

BLAVATNIK SCHOOL OF GOVERNMENT

ANNUAL REPORT

2023–24





All our work and effort here is made possible by the generosity and vision of those who give their time, wisdom, and funding in support of a bold ambition to improve government worldwide.

Ngairé Woods

Dean, Blavatnik School of Government



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In 2024 the world is full of grave dangers, but also of possibilities presented by AI, cybersecurity, climate transition, peace and conflict, and geopolitical change. Overall I hope you will find some reasons for optimism in the pages of this report.

At the Blavatnik School we are determined to help communities seize the opportunities and mitigate the dangers. We seek to find, train, and equip public leaders to work together to address these issues. We have been building a faculty of brilliant problem-solving researchers and teachers whose efforts are helping governments to do better.

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A first reason for optimism is the calibre of candidates applying to the School who aspire to enter public service. Their courage and commitment to serve their community or country is vital at a time when the world needs some of the smartest, most innovative and resilient people doing so. The support of donors and partner organisations makes it possible for us to comb every continent

for such people and to nurture their willingness to serve.

I've seen the results across the world, checking in with alumni like Bernice Teo (MPP 2022), First Secretary in Singapore's delegation to the United Nations, Mark Loong (MPP 2017) Director of the Australian Government's Strengthening Democracy Taskforce, Mariama Cire Sylla (MPP 2013) IFC Country Head in Burundi, Daniela Vargas Moreno (MPP 2020) working for the Secretary-General on the UN Summit of the Future, Britt Titus (MPP 2017) Director at the International Rescue Committee working on behavioural insights and evidence, Adnan Zaylani (MPP 2017) Deputy Governor of Malaysia's central Bank Negara Malaysia, and Nandita Venkatesan (MPP 2020) who was included in TIME100 Next list of 100

emerging leaders globally for her activism in furthering access to critical medication for patients with drug-resistant TB.

Equally, alumni are running for elected office. Over this past year Keir Mather (MPP 2020), one of our first Political Leadership Scholars, was elected as the Labour MP for Selby and Ainsty, becoming the UK's youngest MP and overturning a majority of over 20,000, and Aleksandra Wiśniewska (MPP 2017) was officially sworn in as an MP in the Polish Sejm. And these are just two of the many elections taking place this year around the world. In this mega year of elections, our faculty are presenting Blavatnik Election Briefings to delve into what is happening in each country as well as the implications for the rest of the world. So far they have covered Pakistan, Russia and Indonesia, with South Africa, India, the US and the UK to come.

Sadly, in most elections, candidates are facing an escalating level of threat and violence, particularly female candidates and politicians. Earlier this year we brought together academics, politicians, foundations, lawyers, and tech sector leaders who are passionate about affecting change in this space, and published a report setting out recommendations for tech companies and all governments to reduce this spiralling threat to freedom to get elected and to serve as leaders. We will continue to work on this.

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Fantastic new faculty have joined us this year, strengthening our thought leadership on issues such as climate, global security, the political economy of globalisation with a focus on China, and data analytics. Janina Dill, the inaugural Dame Louise Richardson Chair in Global Security, is examining how international law can be an instrument of morality in war, albeit an imperfect one, as well as investigating contemporary nuclear challenges. Yeling Tan is focusing on China, globalisation and concepts of economic security. Read all about our new colleagues on page 10.

With security and conflict so high on the global agenda, the School is making several other contributions in this space. We have an executive programme, led by philosopher Tom Simpson who is himself a former Royal Marine, in which participants reconcile the practical requirements for success on the battlefield with the ethical and legal restraints societies place on military decision-making.

We have research projects in cybersecurity, conflicts in ungoverned spaces, rebuilding in fragile states, and the consequences for security of changes in development finance. Our recent Heywood Fellow, Jonathan Black, the UK Government's Deputy National Security Adviser, published a report recommending a doctrine for economic statecraft, accelerating the adoption of AI to support data-driven policymaking, and establishing an economic security cadre within the civil service.

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We continue to put dialogue at the heart of what we do. In December a group of Blavatnik School faculty travelled to Beijing for our annual workshops with Tsinghua and Peking Universities, for meetings with our alumni, and to encourage future applicants. We want to deepen our engagement with Chinese scholars on issues including human development, climate, global governance.

We are focusing ever more on how to help governments implement better. We were thrilled to be awarded a £30 million grant to set up the What Works Hub for Global Education (WWHGE), a six-year programme that will develop a new science of implementation in education. Funding came from the UK's Foreign, Commonwealth and Development Office (FCDO), the largest award ever made to the University's Social Sciences Division. For more on this, turn to page 26.

We were delighted to see other impact-focused research winning awards too. Dr Kate Orkin, Associate Professor in Economics and Public Policy, won the ESRC award for Outstanding Public Policy Impact for her role advising the South African government during COVID-19 and beyond. Kate influenced £4.87 billion in spending that helped 28.5 million people and saved 5.5 million from extreme poverty.

And congratulations too to Dr Eleanor Carter, Academic Co-Director, Government Outcomes Lab, and colleagues Michael Gibson and Felix-Anselm van Lier who were awarded the Bledwyn Davies Prize for excellent scholarship by an early career academic, and to Dr Thomas Elston and Yuxi Zhang who won the Best Paper Award at the Political Studies Association conference.

All our work and effort here is made possible by the generosity and vision of those who give their time, wisdom, and funding in support of a bold ambition to improve government worldwide.

As always, we are supremely grateful.

Ngaire Woods

MPP OVERVIEW

There isn't a society in the world that doesn't want its government to work better. Our mission is to inspire and support better government and public policy around the world.

For over a decade, our graduate programmes have attracted the very best, most inspiring citizens into public service, catalysts for change who are dedicated to improving public policy and delivering good government for their communities.

MPP

Our Master in Public Policy (MPP) takes a distinctively multi-country view of how public policy is made and implemented at local, regional, national and multinational levels. This year we were delighted to welcome the MPP Class of 2023 – 147 students from 58 different countries – as well as our new DPhil and MSc cohorts.

The MPP class of 2023 has the highest number of fully funded students in the history of the MPP, with 79% of students receiving full scholarships and 90% receiving partial funding. We are so grateful to our partners and supporters who enable these wonderful students to study with this. For more information, see page 31.

This year's class is as diverse as ever: a Deputy Director from Japan's Ministry of Internal Affairs and Communications, a female superintendent from

Pakistan's police force (where just 2% are women), the National Director of International Cooperation from Ecuador's Ministry of Economic and Social Inclusion, a policy advisor to Jordan's Minister of Finance, the City Councillor for Cabreúva, Brazil (elected at just 20 years old), and the head of the Slovakian government's European Coordination Unit.

Putting theory into practice

Our MPP students go beyond theory to practical application with a 6-to-8-week summer project, a placement at a policy-focused organisation of their choosing where they can apply everything they have learned through the year to real life challenges. Students have undertaken their placements across the globe and in organisations as diverse as the UK Department of Health,





I thought I was done with studying but the one thing that really stood out to me is that this course actively welcomed those with professional experience. This isn't your classic academic degree – it's focused on building the skills that people will need to take with them into the public policy roles of the future.

Arnolds Eizensmits (MPP 2023)

Ningxia Medical University in Yinchuan, the Unit for Gender Equality in the Mexican Congress, and the World Wildlife Fund in Palangkaraya, Indonesia.

Laetitia Kamel (MPP 2021) undertook her summer project placement at the Office of Energy and Climate Change (OECC) in the New South Wales Treasury:



Even with all the fascinating courses being offered, my favourite aspect of the programme was the summer project. The School entrusts you to take everything you learned throughout the year and implement it in a work environment of your choice. You are completely free to choose the topic or organisation that inspires you most, whether that be in the field of sustainable development, economics, education, or climate policy.

DPhil

Eight new doctoral students joined us this year to further their research on some of the most pressing questions facing society today, including examining the drivers and mitigators of wealth inequality, political polarisation, and segregation.

MSc

Our MSc in Public Policy Research, running for its second year, equips students with practical research skills to improve policy decisions and tackle policy problems. Many of our talented MSc students already have direct experience of working with governments. Varsha Sarveshwar worked as an Assistant Deputy Cabinet Secretary at the Office of California Governor Gavin Newsom, while Myriam-Morenike Djossou worked as a policy advisor to the Canadian Minister for Women and Gender Equality and Youth.



The programme has been a revelation, revealing the critical link between personal morality and professional advocacy. Engaging with my peers on tough issues has been incredibly valuable.

Jaclyn Corin (MPP 2023)

SHAPING THE FUTURE



We want to give people a better sense of what's at stake when making a decision.

Jo Wolff



Jo Wolff

Professor Jo Wolff, the Alfred Landecker Professor of Values and Public Policy, first joined the School in 2016. Almost a decade later, before his departure next year, he reflects on his evolving research and why we teach students to critically evaluate the moral commitments which inform public policy.

As Jo prepares to step down from his role, we asked him why it is so important to teach philosophy to students studying public policy.

“People think of decision-making in public policy as a technical skill. Many public policy schools concentrate on training people how to do cost-benefit analysis, as if this is a type of value-free approach, but they are

mistaken; at the bottom of every decision in public policy there has already been a decision about which values we are counting and those we are not. As someone in public policy, you have a choice either to accept the values that are being used, or to engage in debate about whether they are the right ones, and what the outcomes will be of using those rather than others.

“So the purpose of teaching philosophy to public policy students for me is first of all to make people aware that these are value questions, and secondly to help people develop a better vocabulary for reflecting upon and discussing them.”

In his career Jo initially pursued traditional political philosophy, delving into topics like distributive justice, political obligation, and exploitation. But a pivotal shift occurred

when he was asked to participate in a government committee evaluating UK gambling legislation, prompting him to adapt his approach to better address policy concerns. Jo's philosophy engages with real-world problems and issues, particularly those related to social justice, inequality, and public policy.

“I've always been interested in social justice and in what a just society would look like, and in particular thinking that for no good reason life works out badly for some people. I realised there was no point addressing that question without being much more attuned to the ways in which why life goes badly for some people and understanding the unnoticed disadvantages, the many dimensions and patterns in which advantage and disadvantage exist.”

Over the course of his career Jo has authored numerous books and papers and his new book *City of Equals*, co-authored with Avner de Shalit, explores how the way in which a city treats its citizens lays the foundations for equality.



“From our interviews we realised that city dwellers want to live in something they regard as like a village, where they know their neighbours, are recognised on the streets, and can walk to local shops but are also close both to a lively city centre and peaceful parks or countryside.

“By making the community choice the easy choice, you offer to everyone a secure sense of belonging; each person can think ‘I’m proud of my city, and my city is proud of people like me’.”

In 2023 Jo was appointed as a Fellow of the British Academy and this year he was honoured to be appointed as President of The Royal Institute of Philosophy, following in the footsteps of luminaries such as Lord Balfour and Baroness O’Neill.

This role recognises those who engage the public with their work. What piece of wisdom or advice would he pass on to his students at the School?

“Think about why you chose to do what you’re doing... why are you in this job? You can never be sure what the outcome of anything is going to be, but think about what is most likely to have lasting value.”

Jo’s teaching and mentorship has shaped the intellectual trajectories of so many of our students who have gone on to influence public policy for the betterment of their societies. His writings on poverty, inequality, and the moral obligations of the state will continue to shape debates and policies aimed at creating more just and equitable societies. The School is a richer place for his contributions.



The Alfred Landecker Foundation: A partnership to champion the rights of vulnerable people

Now more than ever it is important to articulate and reaffirm the values underlying open, liberal, democracy. The School values its partnership with the Alfred Landecker Foundation which draws on philosophy, history, politics, sociology, cultural studies, legal theory, and human rights theory.

In 2020 Jo was appointed the Alfred Landecker Professor of Values and Public Policy, leading a new academic programme that investigates the persecution and protection of minorities in the UK and Europe, exploring in particular the values and institutions that underpin democratic society.

A recent School report on strengthening democracy by reducing threats to women in politics around the world was generously funded by the Alfred Landecker Foundation, and we are grateful to be able to continue this work for a further year.

Each year the School organises the Alfred Landecker Holocaust Memorial Event in partnership with the Alfred Landecker Foundation to mark United Nations Holocaust Remembrance Day. This year the School hosted a screening and discussion (left) about *The Zone of Interest*, an award-winning 2023 historical drama film written and directed by Jonathan Glazer, loosely based on the 2014 novel of the same name by Martin Amis. The film centres on Auschwitz commandant Rudolf Höss and his wife as they strive to build a dream life next to the concentration camp.



I am excited to join the Blavatnik School of Government at a time when governing in a climate emergency is something that challenges every leader at every level.

Rachel Kyte

NEW FACULTY

This year we have been joined by an extraordinary group of faculty, each of whom is bringing a rich wealth of knowledge and expertise to the School.



Rachel Kyte

Our new Professor of Practice in Climate Policy, Rachel Kyte, is Dean Emerita of The Fletcher School at Tufts University, the first woman to lead the United States' oldest graduate-only school of global affairs.

Rachel has dedicated her career to bringing about policy solutions to the world's most pressing global challenges, having previously served as Special Representative of the UN Secretary-General and Chief Executive Officer of Sustainable Energy for All, as well as holding roles including World Bank Group Vice President and Special Envoy for Climate Change.

She holds a number of key roles which aim to catalyse climate action. She is currently co-chair of the Voluntary Carbon Markets Integrity Initiative, is a member of the G20 Expert Group on MDB reform, and plays a leadership role at the World Economic Forum on trade, climate, energy and minerals.

"I am excited to join the Blavatnik School of Government at a time when governing in a climate emergency is something that challenges every leader at every level. The School has already shifted its curriculum in recognition of how climate affects everything. I am looking forward to being part of a team dedicated to today's and tomorrow's leaders as they are tested in unprecedented ways."



Yeling Tan

Yeling joins us as Professor of Public Policy focusing on the political economy of globalisation, development, and policymaking, with a focus on China and the Asian region.

"I am thrilled to join the faculty at the Blavatnik School, where there is such a rich pool of expertise on some of the most pressing issues facing governments today. The international economy and domestic politics have always been inextricably intertwined. At a time when state policies and international rules for the global economy are in flux, I hope that my research can contribute to government thinking on how best to integrate economic interdependence with national resilience."



Max Roser

Max is Professor of Practice in Global Data Analytics. He is also the Director of the Oxford Martin Programme on Global Development at the University's Oxford Martin School and founder and director of Our World in Data, the award-winning online publication that presents data and research on the world's largest problems.

Max's work focuses on large global problems, including poverty, disease, climate change, existential risks, hunger, and war, and in his teaching at the School he'll convey how to use data to make these problems understandable.



Janina Dill

Janina is the inaugural Dame Louise Richardson Chair in Global Security and Co-Director of the Oxford Institute for Ethics, Law, and Armed Conflict (ELAC).

Janina's research concerns the role of law and morality in international relations, specifically in war. She develops legal and philosophical theories about how international law can be an instrument of morality in war, albeit an imperfect one, and seeks to explain how moral and legal norms affect the reality of war. Janina also studies how normative considerations can shape public opinion on the use of force and the attitudes of conflict-affected populations, for instance, in Afghanistan, Ukraine and Iraq.

"I'm really excited to build a teaching programme on global security at the School. Governments are really the greatest producers of global insecurity, but they are also uniquely placed to improve global security to make a difference.

"The students come from a really wide variety of backgrounds, and often they go back into public service after they finish their studies so it's a wonderful opportunity to be able to work with them through the question of how governments can become part of the solution, how they can contribute positively to global security."



Alan Stein

Alan is Senior Research Fellow in Global Health and Public Policy. He is Emeritus Professor of Child and Adolescent Psychiatry at Oxford's Department of Psychiatry.

Alan brings his expertise in global health policy to the School and will work with faculty, researchers, and students on questions of global health policy.



Robert Trager

Robert has joined us as Senior Research Fellow in AI Governance. Co-Director of the Oxford Martin AI Governance Initiative, Robert is an expert in the international governance of emerging technologies, diplomatic practice, institutional design, and technology regulation. Robert is teaching on our Master of Public Policy (MPP) programme.



Aaron Maniam

Aaron has joined the School as a Fellow of Practice and Director, Digital Transformation Education, focusing on issues connecting technology, public policy and public administration. An MPP and DPhil alumnus of the School, and fresh from a senior role in Singapore's public service, Aaron is convening our digital 'thematic cluster' bringing together scholarship and practice on digital issues.



James Conran

James joins us a Departmental Lecturer in Public Policy. His research and teaching interests are focused on comparative political economy and European politics, with a particular interest in the comparative study of social policy, redistribution, labour market regulation and collective bargaining.



Eniqlá Ànúolúwapọ Sòyemí

Eniqlá is Senior Research Fellow in Political Philosophy and Public Policy. Her research focuses on questions in African and contemporary political, moral, and legal philosophy.

She is particularly interested in topics concerning the nature of freedom, authority, justice and injustice, and deliberative and participatory democracy. Eniqlá co-convenes and teaches on the MPP.

Through her teaching, students gain an important grounding in a range of traditional and less traditional philosophical thinkers, ideas, and arguments whose import on crucial areas of real-world public policy concern is, and ought to be, highly valuable and significant.



I'm really excited to build a teaching programme on global security at the School. Government are really the greatest producers of global insecurity, but they are also uniquely placed to improve global security to make a difference.

Janina Dill

A GLOBAL INFLUENCE

Faculty across the School work on a wide range of pressing issues for governments globally, from cyber policy and AI, to ethics and corruption, to development economics and global security.

Policy engagement and impact with lawmakers

Informed oversight of legislative bodies is crucial, and Blavatnik School faculty have been leading debates and guiding the thinking of public leaders. Here's just a small selection of what faculty have been up to in the past year.

Professor Tom Hale gave testimony to the UK COVID inquiry using evidence from the School's COVID-19 Government Response Tracker.

Dr Annette Idler gave evidence to the UK government's Foreign Affairs Committee on how 'narco-states' exploit the illicit drugs trade to achieve their political and economic goals. She also gave a briefing to the UN Security Council Counter-Terrorism Executive Directorate on the security crisis in Ecuador.

Dr Roxana Radu gave evidence to the German Bundestag's Committee on Digital Affairs on international digital policy.

Dr Emily Jones, co-founder and co-director of the Trade and Public Policy (TaPP) Network, hosted a conference that brought experts in UK trade policy from across the world to discuss where UK trade policy is working well, less well, and to identify ways forward. Emily also gave evidence to UK Parliament's Public Administration and Constitutional Affairs Committee on trade deal scrutiny, to the Select Committee on Business and Trade on US-UK Atlantic Declaration, and to the Joint National Security Strategy Committee on issues of economic security.

Professor Peter Kemp gave evidence to the UK Work and Pensions Committee's inquiry into the adequacy of benefit levels in the UK, focusing on the impact of housing benefit policy on vulnerable claimants.

Professor Ciaran Martin gave evidence to the UK Communications and Digital Committee on the future of news, impartiality, trust and technology; to the Science, Innovation and Technology Committee on cyber-resilience of critical infrastructure, and to the Constitution Committee on the governance of the union.

Engagement around the world

At the end of 2023 School faculty travelled to Beijing for our annual workshops with Tsinghua and Peking Universities, our first in-person visit since COVID, and for meetings with our alumni, and to encourage future applicants. We want to deepen our engagement with Chinese scholars on issues including human development, climate, global governance.

Dr Roxana Radu joined the Advisory Group of the European Union Agency for Cybersecurity (ENISA).

Professor Karthik Ramanna co-hosted a workshop for climate leads at a dozen US cabinet and White House agencies in Washington DC on E-liability accounting, and delivered the keynote on 'Accounting for Climate Change' at the joint annual meeting of the Taiwanese, Japanese, and Korean Accounting

Associations. He also delivered keynotes at the Carnegie Institution and the PCAOB annual economic conference.

Professor Chris Stone spoke in South Africa at the National Anti-Corruption Advisory Council's (NACAC) National Dialogue on building a corruption-free South Africa.

Professor Stefan Dercon gave keynote addresses at the Pathways to Development Conference 2023, Lahore University of Management Sciences, and at the Pakistan Institute of Development Economics.

Dr Flavia Galvani spoke at an event organised by the Organisation of American States (OAS) on the role of social protection policies in tackling poverty and inequality.

Dean Ngaire Woods attended both the World Economic Forum's Annual Meeting of Global Future Councils in Dubai and the Annual Meeting in Davos, and the Munich Strategy Conference.

Contributing to the debate

Individual faculty members continue to publish widely in top journals and have their insights featured across the media.

Dr Əniqlá Ànúolúwapó Şóyemí published a paper arguing that peacebuilding attempts by the US in Somalia are having the exact opposite effect.

Dr Maya Tudor contributed an essay to a special issue of the *Journal of Democracy* examining the state of India's fragile democracy and was featured in *Time Magazine* on the same issue. Maya's insights into the Pakistan election were cited extensively across global media.

Amidst a trend globally for local governments to collaborate with one another when delivering local public services - such as refuse collection or welfare - **Dr Thomas Elston** and colleagues examined, in *Public Administration*, whether collaboration brought improvements. Thomas also published his first book *Understanding and Improving Public Management Reforms*, examining how governments can improve the management of public services.

Professor Janina Dill published a new paper *At Any Cost: How Ukrainians Think about Self-Defense Against Russia*, in the *American Journal of Political Science* and is cited regularly in *The New York Times* and other global publications about the conflict in Gaza.

Dr Tom Simpson set out the moral case for defence spending in *Seen & Unseen* magazine, and published his new book *Trust: A Philosophical Study*, exploring what creates trust and how cultures of trust can be developed.

Professor Jo Wolff's new book *City of Equals* was published; to learn more, see page 8.

ALUMNI STORIES

Our impact is felt every day across the globe as alumni make positive and lasting differences to public policy, working on innovative projects and policies spanning anti-corruption, human rights, education and climate change.



As our alumni continue to flourish across the world, how has their time spent studying at the School impacted their careers?

Learning to lead

We're excited to have several MPP alumni preparing to run for elected office.

Pádraig Rice (MPP 2014) has been selected to contest the Cork City Council elections for the Social Democrats in Ireland.

"I use the skills I learned at BSG every single day.

"In my day job as the Policy and Research Manager with LGBT Ireland, I seek to enhance the human rights and policy protections for Ireland's LGBT community. To do this effectively, you have to understand how the government works and have the tools to influence the process. The MPP at BSG provided me with both.

"As a candidate in the City Council elections, I'm using the communications and negotiation skills that I learned at BSG to share my manifesto with citizens and to influence and improve how the city is run."

In England, our Political Leadership Scholars **Vinay Raniga (MPP 2021)** and **Keir Mather (MPP 2020)** are busy campaigning, Vinay as Conservative Parliamentary Candidate for Oxford West and Abingdon, and Keir as the Labour Parliamentary Candidate for Selby and Ainsty, a seat he was elected to in 2023, becoming the UK's youngest MP and overturning a majority of over 20,000.

In Poland, **Aleksandra Wiśniewska (MPP 2017)** was officially sworn in to the Polish Sejm earlier this year.

"I would not have decided to run for office without my formative experience at the BSG, and the

School and our BSG community continue to have a very special place in my heart and thoughts as I serve in the new role."

Soledad Núñez (MPP 2018) ran as a candidate for Vice President of Paraguay in 2023.

"My experience in public service, alongside my involvement in the MPP program, reinforced the notion that meaningful policy change requires active engagement in the political realm. While the knowledge

of what needs to be done and how to do it is abundant, the true challenge lies in securing the right leadership to drive implementation. This conviction was solidified during my time in the MPP program, compelling me to embrace a more proactive role in the political arena."

For more details on how the School aims to cultivate the skills and experience needed to campaign and take office, see page 16.



MPP



Ayushi Khare
(MPP 2022)

“When I chose Oxford, I was often asked ‘what will you learn abroad that you can apply back home in India?’ However, the Blavatnik School’s cohort is incredibly diverse and inspiring, and the classroom discussions are spectacularly international. The School made me realise that much of what the world is currently facing converge to similar challenges and questions. Regardless of how bordered and demarcated the world might seem, there is immense potential in learning from each other.”



Gloria Wawira
(MPP 2022)

“Many of the issues affecting one country are shared across the continent – education, healthcare, energy, and corruption will all require a collaborative, multidisciplinary approach to resolve them. That’s what appealed to me most about the MPP.”



Florian Zarnette
(MPP 2022)

“There are a lot of other programmes geared towards giving students policy insights which they can then take to the private sector after their studies. At the Blavatnik School you can see that everyone is committed to public service.”

DPhil



Jieun Baek
(DPhil 2016)

“My time at BSG taught me to be an enterprising academic and practitioner. After completing my postdoctoral fellowship at HKS, I divided my time working on North Korea and Burma policy work into three areas: policy research and consultation, academic research and publishing, and practitioner work with nongovernmental organisations.”



Ben Abraham
(DPhil 2015)

“The DPhil has helped guide my career through the opportunity to dive deep into understanding global climate action as a polycentric phenomenon. Three years of applied research greatly strengthened my grasp of the growing links between public policy, social movements, and the private sector in climate governance.

“Since graduating, this perspective has driven my focus on leveraging cross-sector linkages to scale climate action. In my current role, this means using international public policy and finance levers to unlock new flows of private climate finance.”

MSc



Kevin Myers
(MSc 2022)

“As a Policy Advisor at the White House, I consume a high volume of proposals, policy briefs, and research on a wide range of topics. The MSc helped give me the skills to quickly digest these materials and cut through to identify which details really matter.”



As a candidate in the City Council elections, I’m using the communications and negotiation skills that I learned at BSG to share my manifesto with citizens and to influence and improve how the city is run.

Pádraig Rice



The Blavatnik School’s cohort is incredibly diverse and inspiring, and the classroom discussions are spectacularly international.

Ayushi Khare

350

Blavatnik School alumni working in governments or intergovernmental organisations

across

74

different countries around the world.

READY TO RUN

With alumni taking up roles in public office around the world, a new seminar series, 'Ready to Run', seeks to further unpack the mechanics of the campaign trail.



With a significant proportion of students actively thinking about standing for public office, I wanted to create a space for that thinking to happen.

Calum Miller

Senior Fellow of Practice in Public Management

With a constantly evolving political landscape, Calum Miller, Senior Fellow of Practice in Public Management, saw an opportunity to create a place which was specifically and practically tailored to helping students who hope to stand for election.

Calum himself has spent his career working in and around politics. Prior to joining the Blavatnik School in 2012, he was a senior civil servant in the UK for 13 years, serving as Principal Private Secretary to the Cabinet Secretary, Head of the UK Civil Service and to the Deputy Prime Minister. For the last four years, he has served as a Councillor for the Liberal Democrat Party in Oxfordshire. "Whether you work in a political or non-political role around government", he observes, "it's absolutely

vital to understand the challenges and opportunities faced by politicians."

He set up the Ready to Run seminar series to support students to make an informed decision about entering public office and to give them a toolkit for campaigning successfully. The teaching is informed by the data and evidence on what works and covers campaign tactics and templates. There is a practical element too – students are encouraged to deploy their knowledge by workshopping and refining a campaign plan with their peers.

The sessions "have to be highly responsive to the changing nature of campaigning around the world", notes Calum. Students often come from different contexts, with varying rules for processes like selection.

Many of them will also face different biases if they don't fit into a standard model for politicians in their country. In the face of these barriers, the teaching aims to empower and equip students as much as possible.

Calum is clear-sighted about the fact that financial resources is also a limiting factor for campaigning. He praises the School's Political Leadership Scholarship, which gives fully funded support to individuals from the United Kingdom and Republic of Ireland planning to stand for office. It's "a wonderful investment in a new generation of talented political leaders", Calum enthuses. "We desperately need high quality, well-trained, highly-skilled people to go into public office".



While the Ready to Run series aims to cultivate the skills and experience needed to campaign and take office, Calum is also involved in teaching the Executive Public Leaders Programme, an intensive two-week programme bringing senior public sector leaders to Oxford to learn from outstanding practitioners and one another, in highly interactive discussions, debates and simulations. Current politicians are also encouraged to attend the course. He notes that “having both political and non-political leaders in the classroom unlocks a whole breadth of new solutions and ways of working on both sides”.

Learning from those with different experiences of the campaign trail is something that Calum also wants to bring

into the Ready to Run series as it develops. He has plans to platform more expertise from a range of talented alumni who are currently designing and running campaigns that work around the world. By bridging this practical experience with evidence-based learning, he hopes that every student in the classroom will leave with the foundation they need to be ready to run.

Keir Mather (MPP 2020)

campaigned to become the UK’s youngest MP in 2023



The sessions have to be highly responsive to the changing nature of campaigning around the world.

Calum Miller

Senior Fellow of Practice in Public Management

TEACHING EXCELLENCE: A CASE IN POINT

Emily Jones, Associate Professor in Public Policy, is the new Director of the Case Centre on Public Leadership. She wants to bring immersive case method teaching to more students around the world.



How do you teach in a way that builds the skills needed by our future public servants? Emily Jones has a clear answer: the case method. “It’s already used by law and business schools across the globe but has also become the bread and butter of our teaching”, she explains, in part “thanks to the efforts of Karthik Ramanna”, Professor of Business and Public Policy, “who founded the centre and has been a fantastic Director”.

The case method is used to build decision-making skills by giving participants an active role in navigating a complex or high-stakes scenario. A famous study conducted by Dr Gary Klein, an American psychologist, demonstrates just how important this form of immersive learning is for confronting situations of incomplete information and limited time – the norm for most policymakers. His research on firefighters found that their approach to combatting fires was not based on theory or logical decision trees, but rather on past experiences acquired on the job or in training. Immersive learning, such as through cases or simulations, helps students develop these thought patterns and build knowledge that can be accessed when it’s really needed.

The cases are written with great care and attention to detail, telling a story rather than providing an analysis. Sarah McAra, Associate Director of the Case Centre on Public Leadership, shadowed the Chief Medical Officer (CMO) in Oxford University Hospitals to write one of the cases, where the CMO wrestles with ensuring elective surgery is delivered in a context where

doctors are worried about adequate provision of protective equipment for clinicians.

The cases are all based on real-life situations. Participants might be asked to step into the shoes of the US Attorney for the Southern District of New York, the Vatican’s financial regulator, or the Education Minister of Ghana. One of the cases even features an alumna, Soledad Núñez (MPP 2018), who served as Paraguay’s Minister of Housing and Habitat.

“We did this really interesting simulation on averting an oil spill off the coast of Yemen,” recounts Arnolds Eizensmits, a current MPP student, referring to a simulation based on the real-life case of an ageing oil tanker on the verge of spilling gallons of crude oil into the Red Sea, threatening lives and livelihoods. The students, each representing different stakeholders, were challenged to negotiate their way to a plan of action which averted disaster. The result, as Arnolds describes it, was “learning both with and from other students”. He notes that it was a “hugely enriching opportunity, seeing how very intelligent people from different cultures, experiences and ages can think about issues in very different ways”.

It’s not just students who can benefit. Emily Jones also uses the case method with public servants at the highest levels, “drawing out the tacit assumptions that underlie their day-to-day decisions”. Feedback received on the Executive Public Leaders Programme, where leaders participate in simulations

and dissect cases, often cites the attention to practical experience that can be put to use. “I have been able to translate the learning back into my work immediately”, noted Maree Roberts, Deputy Director General on Strategy, Policy and Legislation in the New Zealand Ministry of Health, reflecting on her participation in the programme in 2023.

Moving forward, Emily would “love to see this type of teaching benefit even more people”. Alongside Karthik, Emily has helped to train more than 100 faculty from around the world on how to engage students with the case method, including most recently a programme in Chile for nearly 40 local faculty, supported by the Luksic Foundation. Faculty at more than 50 universities worldwide have taught cases developed by the Blavatnik School.

The team has also been recognised for their impact. One of the first cases written by Karthik received the 2019 Outstanding Case Writer award at an event dubbed by the Financial Times “the business school Oscars”. Most recently, the North Korean Crisis Simulation, developed by the Centre and taught on the MPP programme, was awarded a Vice Chancellor’s Innovative Teaching and Assessment Award.

The case method and immersive teaching has become a cornerstone of what students and professionals find so distinctive about the Blavatnik School experience. The team have big ambitions to ensure that everyone who leaves the

classroom is prepared for the toughest challenges of public service.



There is no other method I have seen which so reliably engages a classroom, where the skills which are demanded at every turn from politicians and public servants can be put to the test.

Emily Jones





The programme provided more than just a professional network – it fostered a family of like-minded leaders. The connections I made with my peers have been invaluable in navigating complex challenges.

Sharmarke Farah

Director-General of the Somali National Bureau of Statistics (SNBS) 2023 EPLP participant



EXECUTIVE PROGRAMMES

LEVEL UP YOUR LEADERSHIP

Today's fast-paced and complex world requires seasoned public leaders ready to tackle unexpected challenges and drive superior performance.

The long and the short of it

This year we've been growing our short courses, including our Public Corruption Turnarounds programme which equips public leaders and managers with the practical skills and strategies required to replace endemic corruption with cultures of integrity, and our Military Leadership and Judgement programme for military leaders

which broadens participants' understanding of the nature and challenges of military leadership.

We have introduced a new programme, Leading Cross-Sector Partnerships, an innovative, interactive programme to enable public leaders to adopt a more strategic approach to contract management and deliver more impactful partnerships. And our International Law Fellowship

Programme brings senior military lawyers together for a series of sessions on international law.

Designed to support public leaders at any stage of their leadership journey, our longer executive programmes reimagine leadership education for the 21st century, blending cutting-edge research with practice to provide participants with the right skills, knowledge, and frameworks essential for a successful leader.

Our AIG Public Leaders Programme in partnership with the Aig-Imoukhuede Foundation is run in a blended format, online and in Abuja, to transform leadership skills and improve public service. We're delighted to be running this for a third year. This year's cohort is the biggest yet, with 68 rising stars from the Nigerian and Kenyan public services.

“

This was an exceptional course, superbly organised and delivered by a high calibre team. It is rare to be given the time and opportunity to step back and reflect on what being a thoughtful leader really entails; and the course was significantly enriched by the experiences and contributions from its highly diverse cohort.

Chris Hobley
Strategy Director, DEFRA,
2023 RPLP participant

Our **Executive Public Leaders Programme** in July attracted another group of dynamic senior public sector leaders at the very top of their organisations from across the globe including Jordan, South Africa, Somalia, Gambia, Zambia, Tanzania, Nigeria, New Zealand, Brazil, Australia and Northern Ireland. Participants became part of a global community of alumni who share the same commitment to improve public service globally.

Learning from Oxford's leading scholars and practitioners, as well as from peers around the globe, our **Rising Public Leaders** cohort met to broaden their skills and learn the conceptual frameworks and practical tools to apply to their roles and organisations. This programme helps move emerging talent into the top

leadership of a public sector organisation in the next three to seven years.

We're delivering our **Directors Leadership Programme** for some 30 directors from the UK Civil Service, and our **Economics for Foreign Policy** online programme for the UK's Foreign, Commonwealth and Development Office (FCDO).

We convened our **Case Centre Workshop** in Oxford, and were excited to host our first ever **Case Method Workshop** in Chile, a new programme in collaboration with the Luksic Foundation which saw a delegation of Blavatnik School faculty travel to Santiago to deliver a two-day workshop to Chilean faculty on case method approaches and teaching.

Our 2023 **Managing Mining, Oil and Gas for National Development** course welcomed 49 participants from 16 countries.

With public anger over government corruption at a fever pitch in many countries, and official efforts to uproot cultures of corruption frustratingly stalled, governments everywhere need a new set of strategies. **The Chandler Sessions on Integrity and Corruption** has for the past three years convened senior leaders of anti-corruption institutions, academics, and journalists to debate anti-corruption strategies and offer a new playbook of solutions to strengthen integrity in government institutions and dislodge entrenched corruption. For more detail, turn to page 22.

15

Programmes

+900

Attendees

42

Nationalities

“

This experience will change the way you work, think, manage, build relations and effective teams and promote integrity in institutions you serve. This programme will enable you to become an inspiring leader whom others will want to follow.

Dominik Porvažník
Chief of Staff to the Prime Minister of the
Slovak Republic, 2023 RPLP participant

480

FCDO staff helped to improve their understanding of economic concepts and how to apply this to policy issues

68

rising stars took part in our AIG Public Leaders Programme



THE CHANDLER SESSIONS



There are some problems that governments face where there is no best practice for them to follow.

Global corruption is one such problem.

While it is true that anti-corruption institutions exist – there is a UN-mandated international framework and treaty to combat corruption, and a global anti-corruption movement – corruption is continuing to grow. It is not a problem being solved.

And so with public anger over government corruption at a fever pitch in many countries, and official efforts to uproot cultures of corruption frustratingly stalled, governments everywhere need a new set of strategies.

The Chandler Sessions on Integrity and Corruption, a three-year programme led by Chris Stone, Professor of Practice of Public Integrity at the School who has dedicated his career to justice sector reform, good governance and integrity in government, was designed to develop those strategies to spread best practice.

“Supported with generous funding and valuable collaboration from the Chandler Foundation,” says Chris, “the Sessions were an opportunity to grapple with the fact that even really good, politically accountable people in charge of institutions were not making the progress that they wanted.”

Chris brought together heads of anti-corruption organisations, combining them with academics and journalists interested in the field.

“The Sessions were unusual in that practitioners spanned the globe, leading institutions in Africa, Asia, Europe, and both North and South America. We created an environment where the participants were willing to take risks and try ideas out. A safe space for frank discussion.

“Could this innovative group, meeting together in person over three years, develop a new playbook of strategies that would have a chance of success? Our goal was to do the work and see what came out of it, sharing the most promising strategies.”

The group began publishing their papers in November 2023 and presenting them at international events. The papers advance a range of innovations, from an international relief fund for victims of corruption, to strategies for bolstering the independence of anti-corruption

institutions and for applying lessons from the field of harm reduction.

A further four papers are due to be published, focusing on issues such as sexual corruption, and journalism and corruption.



We have a richer set of papers as I have ever seen come out of the Sessions. Innovation is risky, but the weight of the University of Oxford has attracted brilliant people to the Sessions and encouraged the dissemination of ideas into the field.

Chris Stone
Professor of Practice
of Public Integrity



THE CHANDLER PAPERS

1

The World's Anti-Corruption Efforts Need a Reset:

A New Strategy for Eliminating High-Level Corruption is Needed.

2

The Next Generation of the Measurement of Corruption:

New Measures for New Purposes.

3

Remediation Agreements for Corporate Corruption:

A Canadian Perspective on the Role of Prosecution in Relation to Corruption.

4

Reducing the Harms of Corruption:

How a Harm Reduction Strategy can Focus the Fight Against Corruption Where it can do the Most Good.

5

A Relief Fund for Victims of Corruption:

Overcoming Barriers to Just Compensation.

6

Civil Society, the Auditor General, and the Limits of Popular Support in the Fight Against Corruption.

7

The Conundrum of Independence:

Taking Up the Leadership of Anti-Corruption Institutions.

8

Spotting Integrity Gaps:

A Practical and Appropriate Role for Public Auditors in the Fight Against Corruption.



The Sessions were an opportunity to grapple with the fact that even really good, politically accountable people in charge of institutions were not making the progress that they wanted.

Chris Stone

Professor of Practice of Public Integrity

RESEARCH

Our research underpins our mission to inspire and support better government and public policy around the world.



Our world-class faculty and researchers create rigorous evidence on complex issues, often developing innovative solutions and practical strategies for the most pressing global challenges.

Professor Thomas Hale is co-leading the new Net Zero Regulation and Policy Hub, a centre of expertise on the urgent task of aligning policy and regulation with climate objectives. The Hub will track, analyse, and advance best practice in policy and regulatory frameworks geared towards achieving net-zero emissions. It will provide an open-access data bank of regulations that can support countries to achieve net zero, complete with tools to understand how each regulation compares to international standards and best practice for achieving net-zero targets. The Net Zero Regulation and Policy Hub is a collaboration between the Blavatnik School, the

Oxford Sustainable Law Programme, the Oxford Martin School, and the Smith School of Enterprise and the Environment.

Over the last 25 years, central government has attempted to join up local public services in England at least 55 times, illustrating the 'initiativitis' inflicted on local governments by the large volume and variety of coordination programmes. The Government Outcomes Lab (GO Lab) carried out research showing that local coordination is often hampered by reliance on controlling the reins of funding, the competitive nature of allocation processes, and the enduring centralisation of accountability. GO Lab published a live and interactive online tool, allowing policymakers to explore the characteristics of each of the programmes in the study, and access any evaluation materials that were produced.

Roxana Radu, Associate Professor of Digital Technologies and Public Policy, is leading a project exploring how governments have responded to the ransomware threat since its surge in 2020, using case studies of active cyber defence measures deployed to disrupt ransomware networks.

At a time when international conflict is at the forefront of our global consciousness, an eight-year partnership between the UN System Staff College (UNSSC) and a team led by Dr Annette Idler, Associate Professor in Global Security, is advancing the UN's conflict analysis capacity. The partnership has produced the 'Changing Character of Conflict Platform', a new tool to aid the understanding, tracing, and forecasting of changes in conflicts across the world in order to mitigate impacts on people and communities.

Heywood Fellow Jonathan Black's final report, 'The Crossroads of Geopolitics: The intersection of security and economic interests – policymaking in a more complex and uncertain world' recommended a new 'National Economic Security Centre' to enable further interaction between business and government around geopolitical risks.

And we're kicking off a new research project called 'International Perspectives on Conservatism' that aims to arrive at a deeper understanding of what conservatism is and how it can contribute to stable, free, prosperous, and secure democratic societies. Led by Tom Simpson, Associate Professor in Philosophy and Public Policy, the project will begin with a series of public lectures and conversations from leading academics and policymakers from around the world.

AWARD FOR KATE ORKIN'S ROLE IN KEEPING MILLIONS OUT OF POVERTY

In October Dr Kate Orkin, Associate Professor in Economics and Public Policy, won the ESRC award for Outstanding Public Policy Impact for her role advising the South African government during COVID-19 and beyond.

Kate Orkin influenced £4.87 billion in spending that helped 28.5 million people and saved 5.5 million from extreme poverty. And the scheme she advocated and advised on has continued post-pandemic, representing the first comprehensive unemployment grant in the whole of Africa, where food parcels rather than money is the normal method of support.

"In the early days of COVID-19, one in five South Africans were going to bed hungry", says Kate. With a hard lockdown in place and millions put out of work, the government was only managing to deliver food parcels – the normal method of support – to 12% of those in need.

Based on evidence from her previous research, Kate influenced the government to switch from logistically



challenging food parcels to direct cash handouts. This allowed an immediate massive scale-up of support. "Previously, 1.2 million people received food parcels – far below the number of people in need", says Kate. "The cash reached more than 28 million in five weeks."

The upsides went beyond avoiding poverty: after lockdown, grants allowed people to take control and invest in their future. "If a job opportunity comes, you cannot take a food parcel to get there", says Tinswalo, a beneficiary. "You need money to get there." Thabo, another beneficiary, says: "When I get the money, the first thing I think about is data [to access the internet]. It allows me to apply for jobs online; look for opportunities to get back on my feet." Cash replacing food parcels allows people to find and travel to jobs, and even start businesses – benefiting the economy as well as the individuals.

Kate worked closely with research colleagues in South Africa and with civil servants – including a pivotal working relationship with Blavatnik

School MPP alumnus Saul Musker, who works in the South African President's team. She says it was a privilege to have worked alongside "an amazing, dedicated, committed team". Most importantly, she says, it's an honour to use evidence to make a difference in the real world. "It's the whole reason I got into research in the first place".



In the early days of COVID-19, one in five South Africans were going to bed hungry.

Dr Kate Orkin

Associate Professor in Economics and Public Policy

WHAT WORKS HUB FOR GLOBAL EDUCATION

THE PUSH TO GET ALL CHILDREN LEARNING

What Works Hub for Global Education is working to implement education reforms at scale.

70%

of children in low- and middle-income countries cannot read a simple sentence by the age of 10.



For individuals and societies to flourish, there is an urgent need for all children to learn foundational skills.

In the 21st century so far there has been huge global success in getting more children into school. But it's become clear that even as rates of schooling shoot up, students are still learning very little. Research including by the Blavatnik School has identified various measures that can improve outcomes: to give just one example, teaching at children's actual learning level, rather than the level prescribed for their age group.

The next frontier is putting these evidence-based ideas into widespread practice, all the way into millions of individual classrooms. This is no small challenge: governments must put changes into practice at scale, when theory meets all the messiness of politics, varying contexts, resistance to change, and so on.

The multi-year What Works Hub for Global Education programme, for which the Blavatnik School is a leading partner with £31 million in funding, works at this frontier. It is a collaborative research initiative between the School, the UK Government's Foreign, Commonwealth & Development Office (FCDO), the Bill & Melinda Gates Foundation, the World Bank, USAID, UNICEF, UNESCO-IIEP, the Learning Generation Initiative, and the British Council.

The programme will help make the best existing evidence on what works clear and available to governments so they can use it immediately; support governments' use of this evidence

for bold reform; and undertake research in implementation science – in other words, how to get things done at scale.

The School is convening a unique consortium of world-leading academics, grassroots organisations and governments themselves, with two-thirds of the consortium partners in low- and middle-income countries. In an unprecedented example of undertaking world-leading research and real-world reform simultaneously, this consortium will study how to implement education reforms at scale, while supporting governments in real time to do it.



I look forward to collaborating with a world-class coalition of partners to advance the science of implementation, enabling millions of children to learn around the world.

Noam Angrist
Academic Director of the What Works Hub for Global Education

By working alongside governments as they put in place reforms, the consortium will generate evidence about the ingredients of successful implementation. This effort will catalyse a new academic focus on implementation science within education, while concurrently having real-world impact.



“Implementation is everything”, says Noam Angrist at the School, Academic Director of the What Works Hub for Global Education. “Implementation determines whether education policies and programmes proven to work in small, controlled studies translate into real-world change. We still know far too little about how to deliver proven programmes at scale, through governments systems, and across contexts. I look forward to collaborating with a world-class coalition of partners to advance the science of implementation, enabling millions of children to learn around the world.”

The work will directly affect up to three million children, and reach up to 17 million more through its influence. It will initially be undertaken in four primary countries, India, Pakistan, Rwanda and Tanzania, with further work in Botswana, Bangladesh, Ghana, Kenya, Nigeria, Sierra Leone and South Africa.

Nompumelelo Mohohlwane from the South African government's Department of Basic Education says: “We've been gathering lots of useful evidence over the past few years on reading and foundational learning. There's more interest than ever in this; the government is busy rewriting plans in order to incorporate evidence into planning and this Hub.”

“This is an extraordinary opportunity for change”, says Elizabeth Stuart at the School, founding Executive Director of the What Works Hub for Global Education. “Governments around the world want to ensure children are literate and numerate, but still don't know how to make this happen. We will develop that evidence hand-in-glove with policymakers, connect into all the other stakeholders who are needed to make it happen, and work with them as they reform policies and practice.”



EVENTS AND ENGAGEMENT

Engagement

We bring people together across disciplines to consider the big policy questions of the day, to listen and learn, to ask questions and consider alternative solutions.

Our Dean's Forums are an opportunity for our students, alumni and staff to hear from some of the most influential figures in government and public policy. In 2023-24 we heard from

former Secretary of State Hillary Clinton, Professor Dame Angela McLean, broadcaster and former UK Secretary of State for International Development Rory Stewart, US Speaker Emerita Nancy Pelosi, and the UK's Chancellor of the Exchequer Rt Hon Jeremy Hunt MP.

A lecture from Heywood Fellow Jonathan Black reflected on the response to Russia's invasion of Ukraine, exploring how economic measures were

developed at speed, and how the use of economic statecraft might develop in the future. Jonathan was charged by the Prime Minister with leading the UK's first global summit on Artificial Intelligence, and on the eve of the Summit, we held an event with Blavatnik School Visiting Professor of Practice James Manyika, Google's Senior Vice President for Research, Technology and Society Vice-President, co-chair of the UN High-Level Advisory Body on AI, and Chair of the

National Artificial Intelligence Advisory Committee.

Other speakers to the School included politician Dame Margaret Hodge, Co-Founder and Chairman of Infosys Technologies Ltd, Nandan Nilekani, seasoned journalist, author, and satirist Chip Tsao, Professor Anne Phillips, Emerita Professor at the London School of Economics, and Togo's Minister for Digital Transformation and Economy Cina Lawson.

Spotlight on democracy

As billions head to the polls to vote in elections - the results of which, for many, will prove consequential for years to come – we kicked the year off with a discussion on threats to democracy, with School students and University of Oxford alumni asking our expert speakers how we can be certain about the integrity of our democratic institutions.

Our Blavatnik Election Briefings have covered elections in Pakistan, Russia and Indonesia, with more to come, and Ben Anstell, Professor of Comparative Democratic Institutions, discussed his book *Why Politics Fails* with the BBC's World Affairs Editor John Simpson.

Kyoto Prize

We were delighted to host the Kyoto Prize at Oxford, again made possible by our partnership

with the Inamori Foundation, hearing from the 2022 Kyoto Prize Laureates: population biologist Professor Bryan T. Grenfell (Basic Sciences), whose innovations have helped us to understand, treat and live with many infectious diseases, Professor Carver Mead (Advanced Technology) whose advances in microcircuitry are the backbone of the internet access and global cellular phone use we take for granted every day, and tabla virtuoso and Grammy award-winner Zakir Hussain (Arts and Philosophy)

who delighted us with a masterclass in technique and rich creativity.

Going global

We celebrated with our partners the Lemann Foundation as they marked the first year of their South-South Programme with Brazil, Kenya and Pakistan, and launched a new Global Public Goods Library of resources on foundational learning and education policy.



SPOTLIGHT ON THE PROGRAMMES TEAM

Students are the priority for the programmes team, who oversee the running of three degree programmes – the DPhil, MSc in Public Policy Research and the Master of Public Policy (MPP).

They make sure that each student receives the individual support they need to make the most of their experience at the Blavatnik School, from the moment they walk through the front doors, often until well after they leave (many of the students keep in touch with the team, checking in and asking for advice on future career moves).

The team has a kaleidoscope of talents and backgrounds. Between them they speak a range of languages, from Japanese and Mandarin to Italian and Arabic, and come from a range of cultural backgrounds, equipping them to serve a diverse student body which each year hails from over 50 countries around the world.

“The students always praise the speed and efficiency with which we work”, says Jackie Liu who heads up the team. “I always tell them, if we can’t work at this level of efficiency, how can we

be expected to teach you how to work in the fast-paced environment of public service!”.

Jackie Liu knows the degree programmes more intimately than most; he was a student himself on the MPP programme, enrolling in 2016. After a career in Hong Kong working as a senior civil servant, he came back to the School. The students now benefit from his dual experience both in their shoes as a former student and later as a successful public servant.

“It’s not just about big thinking, it can be small things we teach, like how to present yourself in an email,” notes Jackie. The team provide a range of support for students beyond the classroom, from one-to-one mentoring sessions and personalised career coaching. Anne Lim (MPP 2022) for example, credits the team’s session on speculative outreach to employers for a career-defining placement at the United Nations Office on Drugs and Crime in Bangkok over the summer, which led to a long-term position for Anne after the MPP.

When the students are nearing the end of their year in Oxford, the team design extensive assessment simulations based on real-world scenarios to put students’ practical skills to the



test. Simulations might include a COP climate negotiation, where the team go the extra mile to make it look and feel like the conference. “It’s this kind of attention to detail and concern for each individual student that makes the course so memorable and meaningful for students”, explains Professor Thomas Hale, Director of the MPP.

“We’re so grateful for everything the programmes team do to make this experience so special,” says Aoife Keating Fitzpatrick, a Political Leadership Scholar from Northern Ireland. “We benefit so much from their expertise, helping us expand our skills and networks to take the next steps after our studies back into the impactful public service careers we are here to pursue.”



The students always praise the speed and efficiency with which we work. I always tell them, if we can’t work at this level of efficiency, how can we be expected to teach you how to work in the fast-paced environment of public service!

Jackie Liu
Head of Degree Programmes



of this year's MPP class were in receipt of **full or partial funding**

- Fully funded (79%)
- Partially funded (11%)



All our work and effort here is made possible by the generosity and vision of those who give their time, wisdom, and funding in support of a bold ambition to improve government worldwide.

Philanthropic support enables the School to open its doors to the most exceptional scholars and researchers from a truly diverse range of backgrounds. On behalf of our students, faculty members, and staff, I would like to express my heartfelt thanks to our partners, donors, and friends for their commitment to supporting the Blavatnik School's mission.

Ngaire Woods
Dean, Blavatnik School of Government

SCHOLARSHIPS

Your support means so much more than just providing financial assistance; it's about investing in human potential, promoting equality of opportunity, and fostering positive social change.

This year's MPP class broke records again for the highest ever number of fully funded scholarships, with 79% of students receiving full scholarships and 11% receiving partial funding.

New scholarships this year include the Oxford-Oak Zimbabwe Graduate Scholarship for Zimbabwean nationals: future leaders, policy makers, and public servants who are committed to Zimbabwe's development.

We are delighted that our alumni continue for a second year to support our Blavatnik School of Government Alumni MPP Scholarship, and we are excited, in this year of elections, to continue to improve the diversity, calibre and training of public leaders from all backgrounds in the UK and Ireland with our Political Leadership Scholarship.

Thank you

We are grateful to all our partners for the extraordinary support they offer.

- Aig-Imoukhuede Foundation (AIG) Scholarship
- Africa-Oxford Initiative Graduate Scholarship
- Beit Trust-Blavatnik-Wadham Scholarship
- Black Academic Futures Scholarship
- Blavatnik School of Government Alumni MPP Scholarship
- Brasenose-Blavatnik-Marshall Scholarship
- Carl and Caroline Dawson Scholarship
- Chevening Scholarship
- Chevening/Anglo American Joint Scholarship
- Commonwealth Shared Scholarship
- Cyril Shroff Graduate Scholarship
- Duke of Cambridge Scholarship
- Eisenhower Global Scholarship

- Elizabeth Moir Graduate Scholarship
- FirstRand Scholarship
- Governor Phillip Scholarship
- Hill Foundation Scholarship
- Jaime and Raquel Gilinski Scholarship
- Jardine-Exeter Scholarship
- Jardine-Oxford Scholarship
- Jepson Scholarship
- Joint Japan/World Bank Graduate Scholarship
- Jusoor and Saïd Foundation Scholarship
- Khazanah-Oxford Centre for Islamic Studies Merdeka Scholarship
- Kwok Scholarship
- Lemann Fellowship
- Lord Browne Scholarship in Public Service
- Luksic Scholarship
- Mo Ibrahim Scholarship
- Oxford-CREAT Group Scholarship
- Oxford Graduate Scholarship
- Oxford Lebanon Master of Public Policy Graduate Scholarship
- Oxford-Oak Zimbabwe Graduate Scholarship

- Oxford-Pershing Square Scholarship
- Oxford-Sheikh Mohammed bin Rashid Al Maktoum Graduate Scholarship
- Oxford Thai Foundation Graduate Scholarship
- Oxford-University College-Burma Graduate Scholarship
- Poler Family Oxford Graduate Scholarship
- Policy Leadership Scholarship
- Political Leadership Scholarship
- Public Service Scholarship
- Oxford-Reuben Graduate Scholarship
- Refugee Academic Futures Scholarship
- Rhodes Scholarship
- University College Burma Scholarship
- Vicky Noon Educational Foundation Oxford Scholarship
- Weidenfeld-Hoffmann Scholarship

And a special thank you to our founding donor, Sir Leonard Blavatnik

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FACULTY LIST

Ngaire Woods

Dean of the Blavatnik School of Government, Professor of Global Economic Governance

Mara Airoidi

Director, Government Outcomes Lab

Dapo Akande

Professor of Public International Law, Co-Director of the Institute for Ethics, Law and Armed Conflict (ELAC)*

Eric Beinhocker

Professor of Public Policy Practice

Eleanor Carter

Academic Co-Director, Government Outcomes Lab

Paul Collier

Professor of Economics and Public Policy

James Conran

Departmental Lecturer in Public Policy

Pepper Culpepper

Blavatnik Chair in Government and Public Policy

Stefan Dercon

Professor of Economic Policy

Janina Dill

Dame Louise Richardson Chair in Global Security

Pilar Elizalde

Departmental Lecturer in Law and Public Policy

Thomas Elston

Associate Professor in Public Administration

Flavia Galvani

Departmental Lecturer in Public Policy

Richenda Gambles

Director of Admissions

İrem Güçeri

Associate Professor of Economics and Public Policy

Thomas Hale

Professor in Public Policy (Global Public Policy)

Annette Idler

Associate Professor in Global Security, Director of the Minerva Global Security Programme

Emily Jones

Associate Professor in Public Policy (Global Economic Governance), Director of the Case Centre in Public Leadership

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