

# 2017/18 ANNUAL REPORT



# TABLE OF CONTENTS

<b>WELCOME</b>	<b>3</b>
Year in review	4
Governance of the School	5
International Advisory Board	6
Academic Advisory Board	7
 <b>RESEARCH WITH IMPACT</b>	 <b>8</b>
Research programmes	9
New research	14
Awards and new books	16
 <b>TEACHING TO ADDRESS POLICY CHALLENGES</b>	 <b>17</b>
The MPP year	18
Master of Public Policy (MPP)	20
Student success	22
MPP student recruitment	23
Alumni	25
DPhil in Public Policy	30

<b>ENGAGING WITH GOVERNMENTS AND PRACTITIONERS</b>	<b>31</b>
Deepening relations with governments and leading policymakers	32
Leadership programmes	34
Public engagement	35
The Challenges of Government Conference	36
The Kyoto Prize at Oxford	37
Visiting practitioners and academics	38
Partnerships	39
 <b>DEVELOPING THE SCHOOL</b>	 <b>40</b>
Finance	41
Thanking our supporters	42
Our faculty	43



# WELCOME

Last year, I started this report by describing 2016/17 as an astonishing year. It is fair to say we have had another fairly astonishing year, not just in the United Kingdom and USA, but globally. We have seen an escalation in tension between Russia and the West, a new political order emerging in China, challenges to the fragile global nuclear non-proliferation order, fraught elections across many countries where results confirm a collapse in support for established political parties. All of this underscores the importance of our research, teaching, and engagement aimed at improving government.

Highlights in the School this year have been many. We were thrilled to be chosen by the Bill & Melinda Gates Foundation to lead a major global commission on technology and inclusive development. The Chinese government has asked to expand our partnership hosting researchers, and to participate in the annual UK-China

Development Forum. In Latin America, the World Economic Forum invited us to co-chair the regional meeting this year. The Commission on State Fragility, Growth and Development (joint with London School of Economics) published its recommendations in April which we discussed at the Commonwealth Heads of Government meeting and at the Annual Meetings of the IMF and World Bank. Our faculty member Professor Pepper Culpepper has just been awarded a €2.5 million grant from the European Research Council for a groundbreaking project on public attitudes to banks and mass media. Our Master and Doctoral programmes are attracting better and better pools of candidates, and current MPP students will undertake summer projects this year with organisations as diverse as the UK Cabinet Office, UNICEF, the World Health Organisation and Vodafone. We are deluged with requests from around the world to collaborate, to host, and to consider joint projects. That said, we definitely do not rest on our laurels and have identified areas for further development over the coming year.

We continue to deepen our engagement with governments, policymakers and those who share our commitment to a world better governed, with a particular focus this year on the UK, China and Brazil. We are delighted to have commenced a new partnership with Caixin Media and have recently welcomed our first Caixin Media Fellow. In January we hosted a ‘bootcamp’ on building integrity and values for prospective candidates running for election in Brazil later this year. Both are examples

of the School enabling leaders to take a short moment away from their current roles to reflect on their practice, benefitting from new research and exchanging ideas, and to build a network that will enable them to tackle the challenges of public leadership.

We are fortunate to benefit from an ever-strengthening partnership with the Africa Initiative for Governance (AIG), which is bringing outstanding Nigerian and Ghanaian students to the MPP, and a distinguished AIG Fellow to the School each year: this year Ghana’s Chief Justice Georgina Wood spent time in the School. Equally our partnership with the Lemann Foundation is enabling us not just to educate outstanding Brazilian MPP candidates, but to engage with Brazilian policymakers and scholars at a time of momentous change in the country.

I hope you enjoy reading this report which offers a summary of activities in the School throughout the year, as well as a glimpse of our future plans. It is also an opportunity to highlight the relentless hard work of our faculty and staff, and the generosity of our supporters and friends.

Ngairé Woods



## YEAR IN REVIEW

**82%** GROWTH IN  
RESEARCH INCOME  
TO £3.73M IN 2017/18



NEARLY **100** PUBLIC  
TALKS AND  
DISCUSSIONS,  
RANGING FROM  
CONFERENCES TO  
'IN CONVERSATIONS'



**NEW  
FELLOWSHIP  
PARTNERSHIP  
WITH CAIXIN MEDIA  
COMPANY LTD**



**LAUNCH OF THE  
PATHWAYS FOR  
PROSPERITY  
COMMISSION ON  
TECHNOLOGY  
AND INCLUSIVE  
DEVELOPMENT**



**STUDENTS FROM  
53 COUNTRIES  
AND ALL G20  
COUNTRIES**



**194** SHORT  
COURSE  
PARTICIPANTS FROM  
ALL REGIONS OF THE  
WORLD, A **40%**  
INCREASE IN 2017/18



OVER **4,000**  
APPLICATIONS FOR THE MPP TO  
DATE, WITH A RECORD **793**  
APPLICATIONS FOR 2018



**42%** GROWTH  
IN DONATIONS  
FOR  
SCHOLARSHIPS TO  
£1.32M IN 2017/18



**174,000**  
VIEWS OF OUR  
VIDEOS OF  
PUBLIC EVENTS  
AND STUDENT  
PROFILES



**65,500**  
ONLINE LEARNERS  
FROM ALMOST  
EVERY COUNTRY  
ENROLLED IN THE  
MOOC

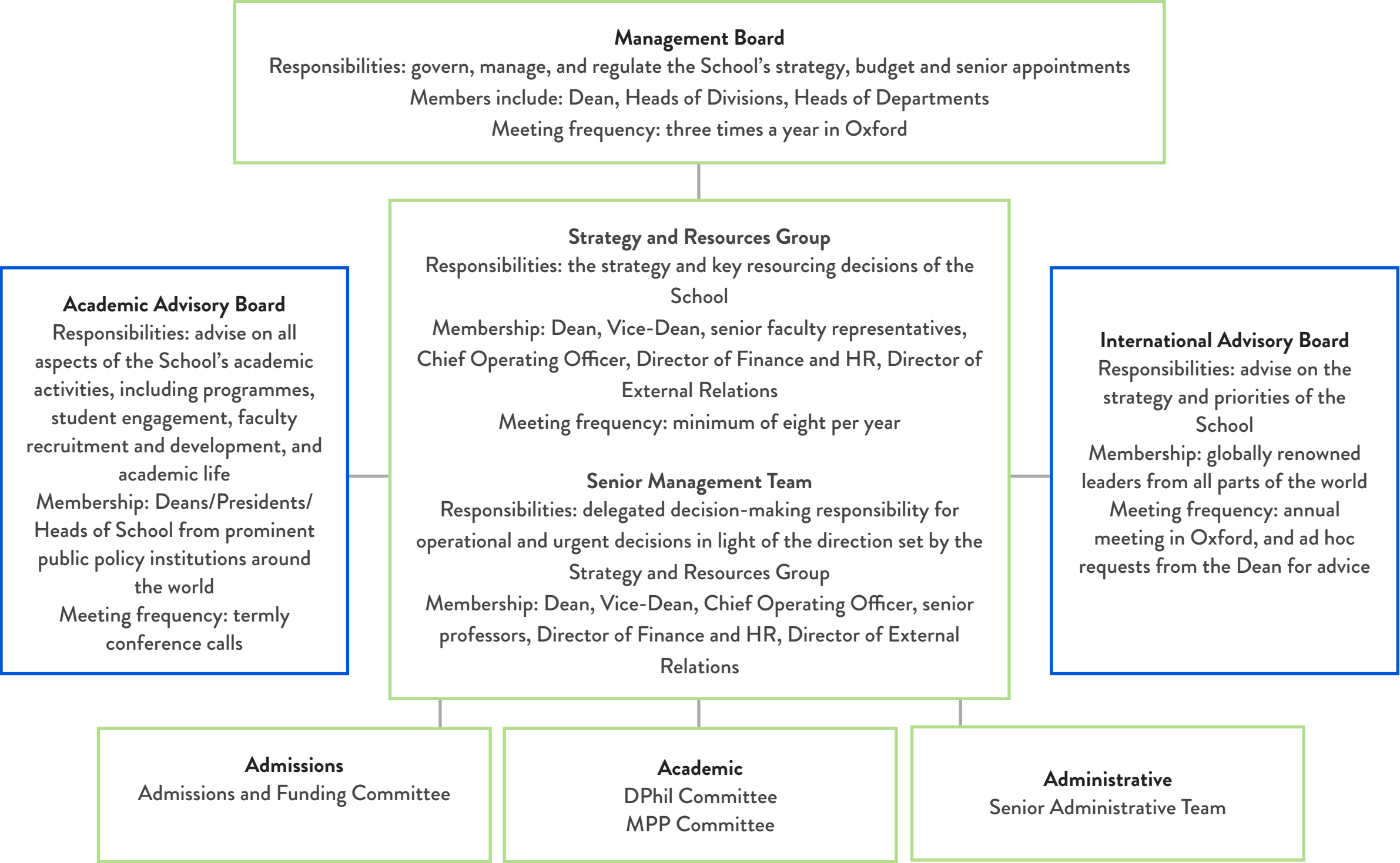


NEARLY **50%**  
INCREASE IN  
RESEARCHERS



**A NEW CASE  
CENTRE ON  
PUBLIC  
LEADERSHIP  
FORMED TO  
DEVELOP CASE  
STUDIES**

# GOVERNANCE OF THE SCHOOL



# INTERNATIONAL ADVISORY BOARD



**Aigboje Aig-Imoukhuede**, Founder and Chairman, Africa Initiative for Governance



**Mark Carney**, Governor of the Bank of England



**Andrónico Luksic**, Vice Chairman of the Board of Directors of Banco de Chile



**Pérsio Arida**, Former Chairman of BTG Pactual



**William Jefferson Clinton**, 42nd President of the United States, Founding Chairman of the Clinton Foundation and the Clinton Global Initiative



**Maria Ramos**, Chief Executive Officer, Barclays Africa Group Limited



**Dominic Barton**, Global Managing Director of McKinsey & Company



**Dame Sally Davies**, Chief Medical Officer for England and Chief Medical Advisor to the UK Government



**Nazir Razak**, Chairman, CIMB Group



**Shobhana Bhartia**, Chairperson and Editorial Director at HT Media Limited



**Mathias Döpfner**, Chairman and CEO of Axel Springer AG



**Eric Schmidt**, Executive Chairman, Google



**Lord John Browne of Madingley**, Chairman of L1 Energy, Chair of the International Advisory Board



**Philipp Hildebrand**, Vice Chairman of Blackrock



**Hidehiko Yuzaki**, Governor of Hiroshima Prefecture

# ACADEMIC ADVISORY BOARD



**Yann Algan**, Dean, School of Public Affairs, Sciences Po, France



**Vali Nasr**, Dean, Johns Hopkins School of Advanced International Studies, USA



**Lan Xue**, Dean, School of Public Policy and Management, Tsinghua University, China



**Douglas Elmendorf**, Dean, Harvard Kennedy School, USA



**Enase Okonedo**, Dean, Lagos Business School, Nigeria



**Michael Ignatieff**, President, Central European University, Hungary



**Cecilia Rouse**, Dean, Woodrow Wilson School of Public and International Affairs, Princeton University, USA



## CHAPTER 2

# RESEARCH WITH IMPACT

Launch of Pathways for Prosperity Commission on  
Technology and Inclusive Development in January 2018.  
Pictured are co-chairs Melinda Gates and Strive Masiyiwa.





# RESEARCH PROGRAMMES

A priority for this year has been to develop research which directly engages governments and public leaders. We have had an 82% growth in research income to £3.73m.

## HOW CAN TECHNOLOGY AID INCLUSIVE DEVELOPMENT?

One of the most heartening stories of the past generation is humanity's fight against extreme poverty. In just 25 years, the number of poor people has been cut in half, to fewer than 800 million. Whether this positive trend continues depends on how we respond to the new forces shaping our world – in particular, rapid technological change.

The **Pathways for Prosperity: Commission on Technology and Inclusive Development** will examine how to turn the potential risks of technological change into opportunities for inclusive development.

The goal of the commission is to provide policymakers with clear, practical, evidence-based guidance on the steps they can take to harness technology's potential for development and

poverty reduction, and to mitigate against the possible negative effects.

Pathways for Prosperity is founded and managed by the Blavatnik School and funded by the Bill & Melinda Gates Foundation.



*Image: launch event in Nairobi. Pictured: Shivani Siroya, commissioner; Stefan Dercon, academic director; Melinda Gates, co-chair; Nadiem Makarim, commissioner; Sri Mulyani Indrawati, co-chair; Strive Masiyiwa, co-chair; Kamal Bhattacharya, commissioner; and Benno Ndulu, academic director.*

The commission, which launched in January 2018, will gather evidence over a two-year period. It will examine emerging technologies including automation, artificial intelligence, 3D printing, energy generation and storage, and biotechnology.

Pathways for Prosperity is jointly led by academic directors Stefan Dercon (Professor of Economic Policy, Blavatnik School of Government) and Benno Ndulu (former Governor of the Central Bank of Tanzania), and co-chairs Melinda Gates (co-chair of the Bill & Melinda Gates Foundation); Sri Mulyani Indrawati (Minister of Finance of

Indonesia) and Strive Masiyiwa (founder and executive chairman of Econet).

## HOW TO IMPROVE GOVERNMENT COMMISSIONING

Governments commission many services from the private and not-for-profit sectors. As the 2018 collapse of Carillion (which had billions of pounds' worth of UK public service contracts) showed, this can go badly wrong. How can policymakers ensure commissioning delivers benefits?

Launched in 2016, the **Government Outcomes Lab** (GO Lab) is a partnership with the UK government which exists to help improve public services to tackle the most serious social issues in our society.



*Image: meeting at the School between the GO Lab team (Deputy Director Nigel Ball and Director Mara Airoidi pictured) and Matt Hancock MP, Secretary of State for Digital, Culture, Media and Sport, UK government.*

One of the major goals of the GO Lab is to support policymakers to overcome long-entrenched delivery issues in the public sector: siloed delivery, short-term planning horizons and cultural inertia.

A key question is how social impact bonds, which blend outcomes-based contracting with social investment, might help overcome these structural barriers. GO Lab research on this matter has informed government strategy at the very top level of the UK government and Civil Service.

The insights emerging from this work are being used to support the implementation of social impact bond projects at a local level, particularly those supported through the £80m Life Chances Fund. The GO Lab is the government's official evaluation partner for these projects.

### **Strengthening local government capacity**

The GO Lab's major priority is to make research insights practically useful to government decision-makers. The GO Lab regularly convenes public servants all over the country to explore approaches to tackling complex social issues.

The GO Lab is publishing more and more research findings on its new digital hub [golab.bsg.ox.ac.uk](http://golab.bsg.ox.ac.uk), which is rapidly emerging as an unparalleled source of trusted information on outcomes-based commissioning and social impact bonds.

### **A hub of emerging practice**

In September 2017 the GO Lab was once again an organising partner for the annual social impact

bond conference for academics, and this year the GO Lab is hosting the conference, which will include a practitioner strand for the first time.

The GO Lab has grown its network of Fellows of Practice, which now includes 21 leading experts from across the public, private and voluntary sectors. The Fellows' network is joining a wider group of influencers to support us with a project aiming to unearth other emerging approaches to tackling entrenched social issues, beyond social impact bonds.

## **HOW TO BUILD EDUCATION SYSTEMS TO CREATE MEANINGFUL LEARNING**

The world faces a learning crisis. Despite recent significant growth in those enrolled in formal education, many students continue to lack basic literacy and numeracy skills. There is an urgent need for audacious solutions that go beyond current norms and incremental improvements.

RISE (Research on Improving Systems of Education) researches holistic, practical solutions. In the past year, RISE has contracted two new research teams in Ethiopia and Indonesia to work alongside existing teams in India, Pakistan, Tanzania, and Vietnam. Having six research teams across diverse countries will enable the programme to look at a number of education systems to gain a wider understanding of failures and successes.

RISE's lead researcher is Clare Leaver and the programme co-director is Calum Miller. RISE is funded by the UK government's Department for

International Development (DFID) and the Australian government's Department of Foreign Affairs and Trade (DFAT).

RISE's overriding goal since inception has been to create a global paradigm shift in the way the world thinks about education. In the past year RISE has worked to deepen the consensus that there is a 'learning crisis' and that the learning outcomes of pupils must be addressed if we are to improve education. RISE is seeing a change in the global conversation from a focus on enrolment to one of learning.



*Image: keynote panel from the RISE Annual Conference 2017 in Washington, D.C. Pictured are Lant Pritchett, RISE Research Director; Claudia Costin, Center for Innovation and Excellence in Education Policies, Getulio Vargas Foundation; Alec Gershberg, New School University, University of Pennsylvania; Jaime Saavedra, Education Global Practice at the World Bank Group; and Liesbet Steer, Education Commission.*



The World Bank's World Development Report 2018, 'Learning to realise education's promise', was strongly influenced by RISE thinking and amply cited the work of RISE researchers.

The programme has exceeded the publication goals for the year by producing nearly double the number of blogs (25), insights (four), and working papers (nine) that was expected. Year-on-year increases for paper submissions and attendees at our annual conference have far exceeded expectations and reinforced its reputation as a first-class conference. Through the use of social media and nearly doubling the target of 1,000 Twitter followers, the RISE website and materials have now been accessed by people in 140 countries. In 2018, RISE applied to DFID successfully for additional funding to augment the programme.

The UK Parliament's International Development Select Committee highlighted RISE as a positive example of DFID-funded education research and recognised the contribution RISE will have towards achieving Sustainable Development Goal Four and quality education for all.

## HOW TO MEASURE THE EFFECTIVENESS OF CIVIL SERVICES

How does a country know how well its civil service is performing?

Launched in July 2017, the InCiSE Index draws together a wealth of existing data to provide a concise assessment of how a country's central

government civil service is performing compared with others around the world. The first of its kind, the InCiSE Index covers 31 countries across Europe, North America, South America, Asia and Australasia.

By assessing civil service effectiveness based on how the civil service delivers its functions, the Index reveals what countries do well and where they can improve. It serves as a performance improvement tool, as well as an accountability tool, allowing citizens, government officials and politicians to establish how well their civil service is functioning.



*Image: delegation to the InCiSE Conference from the Republic of the Union of Myanmar, including Win Thein, Chairman, Union Civil Service Board, Myanmar (pictured left), and alumnus Thaw Zin Aung Gyi, MPP 2015 (pictured centre).*

The International Civil Service Effectiveness (InCiSE) Index is a collaboration between the Blavatnik School of Government and the Institute for Government. The project has been supported by the UK Civil Service and is funded by the Open Society Foundation.

In September 2017, the Blavatnik School hosted the inaugural InCiSE Conference focused around

civil service reform. There were 80 attendees from 14 countries, including both Index and non-Index countries, a wide range of data partners, senior figures from civil services and academic experts in civil service reform.

## HOW TO ENSURE GROWTH AND DEVELOPMENT IN FRAGILE STATES

65 million people are currently either refugees or internally displaced: the highest number since 1945. This reflects a widespread and persistent phenomenon: many states are fragile, and periodically some melt down into violent disorder.

The Blavatnik School of Government has co-hosted the **LSE-Oxford Commission on State Fragility, Growth and Development**, set up to both guide policy and encourage new research by highlighting critical areas of knowledge missing about economic growth in fragile and conflict situations.

Since its official launch in March 2017, the Fragility Commission has held five evidence sessions on conflict and security, state legitimacy, state effectiveness, private sector development, and resilience, as well as a roundtable on innovations in fragile environments. These sessions brought together leading academics and practitioners to speak to commissioners about their experience and the latest research evidence in this field. In addition, 25 country case studies and background papers were commissioned. Finally, a number of bilateral meetings and roundtable events were held



with key stakeholders covering specific countries or sub-topics.

Under the leadership of co-chairs David Cameron (former Prime Minister of the UK), Donald Kaberuka (Special Envoy for the African Union's Peace Fund) and Adnan Khan (Research and Policy Director at the International Growth Centre), and academic directors Tim Besley (London School of Economics and Political Science) and Sir Paul Collier (Blavatnik School of Government), the commission published its final report in April 2018.



*Image: two of the co-chairs, David Cameron and Donald Kaberuka, at the commission's launch event.*

## HOW TO BUILD CITIES THAT WORK

**Cities that Work**, a new initiative from the International Growth Centre (IGC) based at the Blavatnik School of Government, brings together policymakers, researchers, and urban practitioners to guide urban policy.

Cutting-edge economic research on urbanisation is paired with the knowledge of policymakers and

practitioners, and structured around the decisions urban policymakers face.

Content produced by the initiative includes research papers and case studies of successful reform. This growing body of knowledge forms the basis for further in-country work.

Cities that Work is led by a council that provides strategic leadership and direction for the initiative. Current members include Ed Glaeser (Harvard University) as chair, Sir Paul Collier (Blavatnik School of Government), Mayor Patricia de Lille (Cape Town), Astrid Haas (IGC), Nasir Javed (Urban Unit, Lahore), Jonathan Leape (IGC), Jennifer Musisi (Kampala Capital City Authority) and Tony Venables (University of Oxford).

Cities that Work manager Astrid Haas was invited by the Ministry of Interior of Somaliland to co-chair their municipal finance taskforce to look at reforming the municipal finance system in the City of Hargeisa. As part of this, a workshop was delivered in partnership with the Kampala Capital City Authority (KCCA), drawing on their successful experiences in reforming municipal revenue administration.

In February 2018, Jennifer Musisi, the executive director of the KCCA and council member of Cities that Work, delivered the opening talk at the World Urban Forum on enhancing municipal finances in cities. Cities that Work also worked with the World Bank on the Sierra Leone Economic Report on Freetown, presented to the President after the election.

On the request of the Mayor of Kabul, Sir Paul Collier spoke to the Deputy Mayor of Kabul in December 2017 to explore policy options for informal settlements. As a result, Cities that Work is now working with the City of Kabul to explore options for addressing informality of housing in the city.

## STUDYING AFRICAN ECONOMIES



*Image: Jennifer Musisi, Executive Director of the Kampala Capital City Authority.*

This year, the **Centre for the Study of African Economies (CSAE)** at the Blavatnik School of Government has been involved in several multi-partner initiatives, under the direction of Stefan Dercon. CSAE has been awarded funding to support the Oxford Martin Programme on African governance, which brings together six Oxford departments, and aims to discover what is holding back job creation and economic transformation. CSAE is also collaborating with the Department of Psychiatry to lay the groundwork for a research programme on adolescent mental health.

CSAE has secured funding to extend its programme on behavioural interventions for a

further three years to behavioural challenges for poverty and governance research. The research team has worked with 8,200 respondents in 416 villages in Western Kenya for the multi-arm cluster randomised trial, testing whether behavioural interventions can make anti-poverty schemes more effective.

CSAE has hosted outreach events, notably ‘The future of social assistance in Africa and beyond’ in June 2017 with James Ferguson, anthropologist and ethnographer at Stanford University whose latest work looks at the expansion of welfare in Southern Africa, and Paul Niehaus, founder of GiveDirectly, an organisation that pioneered direct delivery of unconditional cash transfers in East Africa. The CSAE conference in March 2018 attracted over 500 delegates.

## **GLOBAL ECONOMIC GOVERNANCE PROGRAMME**

Global economic governance is at a critical juncture. Many citizens in Western countries are questioning the benefits of globalisation, and Brexit, as well as the US election, are commonly interpreted as a revolt by the citizens ‘left behind’ by globalisation. After decades of serving as the backbone of a rules-based global order, the United States, under President Donald Trump, is touting an “America first” agenda that extols narrow economic nationalism and distrust of international institutions and agreements. In a stunning role reversal, it has fallen to China’s leaders to champion globalisation, at least rhetorically. In this

fraught context, the **Global Economic Governance Programme (GEG)** is fostering research and debate on how to make the global economy inclusive and sustainable, with a particular focus on developing countries.

### **Navigating global banking standards**

In a flagship research project funded by the ESRC and DFID, Emily Jones is leading a team of researchers from the UK, Burkina Faso, Kenya, and Vietnam in eleven countries across Africa, Latin America and Asia. GEG has conducted extensive fieldwork, including interviews with more than 200 government officials, politicians and banking sector representatives. The research shows how financial interdependence is decisively shaping regulatory decisions, and in unexpected ways. Focusing on the implementation of Basel banking standards, GEG show how interdependence provides powerful incentives for large domestic banks, politicians, and regulatory agencies to champion the implementation of the latest international standards. This poses challenges, as international standards are not designed with developing countries in mind, and it suggests a reform of standard-setting institutions is needed to ensure developing countries are better represented.

### **Tackling climate change from the bottom up**

When the world’s most powerful governments are failing to take the lead, others can galvanise action. Thomas Hale is working with local governments, the private sector and civil society organisations to

understand how the world can make the new international climate architecture work.

### **Working with exceptional scholar-practitioners from developing countries**

Each year GEG hosts exceptional early-career academics from developing countries, providing an opportunity for dedicated research time and professional development. This year GEG is delighted to host Maria Gwynn from Paraguay, who works on international investment arbitration; Folashade Soule Kondou from Benin, who works on Africa-China infrastructure negotiations; Biniam Bedasso from Ethiopia, who works on state capacity; and Lisa Benjamin from the Bahamas, who works on climate negotiations.

### **Negotiating Brexit**

In the wake of Brexit, Emily Jones has conducted negotiation skills training for UK government officials involved in trade negotiations. She has also provided input in UK trade policy, particularly on the ways in which the UK can support developing countries. This work was funded through an ESRC Impact Acceleration grant. She has since joined the government’s Trade for Development Expert Advisory Group.

## NEW RESEARCH

The following research was awarded funding in 2017/18.

### **A new economics**

Delving into the philosophical and methodological foundations of economics and social science, viewing the economy as a reflexive complex adaptive system. The research insights will be applied to key societal and public policy challenges, including financial system stability, economic inequality, economic growth, and sustainability.

*Lead researcher from the School: Eric Beinhocker, Professor of Practice (Public Policy)*

*Funded by: Open Society Foundation*

### **Strengthening non-state climate action in the Global South**

This project will radically increase our understanding of climate action on the ground in developing countries, with a focus on cities, states/ counties, and major companies in India and Kenya with a view to assessing, and increasing, the effectiveness of such action. Policy recommendations for governments, donors, UN agencies, and other stakeholders constitute a crucial component of the project.

*Lead researchers: Thomas Hale, Associate Professor in Public Policy (Global Public Policy), Blavanik School of Government; Sander Chan, German Development*

*Institute; Manish Kumar Shrivastava, The Energy and Resources Institute, New Delhi; and Kennedy Mbeva, African Centre for Technology Studies, Nairobi.*  
*Funded by: Volkswagen Foundation*

### **Trust, distrust and the legitimacy of government**

Trust in government has collapsed to record lows in recent times, precipitating populist events around the world. This distrust is considered worrying: it corrodes the very legitimacy of government, even if democratic. This hypothesis, however, goes unexamined in political theory. Drawing upon sociology, psychology, law and political science, this project fills this gap, providing the first general theory of how trust and distrust condition our obligations – to each other and government.

*Lead researcher from the School: Nikolas Kirby, Research Fellow in Philosophy and Public Policy*  
*Funded by: Leverhulme Trust (Early Career Fellowship)*

### **Training for productivity: an experimental evaluation of civil service reform in Ghana**

This project aims to improve the capacity of the Ghanaian Civil Service by designing, implementing and evaluating training. The project also studies how civil servants come up with ideas to enhance productivity, how and whether they propose these to their superiors and colleagues, and why some ideas are adopted and others rejected.

*Lead researcher from the School: Martin Williams, Associate Professor in Public Management*  
*Funded by: International Growth Centre and DFID Economic Development and Institutions Award*

### **The global governance of antimicrobial resistance: a one-health approach**

*Lead researchers: Dean Ngaire Woods, Professor of Global Economic Governance; and Devi Sridhar, Professor of Global Public Health, University of Edinburgh*

*Funded by: Wellcome Trust*

### **Building a research community on public finance and management**

Through a series of four workshops, this project seeks to build a community of researchers on public finance and public management in developing countries, with a view to eventually establishing links with the wider academic body and policymakers. This focus is solving the management challenges faced by government bureaucracies in developing countries.

*Lead researcher from the School: Martin Williams, Associate Professor in Public Management*  
*Funded by: Bill & Melinda Gates Foundation*

### **Exploring the potential for behavioural activation to facilitate economic wellbeing in adolescents in low- and middle-income countries**

Adolescents in a range of low- and middle-income countries are particularly susceptible to impaired cognitive and emotional development. This project brings together economics and psychology to explore whether behavioural activation therapy (BA) can be applied to communities where socioeconomic deprivation affects key life developments. As BA helps people to take action to implement intentions, it might offer better economic outcomes than life skills and working memory.



*Lead researchers: Stefan Dercon, Professor of Economic Policy, Blavatnik School of Government; and Alan Stein, Department of Psychiatry, University of Oxford*

*Funded by: Wellcome Trust (Institutional Strategic Support Fund)*

### **Post-carbon transition research programme**

The models used to explore the transition to a carbon-free world are unrealistic. Consequently, they overestimate the costs of action and underestimate the value of a clean technology transition. Relying on insights from history, political science and behavioural psychology, this project provides a new complex-systems-based economic model allowing for a more realistic understanding of the potential benefits of the transition towards a post-carbon society.

*Co-directors: Doyne Farmer, Department of Mathematics, University of Oxford; and Cameron Hepburn, Smith School of Enterprise and the Environment, University of Oxford*

*Lead researchers from the School: Thomas Hale, Associate Professor in Public Policy (Global Public Policy); and Miles Hewstone, Professor of Social Psychology and Public Policy, University of Oxford*

*Funded by: Oxford Martin School*

### **African governance research programme**

The economic, social and political governance challenges for sub-Saharan Africa remain immense. This project aims to create new knowledge from across disciplines on what holds back job creation and economic transformation, as well as the delivery of quality social services and infrastructure,

with a view to changing the thinking and actions of key policymakers in Africa and beyond.

*Co-directors: Stefan Dercon, Professor of Economic Policy, Blavatnik School of Government; and Ricardo Soares de Oliveira, Department of Politics and International Relations, University of Oxford*

*Lead researchers from the School: Emily Jones, Associate Professor in Public Policy (Global Economic Governance); Clare Leaver, Associate Professor of Economics and Public Policy; and Martin Williams, Associate Professor in Public Management*  
*Funded by: Oxford Martin School*

### **Rethinking African paths to industrial development in the 21st century**

Historical experience has shown that development of a large and productive industrial sector raises a country's living standards. In most cases, this process required purposeful government intervention, in collaboration with the private sector. However, implementing an industrial strategy is difficult and can easily fail, particularly in developing countries with unstable politics and low state capacity.

This project seeks to reset the policy agenda on industrialisation, synthesising existing knowledge and spelling out its policy implications for low-income countries in Africa. Drawing on different disciplines, the project has built a framework for thinking about industrial policy that incorporates historical lessons and the latest academic thinking, while accounting for country diversity. This framework should assist policymakers in the design of industrial policy.

*Co-directors from the School: Stefan Dercon, Professor of Economic Policy; and Stephen Peel, Visiting Fellow of Practice*

*Lead researchers from the School: Stefan Dercon, Professor of Economic Policy, and Nicolas Lippolis, Research and Policy Officer*

*Funded by: Centre for the Study of African Economies*

### **ESRC Impact Acceleration awards:**

- **Building a concept of public integrity: engaging practitioners** - Nikolas Kirby, Research Fellow in Philosophy and Public Policy
- **Exploring and visualising the process of legislation** - Ruth Dixon, Research Fellow

### **John Fell Oxford University Press Research Fund awards:**

- **Growth mindset at scale** - Ingo Outes, Departmental Lecturer
- **Collaborative public service provision in English local government: comparing services, partnerships and council "centrality"** - Thomas Elston, Associate Professor in Public Administration
- **Discrimination, diversity and organisational productivity** - Anandi Mani, Professor of Behavioural Economics and Public Policy
- **Populism, violence and breakdown of social norms** - Julien Labonne, Associate Professor in Economics and Public Policy
- **Cash transfers and role models: evaluating the impact on women's empowerment in Kenya** - Mahreen Mahmud, Postdoctoral Research Fellow in Development Economics

# AWARDS AND NEW BOOKS

## AWARDS

### **Fellowship of the British Academy**

Sir Paul Collier, Professor of Economics and Public Policy, has been elected to the British Academy. Sir Paul received this honour for his research on the economic development of Africa; the causes of state fragility and implications for public policy; the management of natural resources; and the management of urbanisation.

### **Citizenship Award from Foundation P&V**

Sir Paul Collier won this year's Citizenship Award from Foundation P&V, awarded to people, initiatives or organisations who invest in the building of an open, democratic, tolerant and inclusive society in an exemplary way.

### **Companion of the Order of St Michael and St George (CMG)**

Stefan Dercon, Professor of Economic Policy was appointed Companion of the Order of St Michael and St George (CMG) for services to economics and international development.

### **Commander of the Most Excellent Order of the British Empire (CBE) in New Year's Honours 2018**

Dean Ngaire Woods was appointed Commander of the Most Excellent Order of the British Empire (CBE) in the New Year's Honours 2018 for services to higher education and public policy.

## NEW BOOKS

### ***Refuge: Transforming a Broken Refugee System* (Penguin Allen Lane, 2017)**

*The Economist's* Book of the Year 2017, this is an eye-opening account of the migrant crisis which shows why our global refugee regime is broken and how it can be fixed. Alexander Betts, Department of International Development at the University of Oxford, and Sir Paul Collier, Blavatnik School of Government, set out an alternative vision that can empower refugees to help themselves, contribute to their host societies, and even rebuild their countries of origin.

### ***Aid Paradoxes in Afghanistan: Building and Undermining the State* (Routledge, 2018)**

The relationship between aid and state-building is highly complex and the effects of aid on weak states depend on donors' interests, aid modalities and the recipient's pre-existing institutional and sociopolitical conditions. Postdoctoral researcher Nematullah Bizhan argues that, in the case of Afghanistan, the country inherited conditions are not favourable for state-building.

### ***Beyond Gridlock* (Polity, 2017)**

It is now conventional wisdom to see the great policy challenges of the 21st century as inherently

transnational, and equally to note the failures of the international institutions the world relies on to address such challenges. Editors Thomas Hale, Blavatnik School of Government, and David Held, Durham University, explore pathways through and beyond gridlock.

### ***The Philosophy of Trust* (OUP, 2017)**

Trust is central to our social lives, underpinning both epistemic and practical cooperation, editors Thomas Simpson, Blavatnik School of Government, and Paul Faulkner, University of Sheffield, collate essays on trust that develop a previously neglected philosophical area and offer a foundation for future research.

### ***An Introduction to Moral Philosophy* (Norton, 2018)**

Rather than telling students what to think about moral issues, this textbook by Jonathan Wolff, Blavatnik School of Government, teaches students how to think for themselves. Using real-world examples and vivid illustrations drawn from other disciplines, it challenges preconceived notions about morality and demonstrates why ethics matters.

### ***Readings in Moral Philosophy* (Norton, 2018)**

A companion to Jonathan Wolff's introductory textbook, or a standalone book in its own right, this reader, edited by Jonathan Wolff, provides a more diverse selection of philosophers and ethical issues than any other book of its kind. It offers an ideal collection of important readings in moral theory and compelling issues in applied ethics.

CHAPTER 3

## TEACHING TO ADDRESS POLICY CHALLENGES

Master of Public Policy alumni in discussion during the celebration of five years of the MPP.





# THE MPP YEAR 2017/18



**INDUCTION**  
(2 WEEKS)

## Introductory activities

A 'Day of Action' teaching leadership, followership and teamwork

**Core modules**  
Policy Challenge I  
Foundations  
Economics for Public Policy

## Professional Skills Programme

CV and covering letter one-to-ones

Communication and presentation skills one-to-ones with an award-winning speaking coach

Matriculation

Student Government elections

## Student-led and social events

Latino and Scottish cultural celebrations  
Thanksgiving celebration  
International day  
Honduras Political Campaigning strategies event  
Workshop on Kyrgyz Republic's 2040 Development Strategy  
Student-led panels

## Core modules

The Politics of Policymaking  
Law and Public Policy  
Evidence and Public Policy

**HILARY TERM**  
(9 WEEKS)

## Professional Skills Programme

International Careers Day  
Report writing series  
Networking using LinkedIn workshop

**CHRISTMAS VACATION**  
(3 WEEKS)

**MICHAELMAS TERM**  
(10 WEEKS)

**MICHAELMAS TERM**  
(10 WEEKS)

## HILARY TERM (9 WEEKS)

### Student-led and social events

Arabic, African, Chinese  
cultural celebrations  
New Year celebration  
Mindfulness and yoga  
Interdisciplinary  
cross-departmental event  
Alumni event 'Political  
Campaigning 101'  
Student-led talks (TEDx  
style) on UN WFP,  
medicine, technology  
and more  
'Pizza and Philosophy' nights  
Spring Soiree

HILARY TERM  
(9 WEEKS)

### Applied Policy modules

Behavioural Science  
Private Finance  
Negotiations  
Communications

### Options modules

Two modules from  
a selection of 20+  
module topics that  
focus on contemporary  
policy issues

### Professional Skills Programme (all year)

UK Public Policy seminar  
series (including Lord Gus  
O'Donnell, Jon Cunliffe,  
Philip Rycroft)  
Faculty research seminars  
Leadership and Management  
Development workshops  
Mentoring programme  
(including Cyrus Ardalan,  
Dame Margaret Hodge,  
Dame Frances Cairncross)



Core module  
Policy  
Challenge II

## TRINITY TERM (8 WEEKS)

### Applied Policy modules

Public Budgeting  
Managing Professional  
Relationships

### Student-led and social events

MPP Book and  
MPP Conference  
Policy Slam  
Cake and Corruption  
SBS/MPP Debate  
Israel trip

TRINITY TERM  
(8 WEEKS)

EXAMS  
(1 WEEK)

EASTER  
VACATION  
(5 WEEKS)



### Summer Project

Six+ weeks with a  
host organisation or  
researching policy issues

SUMMER  
(10 WEEKS)

END OF  
COURSE  
(2 MONTHS)

GRADUATION  
(NOVEMBER)





# MASTER OF PUBLIC POLICY (MPP)



Image: MPP students at their graduation event at the School in November 2017.

Our Master of Public Policy (MPP) is an intensive one-year graduate degree that offers a distinctive approach to learning about public policy. In 2017/18 we welcomed 113 students from 53 countries who are current and aspiring leaders with a commitment to public service.

Some innovations on the MPP in the past year include:

## CASE STUDY CENTRE

Established in 2017 by Karthik Ramanna, who was awarded the international Case Centre's Outstanding Case-Writer prize in 2017, our new Case Centre develops real-world case studies to aid learning. These form a distinctive element of the MPP, furthering its strong focus on applied policy. They are also available on request to other organisations that are committed to improving the practice of governance.

From banking reform to healthcare, the cases use real situations to illustrate complex policy challenges. They help students sharpen the analytical, decision-making and implementation skills needed in governments across the world.

## DRAWING ON OUR VISITORS

The School attracts visiting scholars and practitioners whose research interests and professional experience can offer students exceptional insight.

## Electives

Examples of electives taught by visitors to the School in 2017/18 include:

- **Behavioural Science and Decision Making** with Professor Eldar Shafir, William Stewart Tod Professor of Psychology and Public Affairs at Princeton University
- **Innovation, Entrepreneurship and Public Policy** with Niron Hashai, Albertson-Waltuch Chair in Business Administration, Academic Director of the Asper Center for Entrepreneurship and Innovation, and Head of the Strategy and Entrepreneurship Area at the School of Business Administration at the Hebrew University of Jerusalem
- **Building State Capability** with Professor Lant Pritchett, senior fellow at the Center for Global Development and Professor of the Practice of International Development at Harvard Kennedy School of Government
- **Contemporary Military Strategy** with Professor Lawrence Freedman, Emeritus Professor of War Studies, King's College London.

## Fireside Chat series

The Fireside Chat series is a way of encouraging students to learn directly from the School's visitors. The format allows 15 minutes' speaking time for the visitor followed by 45 minutes of moderated Q&A.

Fireside Chats included:

- Shan Huang, Associate Managing Editor of Caixin Media: *Do the recent constitutional amendments in China mean a more assertive and aggressive Chinese foreign posture?*
- Dr Eviatar Matania, former Head of the National Cyber Bureau, Office of the Prime Minister of



Israel: *Cyber security and democracy - the way forward*

- Ben Gummer, former Minister for the Cabinet Office and Paymaster General of the United Kingdom: *Democracy will die unless we deliver*
- Professor Jim Morone, Brown University: *What hath Trump wrought? Health policy nihilism and right wing populism in historical perspective*
- Professor Mark Moore, Harvard Kennedy School: *On becoming a public policy professional*
- Professor Rebecca Henderson, Harvard University and National Bureau of Economic Research: *Can business plausibly play a significant role in solving climate change?*

## PROFESSIONAL SKILLS

Admitting students from all over the world means that they arrive with very different levels of skills in written English. In addition to CV and letter-writing sessions, students are now offered a series of writing classes to develop their skills, including report writing, writing for different audiences and writing opinion pieces.

## SUMMER PROJECT

The Summer Project is a six-week (minimum) work placement with an organisation engaged in some aspect of policy work. Its purpose is to enable students to apply their learning to real-life policy. The 2016 MPP class carried out placements with 80 different individuals and organisations in 64 countries, including the UK Cabinet Office, the UK Department for International Development, the Office of the Prime Minister and Caabinet in

the Australian government and World Vision in Cambodia.

One of the year's innovations was to give students, particularly those with substantial professional experience, the opportunity to carry out research on a public policy issue of particular professional interest under the supervision of an Oxford academic.



Image: Alison French on her Summer Project with World Vision, pictured on Chiso Mountain in Cambodia. Her report on the online sexual exploitation of children in Thailand was published by World Vision.



Image: Emily Burke, Alex Eastwood, Harj Narulla and Hamish McKenzie outside the Australian government Office of the Prime Minister and Cabinet.

## STUDENT SUCCESS



*Image: MPP students at the end of year celebration.*

Our students engage in a wide variety of activities across the University, Oxford and beyond, enriching their experiences.

- Felipe Rigoni Lopes was nominated as a candidate for Federal Congress in Brazil.
- Robert Mwanamanga was invited to present his award-winning paper, 'Does aid promote growth? Evidence from Malawi', at the International Consulting Economists Association (ICEA) in London.
- Katrina Usita undertook a placement with the Official Monetary and Financial Institutions Forum (OMFIF). Her project title was 'Gender balance in pension funds: closing the pensions gender gap'. As a result of the placement, OMFIF published Katrina's work in their publication 'The Bulletin' and she continues to work for OMFIF as an economist.
- Xiheng Jiang spoke on a panel at a recent OECD conference on 'South-South co-operations in a new development context: towards a consensus agenda for action'.
- Francisco Tapia represented the Chilean Embassy at the House of Commons.
- Smadar Yaniv and Adil Shamji organised another 'Policy Slam', an event established by the previous MPP class, which welcomes a group of 13- and 14-year-olds from a local state school to the Blavatnik School.
- Emmanuel Taiwo co-chaired of this year's Oxford Africa Conference, which is hosted at the School.

- Mohamed Fairouz Ahmad was awarded the Outstanding Young Alumni Award by the National University of Singapore.
- Salim Youssef Salama addressed Chatham House on 'Demystifying the Syrian conflict'
- Phyu Phyu Thin Zaw translated George RR Martin's *A Game of Thrones* into Burmese: this was published by WE Distribution, and in January 2018 became their second-best-selling book.



*Image: Salim Youssef Salama addressing Chatham House (image source Chatham House).*

## STAFF SUCCESS

The School's front of house team, Anne Wynne and Anda Trifan, won the Best Support Staff award in the University of Oxford Student-Led Teaching Awards. They were nominated by the Blavatnik School students for their outstanding support and contribution to student life.

# MPP STUDENT RECRUITMENT

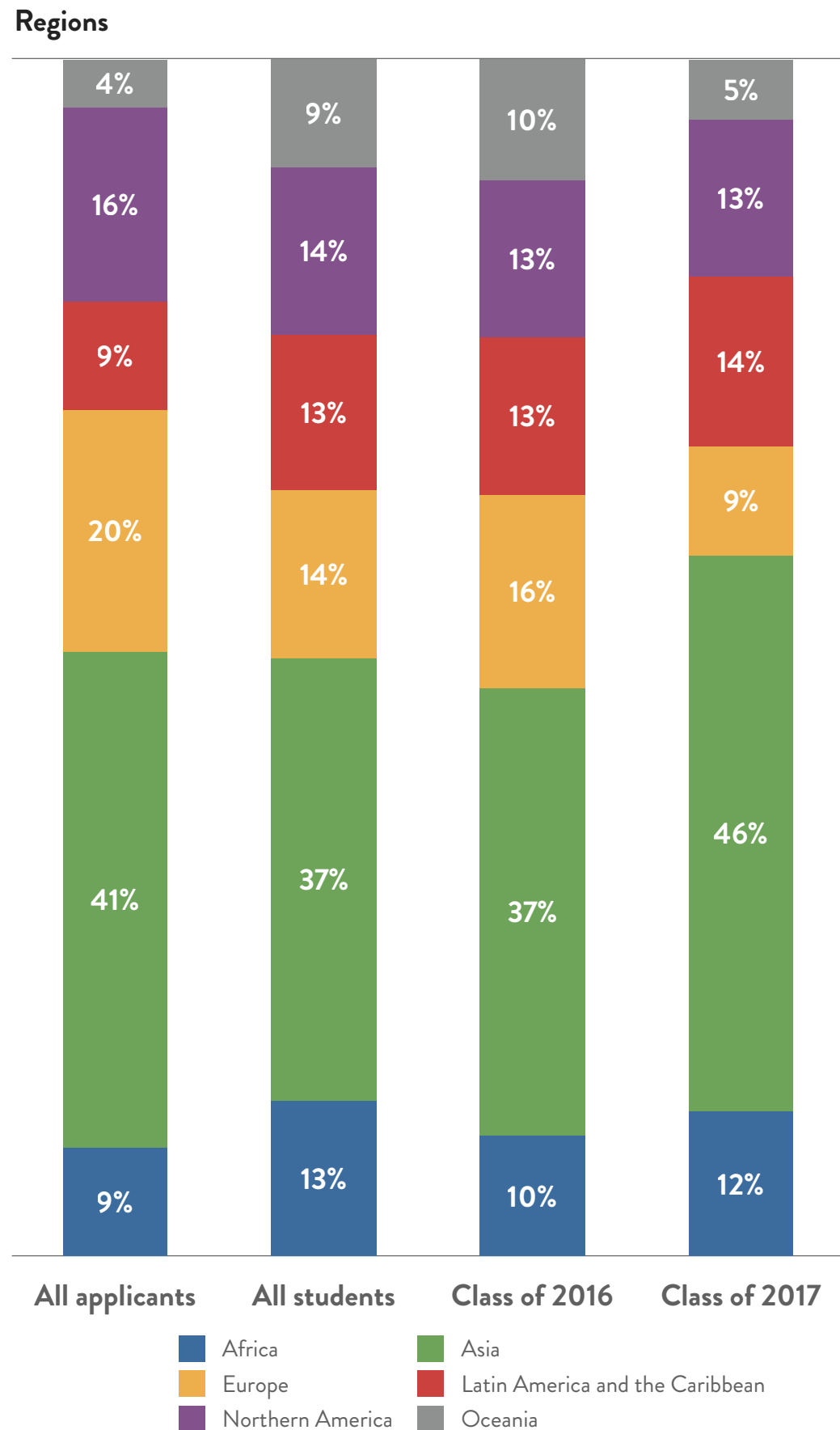
## Applicant diversity

The diversity of students applying to and gaining places on the programme remains high. The MPP Class of 2017 includes 113 students from 53 countries (including second nationalities). We now have students and alumni from all G20 countries, and this year five new countries are represented in the 2017 class:

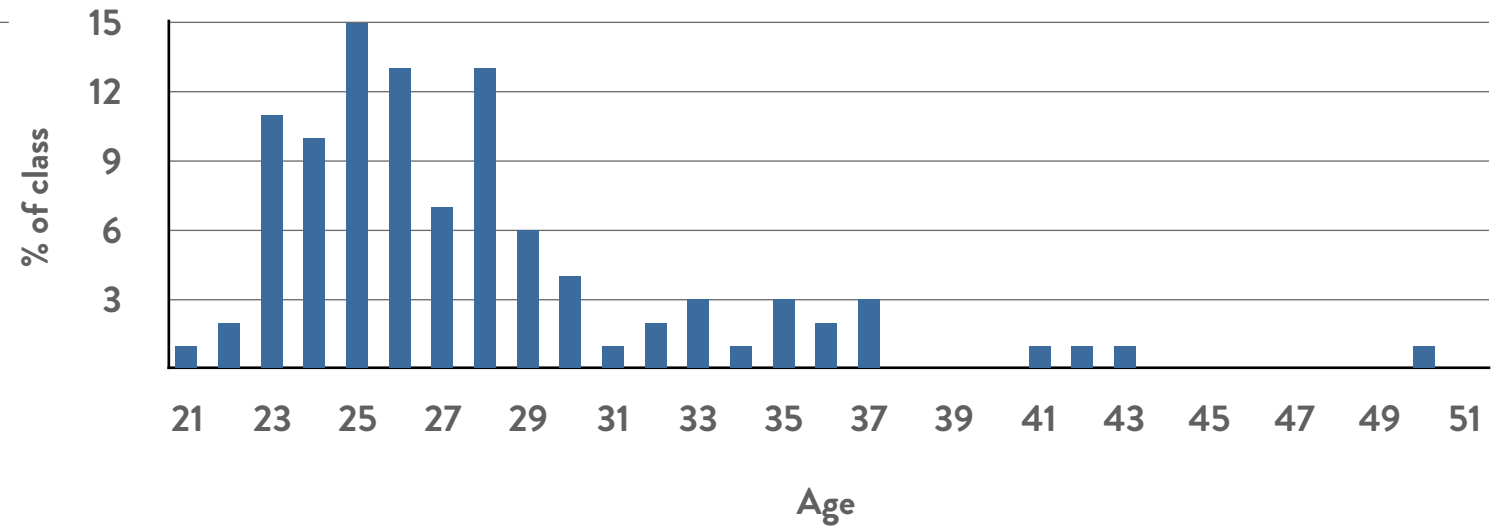
- Croatia
- Kyrgyzstan (two students)
- Sudan
- Tanzania
- East Timor (Timor-Leste) - the first ever student from East Timor in the University of Oxford's 900-year history

Key facts	2012	2013	2014	2015	2016	2017	2018 (anticipated)
Total number of applications	485	487	522	583	711	774	793
Total number of countries and territories	85	97	90	102	104	109	106
Initial number of offers	55	98	112	185	185	185	190
Initial offer to application ratio	11.3%	20.2%	21.5%	31%	26%	23.9%	24%
Acceptances	39	62	73	117	124	113	120
Accept to offer ratio	70.9%	63.3%	65.2%	63.2%	67%	61%	63%
Accept to application ratio	8.0%	12.8%	14.0%	20%	17.4%	14.6%	15%
Total number of incoming students	38	64	75	117	124	113	120
Final number of countries and territories (including second nationalities)	19 (20)	39	48 (52)	54 (59)	65 (70)	50 (53)	50+
Youngest student	21 years	21 years	21 years	21 years	21 years	22 years	21 years
Oldest student	42 years	46 years	41 years	51 years	50 years	46 years	45 years
Average (mean) age	26 years	27 years	28 years	29 years	28 years	29 years	29 years
Largest (mode) age group	24 years	24 years	27 years	28 years	25 years	27 years	25 years
Male to female ratio	19:19	32:30	38:37	66:51	65:59	60:53	60:60
Percentage of class fully funded	50%+	50%+	50%+	50%+	50%+	50%+	50%+
Number of colleges	22	30	30	29	29	29	30

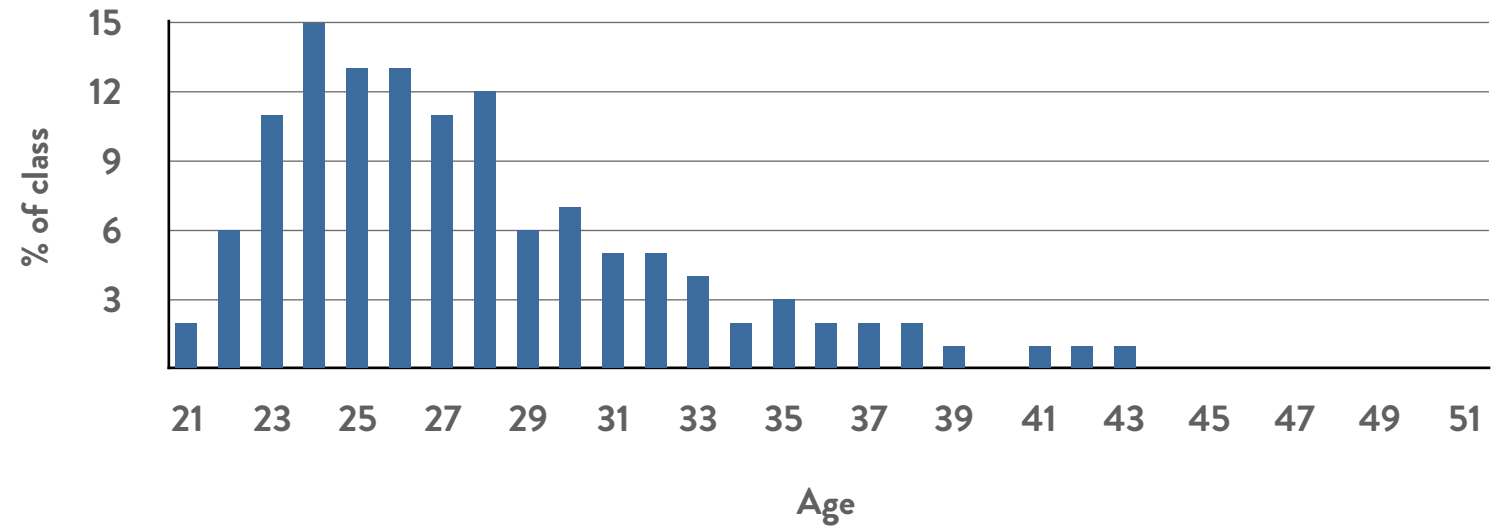




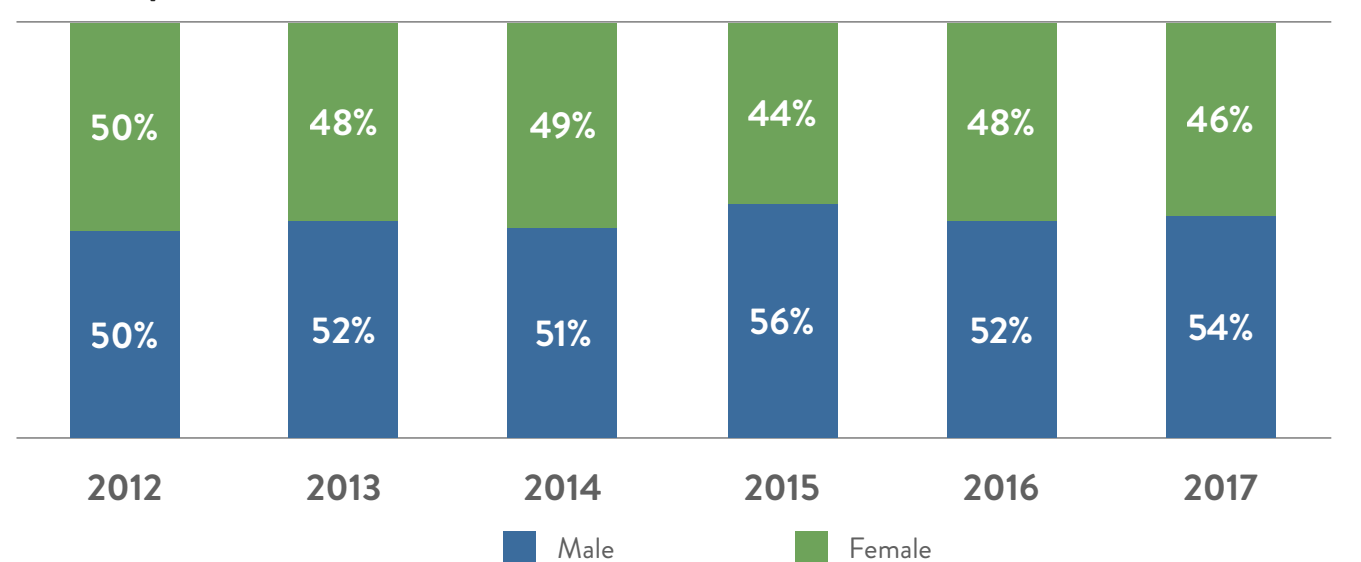
### Age spread in the MPP Class of 2017



### Age spread 2012-17



### Gender split 2012-17



# ALUMNI

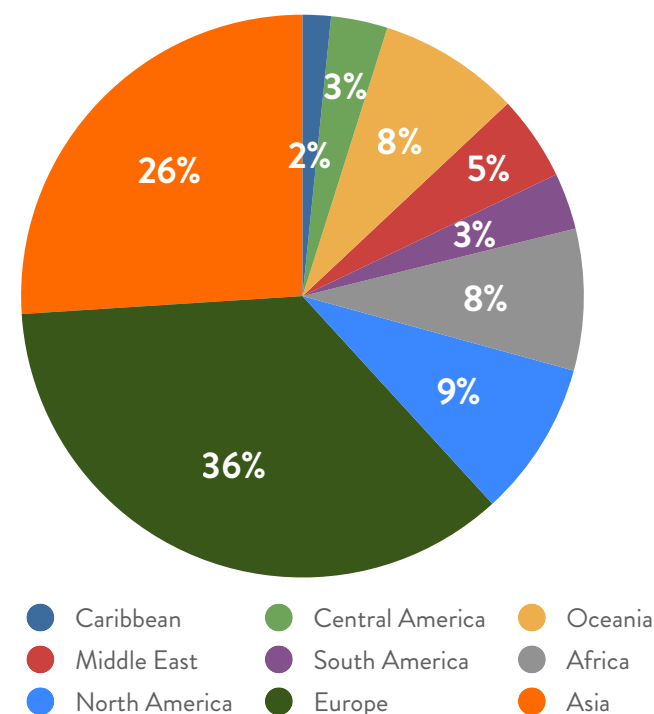
There are now 416 members of the School's alumni community, and a further 177 associate alumni from the School's executive education programme. Building lifelong relationships with and between alumni continues to be at the centre of the School's vision.

The School's Online Community Platform ([community.bsg.ox.ac.uk](http://community.bsg.ox.ac.uk)) was launched in November 2017 to enable alumni to connect with each other and remain engaged with the School. 323 MPP alumni are already using the platform, where they can connect geographically, by class, by company or industry/sector, and share news and events. At a regional level, 21 hubs have been established, with a further four being developed.

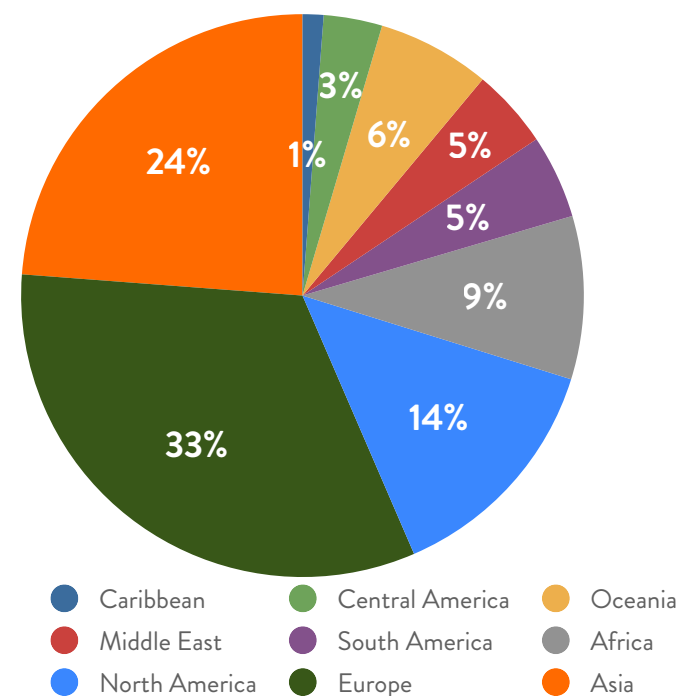
The alumni community came together in September 2017 to celebrate five years of the MPP, travelling from countries including Qatar, Colombia, Australia, Hong Kong, Nigeria and Israel. After policy-focused workshops during the day, the event culminated in a gala dinner at which Mark Carney, Governor of the Bank of England and Blavatnik School International Advisory Board member, gave a speech.

## ALUMNI : WHERE ARE THEY NOW?

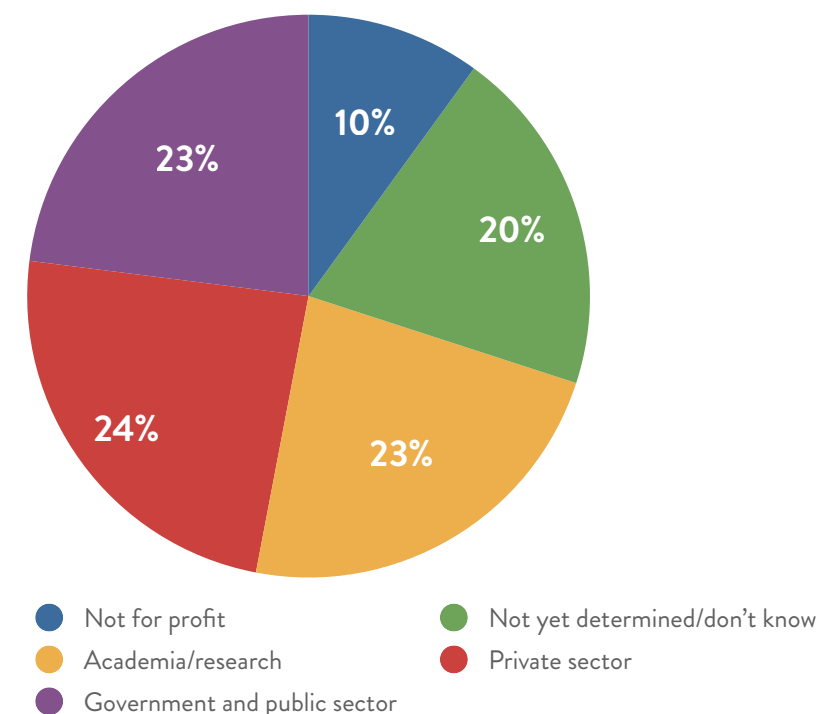
2016 alumni working in each region



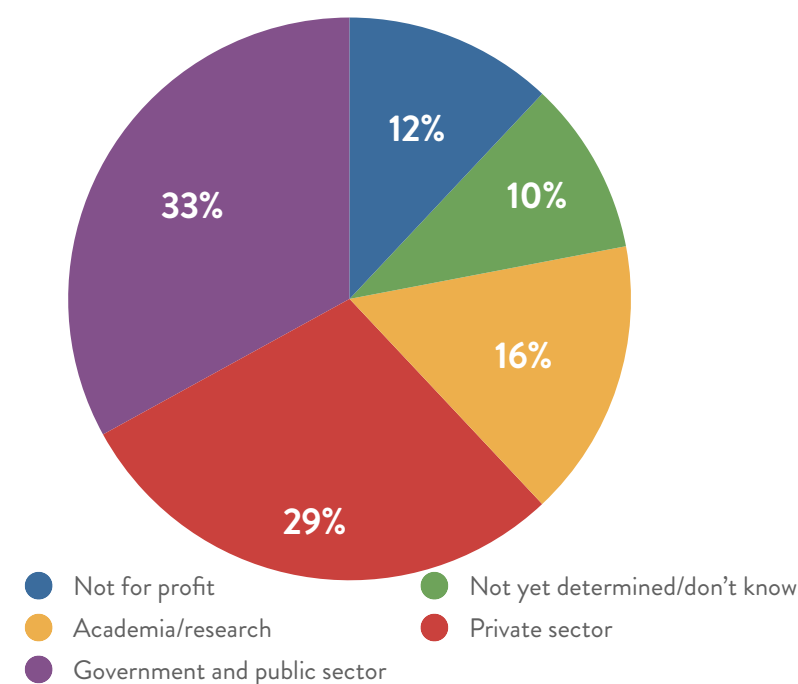
All alumni working in each region



2016 alumni working in each sector



All alumni working in each sector



## ALUMNI HIGHLIGHTS

### Steven Wang, 29, MPP 2013, China

Steven Wang is Founder and Chairperson of Yiqiao China, an initiative that places top Chinese graduates and young professionals in NGOs and social organisations across the country. Its work is supported by the Gates Foundation and has been recognised by Forbes' 30 Under 30 in China.

*"I'm very grateful to have had the experience at the Blavatnik School. Now I'm much more confident about being a bridge across different sectors, between those who want to make a difference and organisations that make this happen, and between China and the world. This is also what the Blavatnik School is doing. There's much potential for the social sector in China and I encourage other School alumni to learn more, get involved and work on building this global platform together."*



### Itrat Zahara, 34, MPP 2016, Pakistan

Itrat serves in the Finance Division of the Government of Pakistan where she assists the Secretary of Finance on policy matters relating to the Executive Committee of National Economic Council, the Economic Coordination Committee and the Federal Cabinet.

*"There are a lot of people in the government sector who are interested in the course. I tell them about my positive experience and how the MPP helped me*

*focus on making a bigger impact through policy. Civil servants in Pakistan have great potential to make a difference, and the MPP could enhance their knowledge of policymaking best practices."*



### Vivian Grassi Sampaio, 33, MPP 2014, Brazil

Under Vivian's leadership, the Central Bank of Brazil's Administrative Process Division has become one of the most productive and uses an approach based in theory and practice. Vivian's greatest success since completing the MPP has been the approval of the bill of law sanctioning financial institutions and introducing alternative dispute settlement instruments. The MPP transformed Vivian's whole approach to her work.

*"Before, I was more attached to formality and following processes, but now I seek decisions based on evidence and results. After the MPP I feel more capable of elaborating creative solutions to bring innovation to the government environment, which tends to be more resistant to changes. I can also see more clearly what needs to be changed, and how the roots of policies are often cultural, which makes it harder to reform them."*



Image: alumni at the celebration of five years of the MPP.

The opportunity to frame her own experiences in Brazil in comparison to others was a major benefit of the highly international and diverse MPP class.



***“It’s an environment where you can place your country in relation to others, and you start to feel optimistic that you can make it better.”***

**Edison Broce Urriola, 27, MPP 2015, Panama**

Edison is currently the youngest Member of Parliament in the Panama National Assembly. He was elected as an independent in 2014 and joined the MPP course in 2015. In the 2019 Panamanian elections, Edison will run again as an independent candidate.

***“I learned so much on the MPP. I acquired knowledge, a network and skills that helped me become a better politician, not only in Panama but worldwide. Being at Oxford was a great achievement for me. I now have so much experience and knowledge. The course was important because my inspiration and references are from all around the world, and I can apply this to domestic politics.”***



**Rafael Pastor, 44, MPP 2014, Chile**

A trained lawyer, Rafael Pastor is now the Director of the Law School at the Universidad Central, Chile. He joined the MPP in 2014 with extensive experience of the public sector, having served as Chief of Staff for the Minister of Justice.

Immediately after the MPP, Rafael took up the position of President of the Patent and Trademark Appeals Court. As Law School Director, he writes about and teaches courses on law and economics, as well as public policy implementation. He has

been surprised by how often he comes across ideas discussed on the MPP.

***“Sometimes you’re not aware of all the tools and frameworks you got from the programme, but they arise in different contexts, in conversations you have. They become part of your hardware.”***



**Charles Deutscher, 32, MPP 2012, Myanmar**

Charles is Head of Office for the ICRC’s operations in Eastern and Southern Shan State in Myanmar. A corporate lawyer desiring a change of direction, Charles Deutscher joined the first class of MPP students in 2012. Humanitarian work became Charles’ new focus, and since the MPP he has worked primarily for the International Committee of the Red Cross (ICRC) in crisis areas in Uganda, South Sudan and Afghanistan.

The broad nature of the MPP gave him the foundations which he has since built upon in his career, preparing him to deal with the inherent moral and ethical trade-offs of the humanitarian sector, and understand the economic incentives which can arise in a conflict environment. The strong negotiation and communication skills developed on the course have helped Charles with prioritising in the face of conflicting demands; the use of evidence and evaluation in the policymaking component taught him to focus on methodologically rigorous results when shaping the ICRC’s strategy. Charles often revisits the academic and professional aspects of the MPP in

his work. However, it is not merely the course content that he considers to have been beneficial.

***“Equally important is the personal level outside the classroom, where learning continued and friendships were made. At the School there is a genuine commitment to serving others and trying to make the world a better place. It was a privilege to learn from the best.”***



**Rose Macharia, 32, MPP 2015, Kenya**

Rose’s work as Chief of Staff in Kenya’s Ministry of Education’s Cabinet Office, the country’s largest ministry, has continued to expose her to the practical and rigorous application and interface of politics and public policy that she experienced whilst on the MPP at the Blavatnik School. Rose works with the University Education, Vocational and Technical Training and Post Training Skills Development for national development.

***“The applied modules equipped me with the capacity to sit in sector budgeting teams without feeling overwhelmed or lost. The communications module allows me to communicate with efficiency and impact. The MPP has made my job in the Kenyan government a lot more enjoyable and easier!”***



### **Angela Anzola, 35, MPP 2014, Colombia**

After the MPP Angela held the position of High Counsellor for Victims' Rights, Peace and Reconciliation for the Mayor of Bogotá, working on policies to aid those affected by armed conflict. A particular highlight for her during that time was the establishment of a public fund to give access to higher education to victims of armed conflict. Angela is now the head of the District Secretariat for Women's Affairs. An understanding of the importance of science in all areas of policy is one way in which Angela benefited from the course.

*"Many public servants don't have detailed knowledge of global issues such as climate change, which should be at the top of everyone's agenda. In my work with women's groups, I aim to keep environmental issues in mind whenever possible. We are helping women have an impact on how their city is defined, while remaining sensitive to the impact on the environment."*



### **Stephen Belongia, 46, MPP 2015, USA**

After finishing the MPP in 2015, Stephen was soon promoted within the FBI to Assistant Special Agent in Charge, leading the field office in Tampa, Florida. In addition to his extensive professional experience prior to the course, Stephen was able to gain new skills on the MPP, which he believes will help him further his career.

*"The MPP organised my thinking by giving me frameworks to use. Now, when I'm making changes with senior leaders, I'm aware that we need to build in time for reflection, evaluating along the way. As I progress, I hope to bring these tools into my work even more."*



Adjusting to studying after a long time away from university was a challenge, but the transition was eased by the supportive nature of the class.

*"It was a big adjustment. All the study skills and habits were still there, but it was extremely challenging after working at a career for 20 years. However, it was a cohesive social experience, and very different from my undergraduate degree. It's such an enriching environment – you miss that afterwards."*

### **Alexandra Readhead, 31, MPP 2014, UK**

Alexandra is a technical advisor to the Intergovernmental Forum on Mining (IMF), a global body with 63 members, and was formerly Chief of Staff in the President's Office, Government of Sierra Leone. She leads a joint programme with the OECD to address tax base erosion and profit shifting in the mining sector in developing countries. Alexandra has also taught on the Executive Course on Oil, Gas and Mining Governance at the School.

*"I felt that we were treating the symptoms of the problem, rather than tackling the root cause. It became clear to me that multinational tax avoidance, combined with inadequate laws, and weak tax administration, was preventing governments from generating revenue. I joined the MPP to get a better understanding of policymaking process, so that I would be better placed to find ways in which countries can ensure that taxes from oil, gas and mining organisations are collected and used for the public good."*



The Blavatnik School faculty was a big draw for Alexandra, and she was able to have regular meetings with experts in the field. The course also provided her with the academic and research foundations required for her career move, as well as an understanding of the policymaking process.

*"The research I undertook during the Summer Project set me up to change jobs and do what I do now. I also found it valuable to learn about the different aspects of policymaking; it gave me a context in which to situate more detailed technical knowledge."*

### **Enrique Zapata Perez, 33, MPP 2012, Mexico**

Enrique is General Director of Open Data at the Office of the President of Mexico. His decision to apply for the MPP course came five years after

completing trade negotiations with North America in the Ministry of Economy.

*“Studying was a way to take a step forward in my career. The course gave me mental frameworks to build on, and I’ve been applying them since then; not just in my professional life, but more generally in how I approach problems and address them.”*



Although he had intended to continue his work in the Ministry of Economy after the MPP, an unmissable opportunity arose with the change of government in Mexico. Enrique joined the team of Open Data, a new institution which has responsibility for the coordination of a national digital strategy.

*“This was something very new in Mexico. At first, people didn’t see how data was relevant to government. We came up against opposition, but we proved that digital is part of the solution to many policymaking issues. This groundbreaking approach to innovation in governance paved the way for a new way of thinking and delivering better services to citizens. Today, we are global leaders in all data rankings.”*

#### **Saim Saeed, 27, MPP 2015, Belgium**

Saim Saeed is a Transport Reporter at POLITICO Europe, a European affairs online newspaper based in Brussels.

The understanding of the policymaking process gained on the MPP has been particularly relevant to Saim’s work at POLITICO, and he has built on the knowledge acquired at the Blavatnik School.

*“In the Politics of Policymaking module, we looked at the various actors involved in the process. Now, I analyse EU legislation and the different stages it goes through, and try to understand what it means for people, policies and industries.”*

Another aspect of the course that he has found useful for his current role is the focus on science.

*“I was surprised by how directly relevant it has been. Here at POLITICO I have reported on transport, fuels and scientific regulations, and the theories and strategies we discussed on the course, such as the precautionary principle, have been helpful for understanding the issues. In general, I expanded my knowledge base on the course; both inside and outside the classroom. My world was a lot smaller before.”*





# DOCTORAL STUDENTS

There are now 21 students from 14 different countries enrolled in the DPhil in Public Policy programme, with a further six new DPhil students to be admitted in 2018. From October 2018, there will be 16 men and 11 women on the course.

Pepper Culpepper is the DPhil Coordinator. He teaches the Research Development Seminar, which is a year-long course that is mandatory for the first-year doctoral students. He also organises the Research in Progress Seminar, which provides a forum for second and third year students to present their work.

DPhil students regularly attend the Faculty Research Seminar as well as others that take place across the University. They also take courses in other departments, taking advantage of the many academic strengths of Oxford.



## DPHIL CLASS OF 2017

### Ranil Dissanayake

Ranil is researching how bureaucracies make decisions. His research builds on almost 15 years of experience as an economist and policymaker in the governments of the United Kingdom, Malawi and Tanzania.



### Christina Economy

Christina is interested in the different ways that government provides social programmes, and how it can do so more effectively for vulnerable populations.



### Vafa Ghazavi

Vafa's research is on responsibility for global injustices. Rather than just looking at who caused a particular harm, he is studying how we share responsibility to reform the systems that enable and perpetuate it.



### Aaron Maniam

Aaron's research interests are the effects of technology on public administration, policy formulation, deliberative democracy, ethics and citizenship. He was identified by the World Economic Forum as a Young Global Leader in January 2013. In June 2015, he was appointed a Fellow of the Royal Society for the



encouragement of Arts, Manufactures and Commerce (RSA).

### Jose Maria Valenzuela Robles Linares

Jose Maria's studies the role that bureaucratic, domestic and international networks of expertise play in enabling government to push decarbonisation faster and at a lower cost.



### James Walsh

James studies issues related to behavioural public policy. He is testing an intervention that provides psycho-social supports to unemployed youth in Addis Ababa, Ethiopia; conducting diagnostic work to identify threats to social stability between refugees and the host population in Lebanon; and conducting survey experiments to increase the accuracy of data on forcibly displaced people in Africa.



## SUBMITTED THESES

We now have two students who have submitted and are awaiting their viva examinations:

- Faustian bargaining in a regime complex: IMF-RFA cooperation in Europe (2008-2012) – Ivaylo Iaydjiev (Class of 2014)
- Essays on school choice: empirical evidence from implementation of India's National School Choice policy – Vijay Kumar (Class of 2015)

## CHAPTER 4

# ENGAGING WITH GOVERNMENTS AND PRACTITIONERS

Participants of the fifth annual  
Executive Course on Oil, Gas and Mining Governance.



# DEEPENING RELATIONS WITH GOVERNMENTS AND LEADING POLICYMAKERS

The School's mission drives us to establish productive and meaningful relationships with policymakers all over the world.

## UNITED KINGDOM

We have a particular opportunity to establish links with the UK Civil Service and we have been deepening these over the last year. We have established a 'Blavatnik School in Whitehall' seminar series through which our faculty members have shared their recent applied research with senior civil servants. Since March 2017, we have held four seminars, covering behavioural science, ascribing value to life in public policy, Britain's place in the world and housing policy. Each has been attended by over 50 civil servants from Permanent Secretaries to Deputy Directors and has received excellent feedback on the insights offered and the

application of the research to current policy challenges.

We have created a popular seminar series at the School on UK public policymaking. Senior figures from politics, the UK Civil Service, international organisations, civil society, law and the media have shared their insights into how policy is actually made. These have included Sir Jeremy Heywood (Cabinet Secretary), Helen Mountfield QC (Matrix Chambers), Sir Suma Chakrabarti (European Bank for Reconstruction and Development) and Laura Kuenssberg (BBC).

In 2018, we announced the creation of a new Permanent Secretary Fellowship scheme. Developed in conjunction with Sir Jeremy Heywood, and with the financial support of the Beecroft Trust, this establishes year-long fellowships. Our 2018 fellows are Leslie Evans (Scottish government) and Sir Chris Wormald (Department of Health and Social Care).

Ahead of the UK's general election, the School hosted 'The Battle for Britain'. An expert panel comprising Lord Willetts, executive chair of the Resolution Foundation and former Conservative Minister, Kate Forbes MSP, member of the SNP's Growth Commission, Danny Dorling, Halford Mackinder Professor of Human Geography at the University of Oxford and author of *A Better Politics*, and David Aaronovitch, author and commentator, provided a lively and stimulating discussion on the potential election result to a packed lecture theatre.

Our GO Lab continues to provide research insights to the UK government on new and better tools for decision-making around outcomes-based commissioning for the public sector.

## BRAZIL

This year, Brazil will hold its national elections in the wake of the most serious corruption scandals that have affected its political system. To tackle this, we convened the first edition of our Integrity and Values in Government programme in partnership with the Lemann Foundation, engaging high-profile policymakers from across the Brazilian political scene in a course focused on integrity in public life.



*Image: Dean Ngaire Woods co-chaired the World Economic Forum Latin America, in São Paulo.*

In 2017, the Dean co-facilitated the Brazil Rising Forum at Yale University. In 2018, we will be hosting this conference at the Blavatnik School with over 100 public policy participants, supported by the Lemann Foundation. In March 2018, the Dean co-chaired the World Economic Forum Latin America in São Paulo.

In June 2018 we will deliver the first run of a new three-year executive education partnership with our partner Centro de Liderança Pública. The Implementation in Government Programme will



engage participants from Centro de Liderança Pública in new ways of considering political leadership and policy implementation.

## CHINA

Over the past year the School has strengthened its engagement with China on several fronts to support our mission to improve government.

We have reached a breakthrough in MPP recruitment by bringing the largest class yet of rising stars, including officials at mid-career level, into the MPP.

The School has undertaken research partnerships with leading Chinese academics and institutions. In spring 2017 we hosted a workshop in Oxford with Tsinghua University's School of Public Policy and Management, and in spring 2018 we co-hosted a research workshop at Peking University with the Institute of State Governance. We have also signed a memorandum of understanding with the School of Government at Peking University.

We have worked to engage policymakers and thought leaders in China with the purpose of improving the quality of government during a time of significant changes in China's domestic politics and its role in the world. Our Development Research Centre (DRC) fellowship programme brought seven research fellows from the State Council of the People's Republic of China think tank to Oxford last year. During their stay of three to twelve months, they undertook individual research projects with Oxford faculty. We also welcomed our next group of Hong Kong civil servants for an eight-week fellowship programme.

Finally, this spring we welcomed our first Caixin Media Fellow to Oxford as part of a new programme that will host prominent Chinese journalists at the School.



*Image: Dean Ngaire Woods with Yu Keping, Dean of the School of Government, Peking University.*

## AFRICA

In 2017/18 our Commission on State Fragility, Growth and Development welcomed current and former ministers and officials from Libya, Tunisia, Central African Republic, Nigeria and Uganda; and in April 2018 the commission's report was published. In May 2018 we welcomed the President of Ghana to the School to discuss its recommendations.

In September 2017, the former President of South Africa, Kgalema Motlanthe, and Khulu Mbatha, former special advisor to the President, came to the School to discuss the challenges of governance in Africa.

In January 2018, we hosted HE Chief Olusegun Obasanjo, former President of Nigeria, to share lessons from his time as President.

Throughout 2018, Martin Williams worked with the Head of Ghana's Civil Service to evaluate a training programme in which close to a third of Ghana's civil service is participating. He is also supporting

Ghana's National Development Planning Commission to create a national infrastructure database.



*Image: Oxford Africa held their annual conference at the School in May 2018.*

## HIGH-LEVEL GOVERNMENT DELEGATIONS

Over the past year, the School has hosted a number of high-level government delegations from around the world. These have included: the Secretary of Civil Service for Hong Kong, Joshua Law; the head of Adaa, Saudi Arabia's National Centre for Performance Measurement, Husameddin Al-Madani; Chief Executive of the New Zealand Department of the Prime Minister and Cabinet, Andrew Kibblewhite; Graeme Head, the Public Service Commissioner for New South Wales, Australia; Peter Ho, the Senior Advisor to the Centre for Strategic Futures in the Prime Minister's Office, Singapore; and the Polish Secretary of State for Digital, Krzysztof Szubert.

# LEADERSHIP PROGRAMMES

2017 saw a marked increase in our engagement with government leaders and senior policymakers through the School's leadership programmes. The School has now educated, in Oxford, more than **190 senior leaders** from the private and public sectors, including former prime ministers, current ministers, C-suite executives, parliamentarians, civil society leaders, chief economists and chiefs of staff to world leaders.

## OPEN ENROLMENT PROGRAMMES

We delivered our **Executive Course on Oil, Gas and Mining Governance** for the fifth consecutive year, with our partner organisation, the Natural Resource Governance Institute (NRGI).

This intensive five-day course trains policy leaders in the public and private sectors to better manage and govern the extractive sector.

14 countries were represented, including Colombia, Ghana, Guinea, Mexico, Mongolia, Myanmar, Namibia, Nigeria, Tanzania, Tunisia and Ukraine and for the first time Guyana, Kuwait and Kyrgyzstan.

*“Natural resources are so strategic to the fortunes of countries like mine and exposure to its management promises huge transformative value for our growth. The course assembled the best resource persons the world can offer. I enjoyed and learned from the detailed disclosure of weakness in natural resources governance from other countries.”*  
– participant

## CUSTOM PROGRAMMES

The **Hong Kong Officer Professional Development Programme** is a custom eight-week programme for members of the Hong Kong Special Administrative Regional Government and supports future leaders in government. The School delivered this course for the fourth year during 2018, training ten mid-career civil servants.

**Integrity and Values in Government** is a three-day programme delivered for the first time in January 2018 as part of a partnership with the Lemann Foundation. 35 participants, most of whom will run for public office in Brazil in October 2018, reflected upon and evaluated the moral commitments that inform public policy. They also explored individual and structural factors that can lead to systematic corruption and what can be done to counter these and build integrity in the field of political campaigning. The course was led by academics from the School, alongside practitioners experienced in campaigning.

The content drew on the School's Building Integrity programme, multi-disciplinary research that seeks

to provide an authoritative account of what it means to be a public institution with integrity.

*“As an activist, academic, and about to become a politician, I go back to Brazil more prepared and aware for the challenges to come.”* – participant

**Implementation in Government** is a week-long programme developed for our partner Centro de Liderança Pública from Brazil. It is incorporated into their 18-month-long Master's Programme. Thirty Brazilian changemakers came to Oxford to focus on a new approach to political leadership and implementation skills.

Course modules covered leadership, narratives and communication, innovation and implementation, managing people in times of change, and planning for the future.

# PUBLIC ENGAGEMENT

## MOOC

We launched the second iteration of the School's extremely popular Massive Open Online Course (MOOC), **From Poverty to Prosperity: Understanding Economic Development**, in September 2017 and the third in May 2018. 65,500 people have now enrolled on this free course.

*"I can use concepts and ideas for development activities for Myanmar and my work. As I live in a poor country, I cannot afford to apply for an Oxford University course, but I can study an Oxford course thanks to you." - participant*

## MEDIA

Our faculty have provided topical comment in the news media across the year, appearing in, among others, BBC Radio 4's *Today* programme, *The Observer*, BBC's *Newsnight*, the *Wall Street Journal*, *The Guardian*, the *Daily Telegraph*, *The Sunday Times*, the *New Statesman*, *The Economist*, the *Financial Times*, the *New York Times*, Al Jazeera, Nippon TV, *This Day* (Nigeria), BBC Radio 3, BBC World Service, *Die Freitag*, and *The Times*.

## PUBLIC EVENTS

Over the past year we have hosted over 80 public talks and discussions, ranging from conferences to 'in conversations', and welcoming thousands of visitors to the School. Our audience continues to grow worldwide thanks to our ability to livestream and record our events.

### A few highlights from 2017/18

- **Joseph Nye** (Former Dean of the Harvard Kennedy School), *Does deterrence work in cyberspace?*
- **BBC Analysis series**, *Democracy at Risk*. Ngaire Woods quizzed **Yascha Mounk**, political theorist. In partnership with BBC Radio 4.
- **Oxford Open Doors**. We had 2,000 visitors to the School. This was hosted in partnership with Oxford Preservation Trust and Oxford University.
- **Avril Haines**, Deputy National Security Advisor to President Obama, spoke about the intersection of international law.
- **Philip Collins**, columnist for *The Times* and chief speechwriter to former Prime Minister Tony Blair, discussed *What makes a great speech?*
- **Richard Marles**, Australia's Shadow Defence Minister, shared his thoughts on *Asia-Pacific security in the time of Trump*.
- **Judge Jed Rakoff** spoke on the future of the judiciary as a check on executive power in the US.
- A panel of experts including the **Rt Hon Andrew Adonis**, former Transport Secretary and Schools Minister, discussed *How did President Maron build a new political party? And will it last?*

- **Chief Judge Patti Saris**, ex-chair of the US Sentencing Commission, spoke about *How did the United States become the world's largest jailer?*
- **Steven Vogel**, Professor of Political Science at Berkeley, shared insight on *Marketcraft: how governments make markets work*.

## SOCIAL MEDIA

We continue to engage a wide audience through social media.

### Facebook

- Growth in Facebook likes from 13K to 14K.

### Twitter

- 27% increase in followers – around five new followers per day.
- Total followers now over 8.5K.
- Top countries for followers: UK, US, India, Australia, and Canada.
- 7.4 retweets and 26 link clicks on average per day.
- 6K average impressions per day (number of people who potentially have seen our tweets).

### YouTube

- 174,000 views of our videos on YouTube in the past year.
- 3 million minutes of our video content have been watched in the past year.

(NB. We also host video on other platforms so the total viewing figures for our video content are even greater.)





# THE CHALLENGES OF GOVERNMENT CONFERENCE

The theme for our sixth annual flagship Challenges of Government Conference, co-hosted with McKinsey & Company, was 'Bridging the gap'. It explored how to renovate politics, public service, economic relations and international cooperation to build more cohesive and trusting societies.

On 19-20 June 2017, the School welcomed over 250 participants to discuss possible solutions to the widening rift between citizens and the governing elites. A further 800 people watched online through livestreaming and recordings. Speakers and panellists included senior public and private sector leaders, world-class academics and civil society practitioners.

'Bridging the economic gap' was the topic for one of our first sessions, which looked into ways of fixing capitalism with panellists Archon Fung, Ford Foundation Professor of Democracy and Citizenship, Harvard Kennedy School, and Arlie Hochschild, Professor Emerita, University of California. Day one also saw discussions on

inclusive nationalism, narratives of citizenship, and engaging citizens through political communication. Panellists included Patrick O'Flynn of the UK Independence Party and Damian Tambini, Research Director of the Department of Media and Communications at LSE.

'What are the next steps towards making societies more resilient and trusting?' was one of the topics for the second day. Frank Mattern, Senior Partner at McKinsey & Company, gave a moving yet balanced account of the challenges experienced in Germany when dealing with the refugee crisis.

The 2018 conference will be held on 1-2 November on the theme 'The future of government'.

## OXFORD GOVERNMENT REVIEW

Following on from the conversations and discussions of the Challenges of Government Conference, the second issue of the Oxford Government Review focused on the divide between voters and the elites. Contributors reflected on how to bridge the political, economic, and social gaps that have generated a revolt against the status quo:

- Tom Simpson and Maya Tudor discuss nationalism as part of the solution;
- the "liberal blindness" driven by rationality and individualism is the centre of former Israel minister Yuli Tamir's piece;
- Leany Barreiro Lemos, Secretary of State in Brasilia, explores the successful experience of her city;

- Jonathan Wolff explores the questions raised for the future of employment by technological change; and
- Janaagraha's Srikanth Viswanathan discusses how technology can enable large scale citizen participation.

The publication also features interviews with former US senator Russell Feingold, sociologist Arlie Hochschild, and businessman Aigboje Aig-Imoukhuede, all carried out by our Master of Public Policy students. Some of the articles were republished in the media.



## THE KYOTO PRIZE AT OXFORD



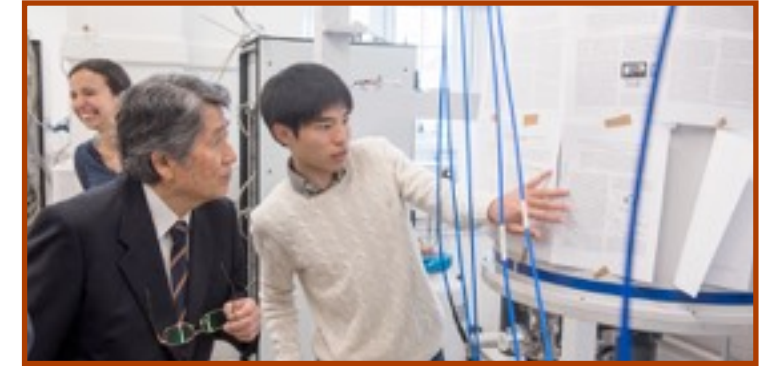
*Image: Richard Taruskin, 2017 Kyoto Prize Laureate for Arts and Philosophy, delivering a lecture in the School's Inamori Forum.*

The Kyoto Prize is an international award to honour those who have contributed significantly to the scientific, cultural and spiritual betterment of humankind. The awards are held annually in November in Kyoto, Japan. The Laureates travel to Oxford the following May where the Blavatnik School of Government hosts them for a series of events.

On 8-9 May 2018, the School hosted the **Kyoto Prize at Oxford 2018** with the three 2017 Laureates: Dr Graham Farquhar, Laureate for Basic Sciences, Dr Takashi Mimura, Laureate for Advanced Technology, and Dr Richard Taruskin, Laureate for Arts and Philosophy.

The Laureates' public talks attracted approximately 350 attendees and covered 'Adventures across disciplines: studying biophysics, and observing the shaping of policies' with Dr Farquhar, 'My fifty years with the transistor' with Dr Takashi Mimura and 'How to win a Stalin Prize: Shostakovich's Piano Quintet' with Dr Richard Taruskin, whose talk came to a close with a rousing performance by the Villiers Quartet and Jeremy Young on piano.

Talks were livestreamed in both English and Japanese and to date have been viewed by over 600 people. We used the Slido app throughout each Q&A session to engage online with our audiences in Lagos Business School, Australian National University and the School of Public Policy and Management at Tsinghua University.



*Image: As part of the events, Dr Takashi Mimura, 2017 Kyoto Prize Laureate for Advanced Technology, visited the departments of Physics, Astrophysics, and Materials at the University of Oxford.*

On the second day Laureates visited departments at Oxford University relevant to their work. They met researchers, conducted student seminars and held in-depth panel discussions. The Laureates came together at the end of day two for a 'Leadership panel' lead by Professor Ngaire Woods, followed by the Kyoto Prize closing gala dinner at Balliol College.

The Kyoto Prize at Oxford is run in partnership with the Inamori Foundation. The University of Oxford and the Foundation share the values of dedication to the pursuit of knowledge in the service of the public good and a commitment to the future of our global society, which are further supported by the Blavatnik School of Government's mission to inspire and support better government and public policy around the world.

# VISITING PRACTITIONERS AND ACADEMICS

Each year we welcome senior academics and practitioners to join the Blavatnik School community and contribute to our activities.

## A few of our visitor highlights in 2017/18

**Loubna El Amine**, who teaches political theory with a particular focus on early Chinese political thought. She is Assistant Professor in the Political Science Department at Northwestern University, interested in fostering a more global approach to philosophy, ethics and politics.



**Ben Gummer**, former Conservative MP, Minister for the Cabinet Office and Paymaster General, UK, brought experience in the UK government and contributed to the School's research into the education of



public service leaders and government transformation.

**Rebecca Henderson** is the John and Natty McArthur University Professor at Harvard University, where she has a joint appointment at the Harvard Business School. Her work explores how organisations respond to large-scale technological shifts.



**Karen Jackson-Weaver** is a former Academic Dean at Princeton University and the Harvard Kennedy School of Government. Her research centres on religion, ethics and politics with a focus on women's leadership roles and closing the gender gap.



**Deborah Lucas** is the Sloan Distinguished Professor of Finance at MIT's Sloan School of Management, and the Director of the MIT Center for Finance and Policy. Her recent research has focused on measuring and accounting for the costs and risks of government financial obligations.



**James Morone** is the John Hazen White Professor of Political Science and Public Policy at Brown University. His research focuses on how current policy systems developed, with a



special emphasis on social justice and health care.

**Rodney Scott** is the Director of Research and International Engagement for the State Services Commission of New Zealand, and a Senior Lecturer at the University of New South Wales, Australia. His current research interests are performance measurement and management in the public sector, public service motivation, and collaborative governance.



**Kent Weaver** brings expertise in the understanding of global pension reform. He is Professor of Public Policy and Government at Georgetown University and senior fellow in the Governance Studies Program at the Brookings Institution.



As a specialist in development studies, **Feng Wenmeng** brings expertise on population, healthcare, rural development and urbanisation. Dr Feng is a Development Research Center (DRC) Visiting Fellow at the School. He has conducted field studies in China, Japan, the USA, Germany and Switzerland. He was one of the seven DRC Fellows at the School this year.





## PARTNERSHIPS



*Image: in January several alumni returned to the School to take part in the Integrity and Values in Government programme run with Lemann Foundation, including alumnus Jeremy Roberts, MPP 2015 (pictured front).*

We seek to forge strong and effective partnerships and relationships with organisations and individuals around the world. These joint ventures contribute to our vision of supporting good government throughout the world.

### AFRICA INITIATIVE FOR GOVERNANCE (AIG)

The AIG partnership is focused on transforming the performance of Africa's public sector by supporting the injection of talent and resources into the sector. AIG has performed an extraordinary role in West Africa and there were six AIG Scholars in the MPP Class of 2017.

AIG also supports a Visiting Fellow of Practice each year. The 2017/18 AIG Visiting Fellow was Chief Justice (retired) Georgina Wood. Justice Wood served as Chief Justice of Ghana from 2007 to 2017. She was the first woman in the history of Ghana to head the Judiciary. She also serves on the board of international justice and human rights organisations such as the Global Justice Center.



### START-UP NATION CENTRAL (SNC)

The SNC programme at the School offers has supported 21 students to undertake the MPP over the last four years and supports those with an interest in technology and in learning about and connecting with Israel's innovation ecosystem. The class of 2016 includes students from Kyrgyzstan, Mexico, South Korea, Australia and Malawi.

The programme also supports a Visiting Fellowship from an Israeli academic who works on innovation policy issues. The 2017/18 SNC Visiting Fellow was Niron Hashai, whose research has focused on technological innovation, diversification and the growth patterns of high technology firms.



### THE LEMANN FOUNDATION

The Blavatnik School and the Lemann Foundation have a shared vision of investment in talent and research coupled with pioneering, practical solutions to improve government. This partnership attracts students and practitioners from Brazil's public and private sectors to the MPP and into public service. Three Brazilian MPP students were awarded Lemann Fellowships in 2016/17. Collaboration between the Foundation and the School includes faculty visits to Brazil, alumni events and the annual Brazil Forum.

### CAIXIN MEDIA FELLOWS

The Caixin Media group provides financial and business news on economic and social developments in China. Through a new partnership with the Blavatnik School, senior journalists and business managers will spend eight weeks the School, attending tutorials and courses. The first Caixin Media Fellow is the Deputy Managing Editor of Caixin Media, Shan Huang.



## CHAPTER 5

# DEVELOPING THE SCHOOL

Front of House Supervisor Anne Wynne giving visitors a tour of the Blavatnik School of Government building.





# FINANCE

## Key financial principles

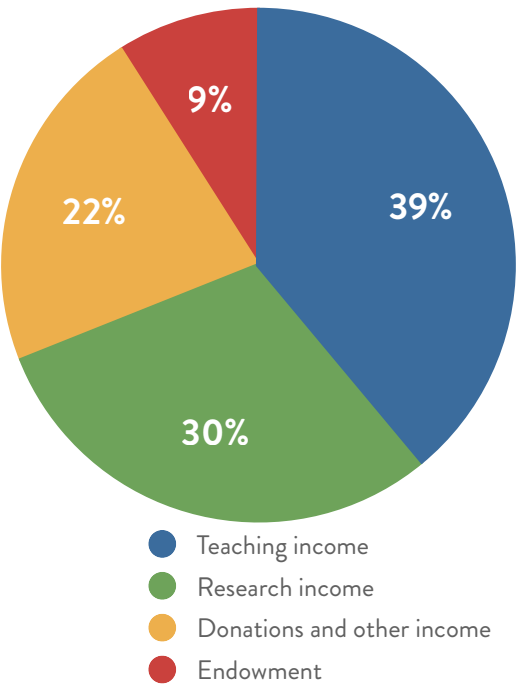
- Ensure long-term sustainability through building an endowment, diversifying sources of income and generating new revenue streams.
- Ensure value for money and exercise vigilance on costs in all transactions.
- Ensure the School’s financial plans support and align with the School’s mission and objectives.

## 2017/18 progress

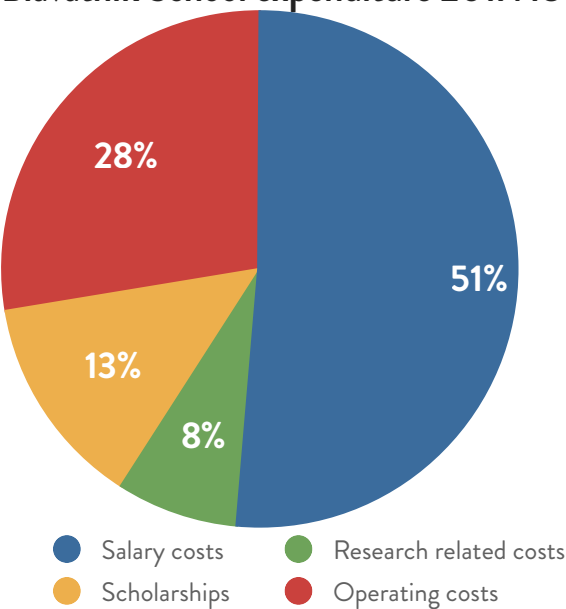
- 82% growth in research-related income from £2.06m in 2016/17 to £3.74m in 2017/18
- 91% growth in executive education income from £0.31m in 2016/17 to £0.59m in 2017/18
- 42% growth in donations for scholarships from £0.93m in 2016/17 to £1.32m in 2017/18
- £28.7m placed in endowment with a market value of £32.5m generating £1.17m income in 2017/18

The Blavatnik School of Government was founded with a £75 million donation from Len Blavatnik, with funding divided into 3 parts for 1) the new building, 2) operating costs, and 3) a challenge/ incentivisation fund to support and reward the attraction of new gifts.

Blavatnik School income sources 2017/18



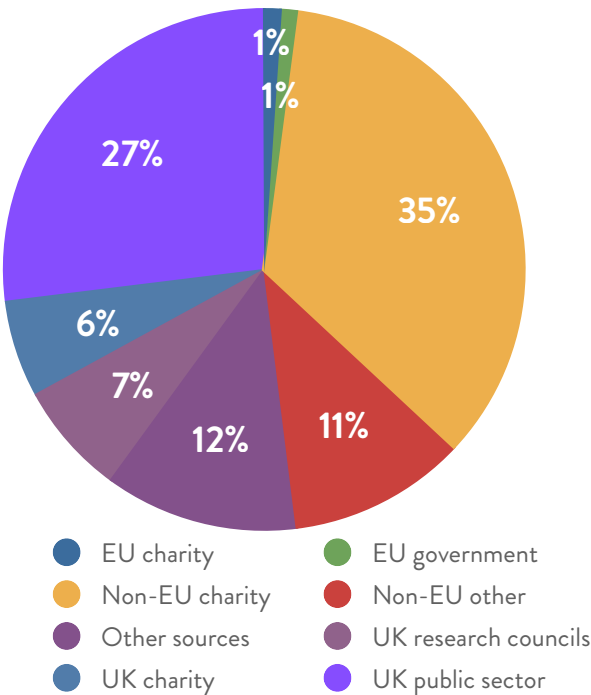
Blavatnik School expenditure 2017/18



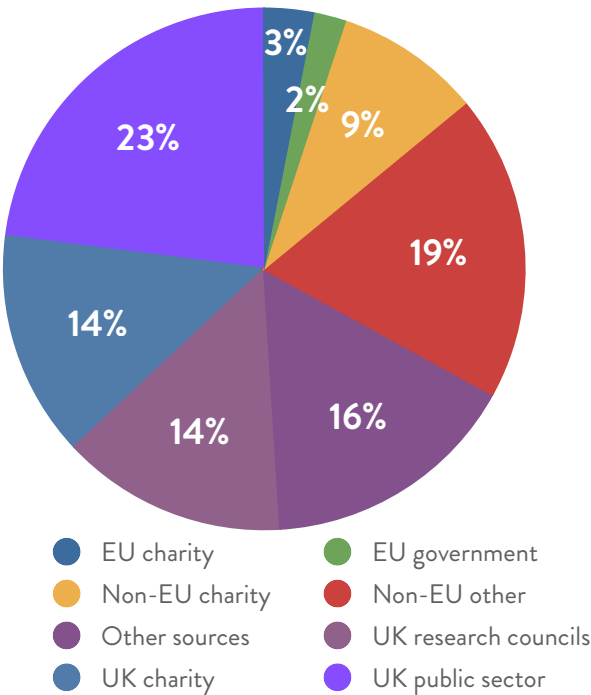
## SOURCE OF RESEARCH AWARDS

The Blavatnik School continues to develop its research portfolio. The charts below show the balance of funding sources supporting the School.

Research portfolio by value



Research portfolio by number of grants





# THANKING OUR SUPPORTERS



*Image: Jorge Lemann speaking at the School in December 2017.*

The School is deeply grateful to all of our current supporters for their generous support to scholarships, research programmes, leadership forums and all aspects of the life and work of the School.

**Sir Leonard Blavatnik and the Blavatnik Family Foundation**

**Inamori Foundation**

**AALL Foundation**

**Africa Initiative for Governance**

**Amersi Foundation**

**Anglo American**

**Beecroft Trust**

**Kofi Adjepong-Boateng**

**BP Plc**

**Brava Foundation**

**Charles Koch Foundation**

**ExxonMobil**

**Fondation Mahmoud Shakarchi Pour Oeuvre et Bienfaisance**

**McKinsey & Co**

**The Luksburg Foundation**

**Mo Ibrahim Foundation**

**Mr Suhail Rizvi**

**The Roma Education Fund**

**Mr Daniel Seiderer**

**Start-Up Nation Central (SNC)**

**Dr André Stern**

**Thomas Svanikier and Amb Johanna Svanikier**

**Mrs Sadako Ogata**

**Open Society Foundations**

**Mrs Katharina Otto-Bernstein**

**Mr Stephen Peel**

**Zegarac-Pollock Family Foundation**

**Dato' Sri N Razak**

**The Oxford Thai Foundation**

**Lemann Foundation**

## OUR FACULTY

### **Mara Airoidi**

Director of the Government Outcomes Lab

### **Dapo Akande**

Professor in Law and Public Policy

### **Eric Beinhocker**

Professor of Practice, Executive Director of the Institute for New Economic Thinking

### **Sir Paul Collier**

Professor of Economics and Public Policy

### **Pepper Culpepper**

Professor of Politics and Public Policy

### **Stefan Dercon**

Professor of Economic Policy

### **Thomas Elston**

Associate Professor in Public Administration

### **Richenda Gambles**

Tutor for Admissions

### **Thomas Hale**

Associate Professor in Public Policy (Global Public Policy)

### **Miles Hewstone**

Professor of Social Psychology and Public Policy, and Director of the Oxford Centre for the Study of Intergroup Conflict

### **Craig Holmes**

Craig Holmes joined in October 2017. He is a labour economist and Departmental Lecturer in Public Policy at the School. Prior to that, he was a Teaching Fellow in Economics at Pembroke College, Oxford. He has previously been a research fellow in the Centre on Skills, Knowledge and Organisational Performance at the Oxford University Department of Education and a senior researcher in the Employment, Equity and Growth project at the Oxford Martin School. He completed his DPhil in Economics in 2012.



### **Emily Jones**

Associate Professor in Public Policy (Global Economic Governance)

### **Peter Kemp**

Vice-Dean for Academic Affairs and Professor of Public Policy

### **Julien Labonne**

Associate Professor in Economics and Public Policy

### **Clare Leaver**

Associate Professor of Economics and Public Policy

### **Anandi Mani**

Professor of Behavioural Economics and Public Policy

### **Ingo Outes**

Departmental Lecturer in Economics and Public Policy

### **Karthik Ramanna**

Professor of Business and Public Policy, and Director of the Master of Public Policy

### **Adam Ritchie**

Senior Admissions Advisor

### **Tom Simpson**

Associate Professor of Philosophy and Public Policy

### **Maya Tudor**

Associate Professor of Government and Public Policy

### **Adam Webster**

Departmental Lecturer in Law and Public Policy, Co-director of the MPP

### **Martin Williams**

Associate Professor in Public Management

### **Jonathan Wolff**

Blavatnik Chair in Public Policy in association with Wolfson College

### **Lord Stewart Wood**

Fellow of Practice

### **Ngair Woods**

Dean and Professor of Global Economic Governance

