for a variety of political, financial, or logistical reasons. The main section of the case describes the real-life scenario of this negotiation, while the exercise itself (though based on existing situations) was fictionalised for teaching purposes. There are six roles in the case: two representing the state government (a political and a technical representative), and four municipalities of various profiles (Ventura, Xangô, Quilomba, and Birapema).



The case was developed by Writer-Researcher João Pedro Caleiro in partnership with the Case Centre for Public Leadership, led by Emily Jones. Professor Jones teaches Negotiations and had previous experience with health negotiations in Brazil, having led a module during the workshop with health secretaries promoted by the Programme in Brazil in 2023.

Every negotiations case study needs to be carefully calibrated to ensure that its parameters are clear and actionable, as the ability to reach a deal can ultimately hinge on fine details. This case went through three rounds of simulations: a pilot with a small group on 9 July, a large exercise with a group of Brazilian policymakers on 1 September, and live teaching in the MPP core course, as 'Policy Challenge 1' on 4 November. We look forward to seeing this case taught many times, helping students and policymakers from all over the world hone their negotiation skills and, in the process, gain a fuller understanding of health policy and SUS in Brazil.



Our work on health regionalisation has also advanced on other fronts. Amanda Domingos is leading research investigating the relationship between regionalisation and congressional amendments, an ever-growing share of the federal health budget.

Some of the initial findings were presented in late August 2025 at the European Consortium for Political Research (ECPR) General Conference in Thessaloniki, Greece. Feedback from the session organiser and participants was very positive and provided valuable input for the next stages of the project.

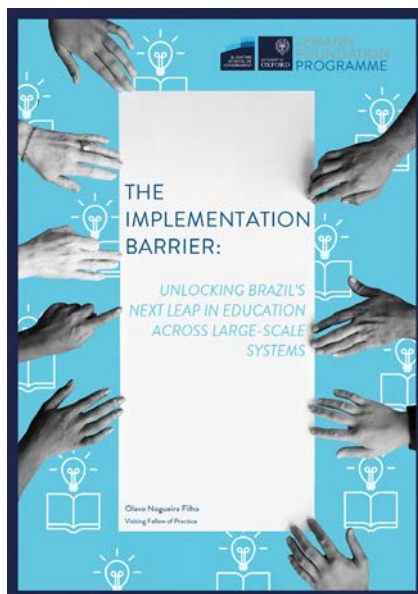


» Implementation in Education

What are the main barriers preventing Brazilian states and municipalities from achieving better educational outcomes for their children? Recent years have seen important advances in terms of access and a growing consensus on what works. And yet, there remains a considerable gap between targets and results, and large systems in particular are struggling. What accounts for this gap?

These were the questions guiding Olavo Nogueira, Executive Director of Todos Pela Educação, a major coalition to improve education in Brazil, during his fellowship with the LFP in Spring 2025. His diagnosis is that differences in success are largely related to the quality of implementation on the ground. This is an area in which the Blavatnik School has become increasingly active, particularly through the What Works Hub for Global Education.

Olavo's policy brief "[The Implementation Barrier in Education in Brazil](#)", drawing on insights from several scholars working in the field, proposes a layered framework to improve the effectiveness of implementation. The recommendations address the levers operating at all levels of an educational system — teachers, school leadership, the middle tier, and central offices — in an integrated and coherent manner. In this way, actions become mutually reinforcing and positive feedback loops can be established.



The brief served as the main input for a large implementation immersion held at the Blavatnik School from 1 to 3 September and organised by the LFP and Todos Pela Educação. 35 senior leaders from Brazil's education-focused third sector took part, including representatives from Fundação Lemann, Itaú Social, Instituto Ayrton Senna, Instituto Sonho Grande, and Instituto Unibanco. The group was guided through a learning journey that first established the relevance of the theme, followed by a diagnosis of implementation challenges on the ground, and concluded with a repertoire of tools to address them.

The programme included sessions led by Director Anna Petherick together with Margrethe Vestager, former Minister of Education of Denmark, former Vice-President of the European Commission, and a World Leaders Fellow at the Blavatnik School. Participants also heard from Alex Beard (Teach For All), Colleen McLaughlin (University of Cambridge), Noam Angrist (What Works Hub) and Clare Leaver (What Works Hub), as well as from several Brazilian participants working in this field.



» Mapping the attitudes of Brazil's bureaucracy

In the coming months, the Programme will field a major new survey in Brazil examining the attitudes and opinions of bureaucrats within the federal administration. The project is led collaboratively by Anna Petherick, Amanda Domingos, and Mariana Batista of the Federal University of Pernambuco, a former LFP Visiting Fellow.



The survey will generate important new insights into the drivers of acceptance of gender and racial quotas in Brazil, especially at more senior levels—as well as the broader perspectives, priorities, and experiences of public officials. In doing so, it will contribute to broader research on governance, public administration, and state capacity, and contribute insights to future training courses with public leaders in Brazil.

Valuable contributions were also made by research programmes and faculty from BSG and Oxford, including Timothy Power (Head of Social Sciences), Stefan Dercon (Professor of Economic Policy and Senior Adviser to the What Works Hub) and Mara Airoidi (Government Outcomes Lab). Gloria Almeida, an MPP student whose summer project focused on the impact of artificial intelligence in education (discussed later), also took part in the immersion as part of the LFP team.

The conclusions of the policy brief and reflections from the immersion have since been presented by Olavo in several influential policy circles in Brazil. These include the International Symposium on Early Childhood Education by the Bracell Foundation, the Course by the Early Childhood Science Center (NCPI) in partnership with Insper and the Maria Cecília Souto Vidigal Foundation, the Alana Institute, the Movement for the Common Curricular Base, and the Center for Studies and Research in Education, Culture, and Community Action (CENPEC).

The project will also be presented at the upcoming conference of the Brazilian Association of Political Science (ABCP), helping to foster wider academic and policy engagement around the initiative. We look forward to sharing findings and insights from the project in the near future.

SUMMER PROJECTS

The summer project is the final component of the MPP degree and requires students to work on a policy issue alongside an institution of their choosing. The LFP is pleased to welcome students as part of their summer project placement under the supervision of Amanda Domingos.

This helps expand and enrich the range of themes, perspectives, and countries reflected in the LFP’s work, bringing fresh energy and ideas into our research.

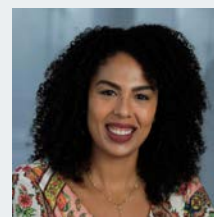
These were the students selected and their projects in Summer 2025:



Ibiwunmi Oluokun (Nigeria):
Improving maternal quality of care in primary healthcare centres: the effects of a decentralisation policy in Lagos



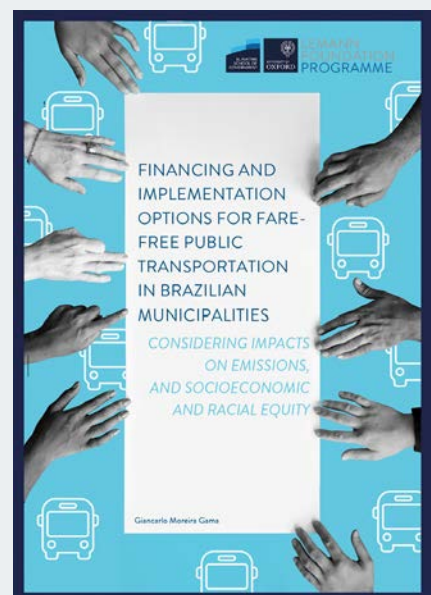
João Preto Deolindo (Brazil):
Fiscal autonomy and amendments in the healthcare area in Brazil



Gloria Almeida (Brazil):
Artificial Intelligence development and impact on racial equity: an analysis of the Brazilian Artificial Intelligence Plan (PBIA) in education

Some of the work completed during the summer project placements is later published by the LFP as policy briefs. One example this year is “[Financing and Implementation Options for Fare-Free Public Transportation in Brazilian Municipalities](#)”, by Giancarlo Gama, who completed his placement with the Programme in Summer 2024.

The policy brief examines fare-free public transportation policies across 114 municipalities in Brazil and provides an evaluation of their impacts, as well as recommendations for implementation.



FOSTERING CONVERSATIONS

The LFP prides itself on promoting opportunities for high-quality dialogue and exchange on themes of relevance to the public sector in Brazil and elsewhere.

On 13 May 2025, the Programme hosted a roundtable on media and policy with a group of distinguished Brazilian journalists then based in the UK: Carla Miranda (O Estado de S. Paulo/Reuters Fellow), Raphael Hernandes (The Guardian/University of Cambridge), Mariana Hallal (The Telegraph), Carolina Martinelli (Folha de São Paulo) and Luiz Fernando Toledo (BBC/Abraji).

They were joined by Michael Hauser and Caithlin Mercer from the Reuters Institute; MPP students Gloria Almeida, Heleno Ribeiro, Jonas Kulalauskas, Thiago Sussekind, and Omnia El Omrani; as well as the LFP team, Visiting Fellow Olavo Nogueira, and Catherine Elliston from the BSG communications team.



On 4 June 2025, our work on health continued to gain international visibility. João Pedro Caleiro was the main speaker in a webinar hosted by the Global Innovation Hub for Improving Value in Health, our main partner for the G20 report on health coordination and equity. João Pedro presented the Brazil case alongside Dr Reem Bunyan and Dr Razan Alarafah, who hosted the session on behalf of the Hub.

Guest speakers also shared lessons from their own countries: Alice Borghini, Director of the Digital Health and Telemedicine Unit at the National Agency for Regional Healthcare Services in Italy, and Anant Jadi, Research Fellow in the Oxford Value and Stewardship Programme (OVSP) in the United Kingdom.

On the same day, Olavo Nogueira led a discussion with MPP students based on two short cases from the world of advocacy. The first focused on developing a document with education policy proposals in the challenging context of elections; the second explored common misconceptions surrounding NGOs and how to navigate leadership challenges in the third sector.



BRAZIL FORUM

The Brazil Forum is a unique event in the UK academic calendar, bringing together high-level experts and policymakers for a weekend of discussions focused on Brazil, with topics ranging from education to culture to diplomacy.

It is hosted at the Blavatnik School and, although it is not organised by the LFP, it often aligns naturally with our work.

In 2025, three Programme alumni took part in the Brazil Forum as speakers, showcasing their work within the Programme:



- **Eduardo Araujo** gave a remote presentation on his published research, developed as part of a summer placement with the LFP, focused on the potential use of chatbots to enhance understandability and transparency in public finance.



- **Karoline Belo** presented her research, also developed as a summer project with the LFP, on Sustainable Development Goal 18, which focuses on advancing racial equity and has been voluntarily promoted by the Brazilian government.



- **Olavo Nogueira** participated in the panel “Educating Brazil: Challenges and Horizons in Valuing the Teaching Profession” alongside congresswoman Duda Salabert, Lucia Cristina Santos, a public school teacher in Manaus, and Patrick Tranjan, Secretary of Education for the city of Belém.

SKOLL FORUM

The LFP also maintained its tradition of hosting a series of engagement events around the Skoll Forum, a major annual gathering that brings together social entrepreneurs and philanthropic organisations in Oxford to address some of the world's most pressing challenges.

On 21 April 2026, we hosted, for the second consecutive year, a breakfast session with a group of philanthropic partners: Accountability Lab, Civic Strength Partners, Development Gateway, Geneva Global, Global Impact, and IREX. Titled “One Year into a Brave New World: Opportunities and Challenges for Civil Society and Governance Donors”, the session fostered insightful discussions on navigating an increasingly challenging landscape for philanthropic organisations.

Two days later, on 23 April 2026, the Programme invited all Brazilian delegates attending the Skoll Forum to another breakfast alongside our partners from the Lemann Foundation. Representatives from organisations such as the Institute for Social Impact, Instituto Arapyaú, Sitawi, and the Global Fund for a New Economy connected with the team and with one another, further solidifying the Programme's role as a hub for all things Brazil in Oxford.



DIALOGUES

Schools of government and other organisations committed to improving the public sector in Brazil are our natural partners, and the LFP is constantly seeking to strengthen its ties with them.

The Dialogues project is a flagship initiative in this direction. It began in 2023 with a round of conversations in partnership with CLP (Centre for Public Leadership) and has since continued as a collaboration with Enap (National School of Public Administration), an organisation we are proud to partner with.

This new cycle of Dialogues is based on the Cátedras programme, a research scholarship initiative producing work of relevance to the public sector and is now halfway through its second year.

There have been two editions in this cycle so far:

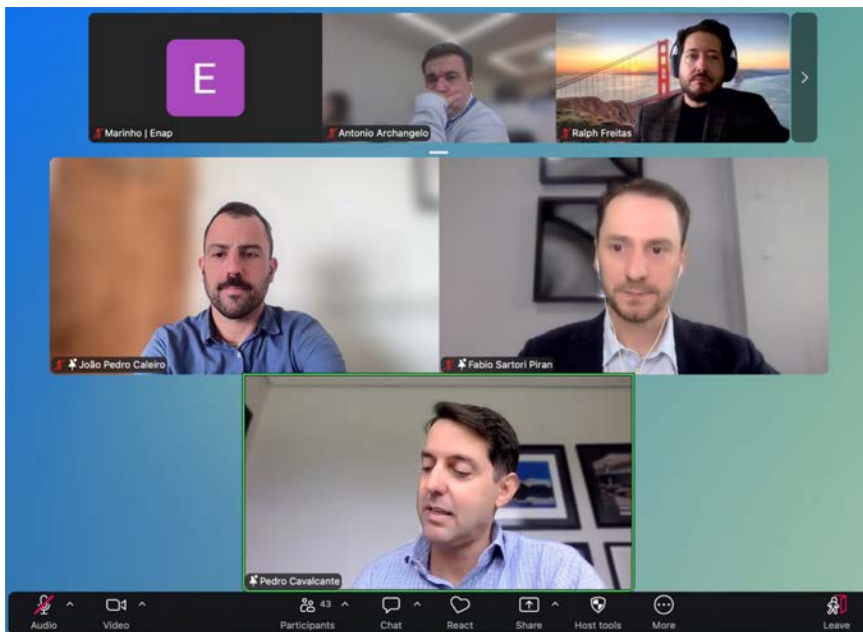
First edition: Performance Evaluation in the Public Sector (18 November 2025, in-person)

The opening session took place at Enap's headquarters in Brasília and focused on performance-based remuneration for civil servants. It was hosted by Alexandre Gomide from Enap and featured João Pedro Caleiro as discussant alongside two guests: José Celso Cardoso Jr., Secretary of People Management and author of a recent report on the subject, and Daiane Pias Machado, a professor at the Federal University of Alagoas (UFAL) who published a study on public value generation.

Contrary to some stereotypes, performance-based remuneration is often difficult to implement and can prove ineffective or even counterproductive; in Brazil, such mechanisms are frequently incorporated into regular salaries, which runs counter to their original rationale. The session also explored related themes, including the challenges of measuring performance in the public sector and harnessing existing motivation.



Credit: Nethali Medeiros (Ascom/Enap)



Second edition: [State-Owned Enterprises: Balancing Performance and Returns to Society \(25 March 2026, online\)](#)

State-owned companies sit at the often uncomfortable intersection of the public and private sectors; while they exist to pursue the common good, they also need to remain sustainable and operate according to best business practices. Balancing these two considerations is no easy task, and it is helpful for policymakers to have clear parameters to guide them.

The main presenter for this edition of Dialogues was Fabio Piran, who teaches at Unisinos and recently developed research, in extensive consultation with the public sector, proposing a framework of KPIs for state-owned companies. Hosts Ralph Freitas (Enap) and João Pedro Caleiro were joined by Pedro Cavalcante, a former Lemann Programme Visiting Fellow currently serving as Deputy Secretary for Coordination and Governance of State-Owned Enterprises.

SOCIAL

As a programme with a strong focus on Brazil, known for its warm and sociable culture, the LFP prides itself on bringing people together – and having a lot of fun in the process.

On 13 October 2025, we held our annual ‘welcome-to-the-School’ meet-up with the incoming Brazilian MPP students: Laura Zampini, Valter Gomes Neto, Anna Luiza Barbosa and Tom Raitzik Zonenschein, the latter two being Lemann Foundation Fellows. We had the pleasure of meeting them on several occasions throughout the academic year and wish them all the best as they move into the final months of their degree.

On 22 May 2026, the Brazil election roundtable mentioned earlier was followed by an evening of great music. Fernando Maynard opened the evening alongside his new band, featuring saxophone and percussion. This was followed by yet another legendary performance by Risk Register, the rock covers band featuring Prof. Tim Power on bass alongside other prominent members of the Oxford community. The Inamori Forum was lit up!



LFP COLLABORATORS

The LFP collaborates with several academics and practitioners and maintains an ongoing relationship with members of our network, former members of the team, and previous fellows.

During João Pedro's trip to Brazil in November 2025, for example, he took the opportunity to meet former Visiting Fellows Gabriela Lotta, Vera Monteiro, Patricia Chueiri, and Olavo Nogueira on different occasions in São Paulo. It was a valuable opportunity to learn more about what they were working on, take stock of developments across different policy fields, reconnect around ongoing projects, and explore new synergies between our work moving forward.



Here, we would like to highlight two other collaborators who are key to our project:

- [Rafael Goldszmidt](#), Assistant Professor at FGV EBAPE (Brazilian School of Public and Business Administration at Fundação Getulio Vargas), has been our Brazilian partner for many years in administering and analysing surveys in Brazil tracking levels of polarisation. We are very grateful for Rafael's collaboration in making this work possible and hope to continue the partnership for many years to come.

- [Filipe Recch](#), who was our postdoctoral researcher during the Programme's early years and is now Visiting Assistant Professor of Practice at the University of Pittsburgh, is involved in an exciting project with the Centre of Excellence in Social Technologies (NEES) at the Federal University of Alagoas (UFAL) focused on understanding the representation of different social groups in textbooks.

FINAL WORDS

ONE LEARNING THAT I WILL TAKE FROM THIS YEAR

Anna

“The Programme team are just the best. There are many special moments from the year, and I am grateful to each of them for doing their jobs to the highest standards and for the very best of purposes. I reflected on this recently during the ‘Affective Polarisation Meets in Neighbours’ workshop.



Not only was it a smoothly run operation behind the scenes, but each member of the team—JP, Amanda and Fernanda—engaged visiting experts like Cesar Zucco and David Samuels with confidence, enthusiasm, and even a little (highly justified) pride in what we do here.”

JP

“Looking back at everything we achieved this year fills me with pride and gratitude. One lesson I take away is that open, honest, and long-term collaboration with a diverse network of partners is the secret ingredient that truly elevates projects and outcomes. It is no coincidence that, as our partnerships and relationships have grown stronger, the LFP and its contribution to public service have grown stronger as well.”

Amanda

“Something that stuck with me this year was the project that culminated in the ‘Guide for Antiracist Public Management’. This entire process made it even clearer to me that inclusion is not an option, but the only way forward. Only by ensuring that all voices are heard can we build a public service that truly serves everyone.”

Fernanda

“While I’m still deepening my understanding, I have already seen first-hand the many ways the LFP strengthens public service in Brazil, from providing actionable steps toward racial equity to advancing understanding of polarisation dynamics and legislative behaviour. I’m very grateful to support this team and proud of what we have accomplished together.”



LEMANN FOUNDATION PROGRAMME

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