



BLAVATNIK  
SCHOOL *of* GOVERNMENT

# 2015 Annual Report

A report on the Blavatnik School of Government's aims and achievements over the past year.

*International Advisory Board members with BSG students, faculty, and staff after the 2014 IAB meeting*



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# WELCOME FROM THE DEAN

Our third year of teaching is drawing to a close, with our 75 Master of Public Policy students now spending the next 6-8 weeks in countries across the world for their Summer Project.

In the meantime, preparations are underway for a significant new phase in the life of the Blavatnik School of Government: moving into our new building and welcoming the 2015 Class of up to 120 MPP students and 6 further DPhil candidates.

As we busily look ahead to our bright future in a new state-of-the-art building, we are delighted to reflect and report on some of the activities and achievements of the past year.

## **Selected achievements**

Highlights include some major new research grants awarded, including a multi-million pound award from the UK's Department of International Development for an international project called Research on Improving Systems of Education (RISE), and a three-year grant from the DFID-ESRC Growth Research Programme to study the impact of global financial regulations on low-income countries.

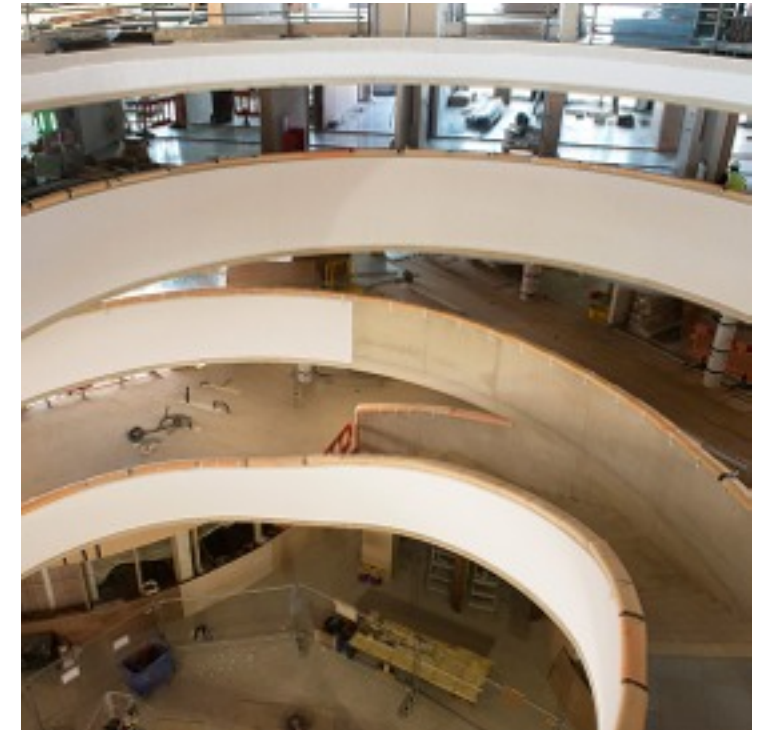
Several faculty members have also won grants from the John Fell Fund, Leverhulme and Ford Foundation, among others, to support and develop their research on diverse projects encompassing trust and virtue; shared services in government or the politics of social policy.

Among our efforts to raise the profile and impact of our growing research activities, are the launch of a new Working Paper series and the dissemination of Research Insights and Policy Memos to share insights and recommendations with wider audiences.

Our current students daily demonstrate the passions we saw in their applications, being active in Oxford life, while maintaining their professional and intellectual interests. Just take a look at our BSG Blog to find out about their news and views on topics such as Canadian politics, the bombing in Yemen, the earthquake in Nepal, or a day in the life of a student at BSG.

Meanwhile, we're thrilled to see our alumni already stepping into leadership roles across the world, and look forward to growing and strengthening this global network of peers.

We have also held over 30 events over the past several months, including our Challenges of Government Conference, attracting a total audience of over 3,500 participants.



## Looking ahead

Our plan for the next five years is to build on our successful delivery of teaching, research and engagement whilst further growing and developing our partnerships, reach and impact. On the next page, we've outlined our strategic vision, core activities and objectives to explain the priorities for our work.

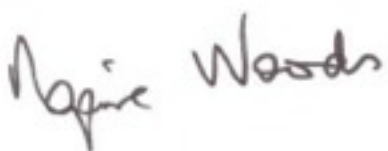
To determine the School's year-on-year progress towards improving government, we have recently sought to identify six indicators against which we can measure our success. These are based on the World Wide Governance Indicators:

1. Improving citizen voice and representation
2. Enhancing human security
3. Improving government effectiveness
4. Ensuring a quality regulatory environment
5. Strengthening the rule of law
6. Building integrity in government

Simply put, how many of our alumni are working on these issues? How many of our research projects, and engagements with senior policy-makers are "shifting the needle" in one of these domains?

We look forward in the coming years, as our alumni base grows, our research begins to deliver impact, and our collaborations with policy audiences strengthen, to bringing you answers to these questions.

In the meantime, we hope you enjoy browsing through this annual report of activities from the past academic year.



Ngaire Woods  
Dean of the Blavatnik School of Government



# OVERVIEW

The vision that informs our core activities, the objectives of the vision and core activities, and how we measure the success of these.

## 1 vision

**A world better led. A world better served. A world better governed.**

## 5 core activities

1. Teach
2. Research
3. Engage
4. Communicate
5. Facilitate through:
  - a. Best people
  - b. Secure funding
  - c. Excellent facilities

## 3 strategic objectives

1. Make our MPP the best in the world
2. Conduct impactful research – develop “a Blavatnik approach”
3. Drive innovative and influential modes of engagement with senior policy makers

## 6 indicators of success

1. Improving citizen voice and representation
2. Enhancing human security
3. Improving government effectiveness
4. Ensuring a quality regulatory environment
5. Strengthening the rule of law
6. Building integrity in government



# Basic facts about the School

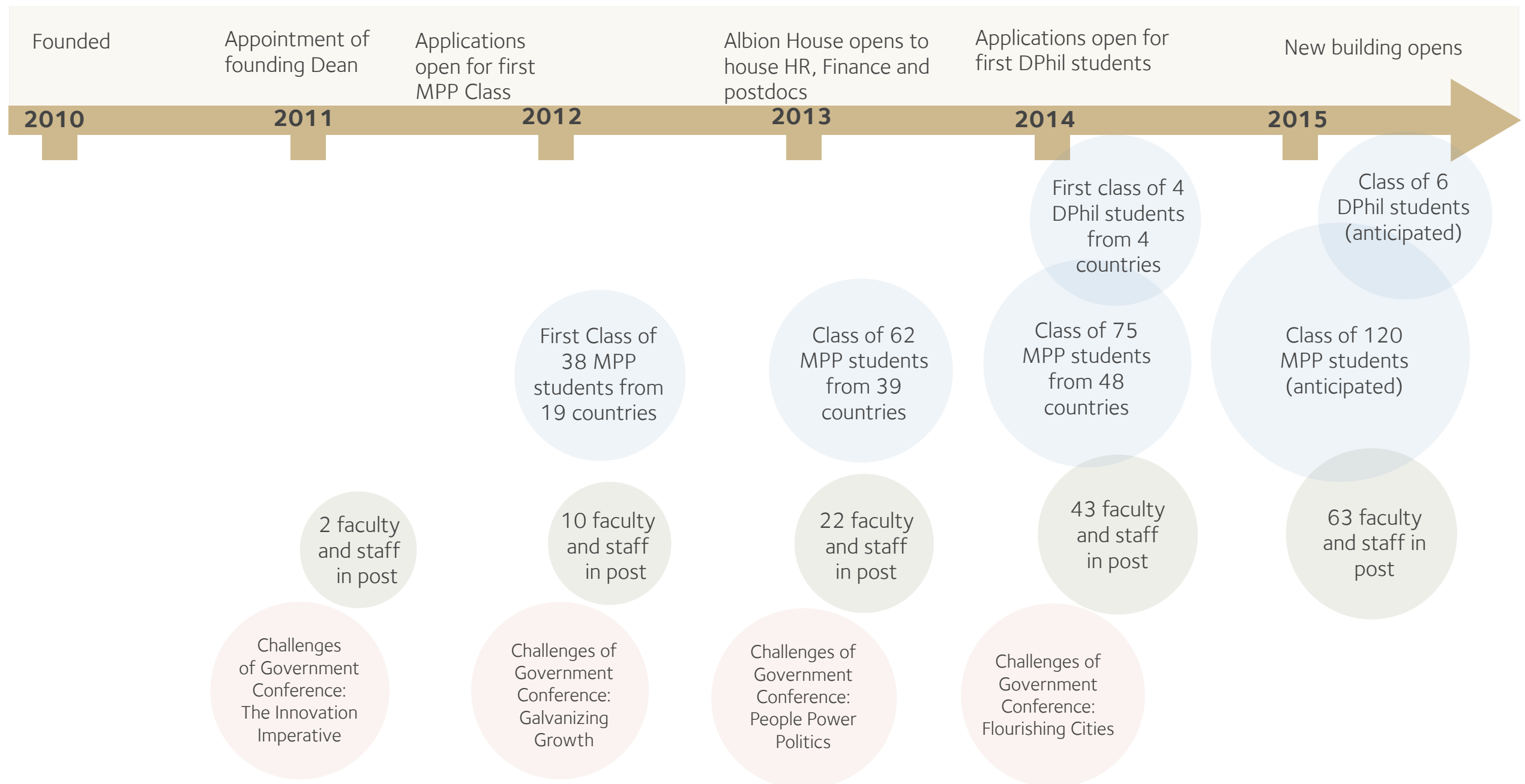
Summary information about our people, finances and facilities.

*MPP students simulating climate negotiations*



# OUR TIMELINE

Founded at the University of Oxford in 2010, the Blavatnik School of Government exists to inspire and support better government and public policy around the world. We teach current and future public leaders through innovative programmes; conduct deep research into pressing issues facing policy makers around the world; and convene leaders and experts to foster better public policy. With a strong global outlook, we combine insights from a range of academic disciplines and derive lessons from the public, private and third sectors.



# WHO WE ARE

Our current staffing priority is to ensure we have the capacity to meet our needs in the new building, with 120 MPP students and up to 15 DPhil students per year. For the next academic year, we anticipate recruiting for 6 new academic posts, 2 external relations positions (in development) and 2 support posts.

## STAFF NUMBERS AS OF MAY 2015

28

Academic (faculty, postdocs, researchers)

16

Teaching and research support (on course programmes, admissions, faculty support)

11

Core administrative support (HR, facilities, finance, other admin)\*

8

External Relations (development, communications, events)

*\*Including two apprentices in HR and Finance*





# NEW BUILDING

Our new building will be a world-class educational facility for teaching, research and convening. It will provide a home to a vibrant academic community of individuals who are committed to improving government and public policy around the world.

## TIMELINE

September 2013	Groundbreaking
January 2015	Topping Out
September 2015	Moving In (phased process)
November 2015	Public engagement events (ongoing)
April 2016	Official Opening (TBC)

## Teaching

Student learning will benefit from our three large and flexible lecture spaces, a variety of meeting rooms and study areas, all of which are equipped with state-of-the-art ICT and AV facilities.



## Research

Academics and research teams will enjoy offices with clear glass walls and internal mini courtyards to bring in fresh air and natural light. It will be a comfortable and open environment in which to work and collaborate.



## Convening

Public leaders and experts from all over the world will discuss, debate and share knowledge through lectures, courses and special events. The large open forum provides a space for exhibitions, presentations and impromptu discussions.



## BUILDING NUMBERS

- **385,000** : Number of hours worked to end of March 2015 (187 years of work for 1 person)
- **2** lightly raked Lecture Theatres (120 and 80 people capacity)
- **1** Seminar Room for 200 people can be split into four good sized rooms
- **1** Café
- **11** Working Rooms for student group work
- **36** faculty offices
- **7** research team spaces
- **66** support and administrative staff can be accommodated
- **550** people: Maximum capacity

# FINANCE

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.

## KEY PRINCIPLES OF FINANCIAL MANAGEMENT

- Ensure long-term sustainability through building an endowment, attracting multi-year gifts and diversifying sources of income generation
- Preserve Blavatnik Gift for long term benefit by growing new revenue streams
- Ensure value for money and exercise vigilance on costs in all transactions

## PROGRESS TO DATE

### Research income

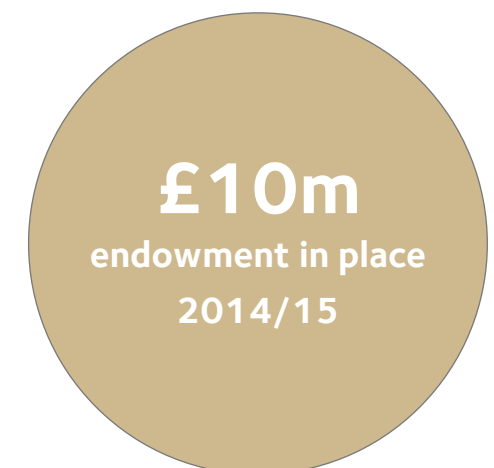
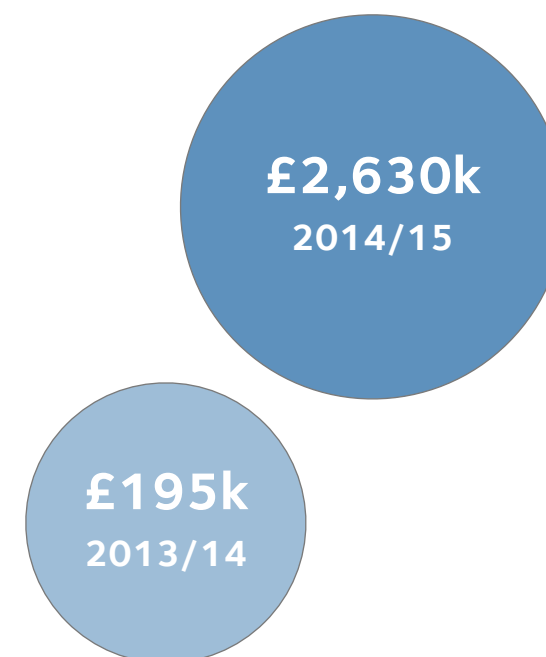


### Donations



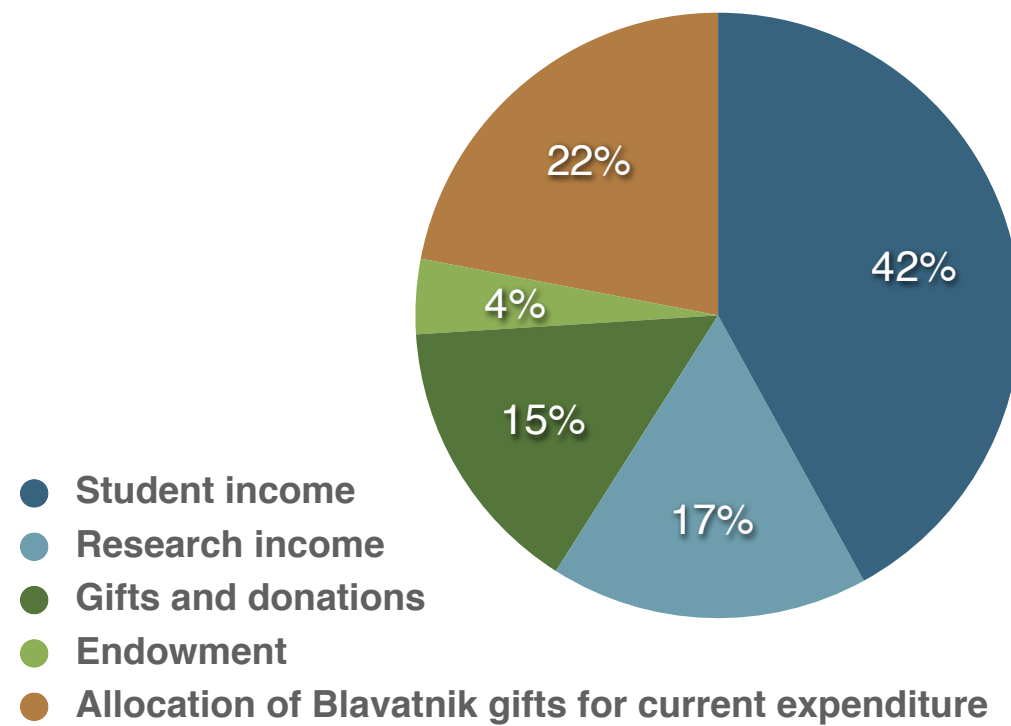
### Teaching income

MPP, DPhil, short courses

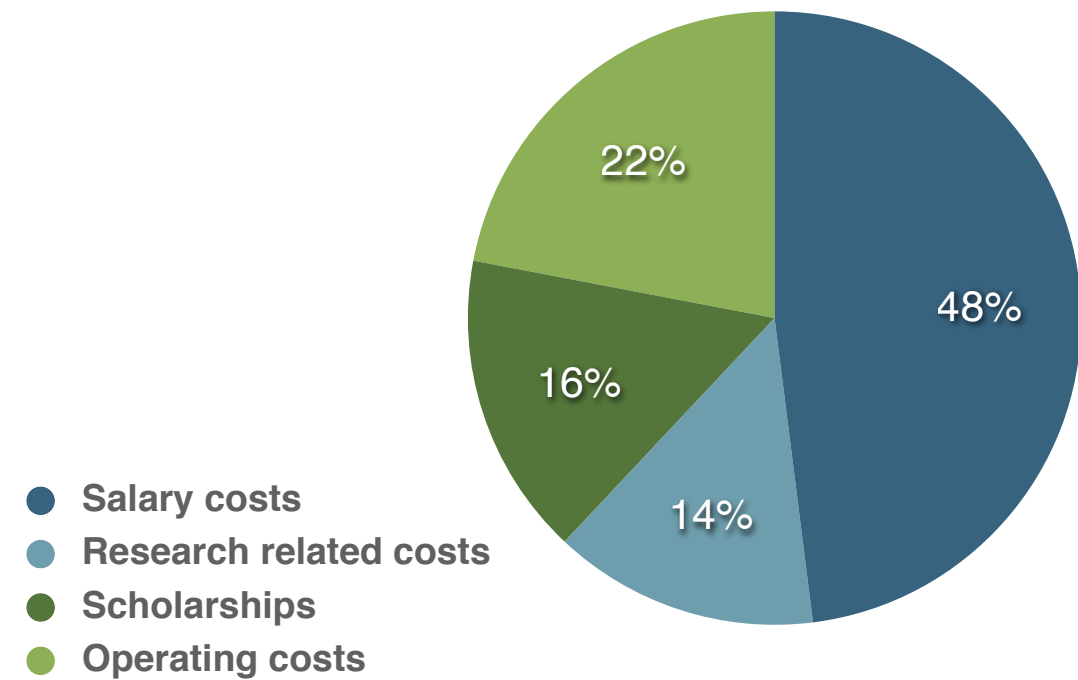




**BSG income sources 2014-2015**



**BSG expenditures 2014-2015**



#### **A SELECTION OF NEW RESEARCH AWARDS**

Finance and inclusive growth in low income countries – A three-year project funded by DFID-ESRC Growth research programme

RISE-Research on Improving Systems of Education – A seven-year programme funded by the UK's Department of International Development

6 John Fell Fund awards, and significant research grants from the Leverhulme Foundation, Health Foundation, Rush Foundation and Ford Foundation

# Research with impact

Information about our faculty, research projects and academic priorities.



*Faculty, Monica Duffy Toft and Mthuli Ncube, at the Challenges of Government Conference*



# FACULTY AND RESEARCH ACTIVITIES

## CURRENT ACADEMIC STAFF



## A SELECTION OF RESEARCH ACTIVITIES

Our research is conducted both to advance deep, academic thinking and to provide evidence on a wide range of policy-relevant challenges.

Our academics are running over 30 projects on diverse topics from trust in banking to healthcare financing, and from immigration and jobs to territory and war.

Here, we provide a selection of research from our top faculty, which is helping to shift policy debates and address practical challenges related to our six indicators of good governance:

### Improving citizen voice and representation



**Dr Maya Tudor's** research examines the circumstances under which stable democratic governments emerge. Her recently published book, 'The Promise of Power' (Cambridge University Press, 2013, based upon the doctoral dissertation that won the American Political Science Association's Gabriel Almond Prize for the Best Dissertation in Comparative Politics) has been well received in the international press, with one review citing it as 'the most comprehensive and thorough answer to date' of the divergent democratisation trajectories of India and Pakistan. Maya has provided expert advice to governments and the media about how emerging democracies create stable governments. She spent October-December 2014 in Myanmar studying why the Burmese military has retreated from power, and is currently writing a book on military retreat from executive power.

## Improving government effectiveness



**Professor Winnie Yip** is an expert on China's healthcare system.

Her research aims to discover and implement sustainable 'best practices' for quality, affordable healthcare. Winnie runs a number of large-scale, multi-year research programmes funded by the World Bank, the World Health Organisation and the EU. Her six-year project on health system incentives in China, funded by the Gates Foundation, is now winding down and has already achieved major policy impact. Her model has been rolled out by the Ningxia province government, where research took place, and has been identified as a model for the whole nation to emulate. She has published a large number academic articles and leading health and economic journals in both English and Chinese. Her research was recently referenced in a *New York Times* [article](#) about the high-risk business of investing in China's healthcare sector.



**Dr Clare Leaver** looks at strategies to improve service delivery in fragile settings.

Her research on education reform has led to the success in BSG's bid for [a new large scale, multi-million pound project](#) funded by the UK's Department for International Development. Clare will play the lead role in coordinating research in at least five developing countries over a period seven years. The programme has been created to launch a transformative agenda to study education systems in developing countries, and build a body of world-class evidence to inform education policy. Clare was also recently awarded (with Jordi Blanes i Vidal) the fifth annual Oliver E. Williamson Prize for Best Article in the Journal of Law, Economics and Organization for their article "Bias in Open Peer-Review: Evidence from the English Superior Courts."



**Professor Mthuli Ncube** is ranked as a top economic thinker on Africa and globally.

He was formerly Chief Economist and Vice President, African Development Bank Group (AfDB), and now leads a multi-disciplinary project on the Economics of HIV (Rethink HIV), sponsored by the Rush Foundation. The project aims at breaking new ground on policy solutions for defeating HIV by bringing together a consortium of leading health, economics, and development experts. Two former African Presidents joined the first strategy meeting of the group in December last year, roundly endorsing its agenda to bring about a shift in thinking on the economics of HIV. Mthuli remains engaged in wider economic research activities, and his report on 'The Emerging Middle Class in Africa' (published Autumn 2014) stimulated much reflection and debate among policymakers and pundits about the drivers and impacts of rapid economic growth in Africa.





**Professor Peter Kemp** is an expert on social policy, with a focus on housing and welfare reform.

Recently, Peter has been working on the housing component of Universal Credit (UC), the UK Coalition Government's flagship welfare reform. UC combines six existing welfare benefits into a unified payment, with rent allowance being received by claimants instead of paid to landlords directly. Critics claimed that this change would increase rent arrears – and hence evictions – and damage landlords' revenue flows. Peter's research in six pilot areas identified the characteristics, attitudes and circumstances of claimants who got into arrears, thereby providing an evidence base to help landlords develop preventive measures to minimize the risk of rent arrears when UC is implemented nationwide.

## Ensuring a quality regulatory environment



**Dr Emily Jones** works on issues related to global governance and multilateral negotiations.

Her research places a focus on the way governments of small developing countries interact with the global economy and exert influence even in highly asymmetric negotiations. She was recently awarded a half million pound grant by the DFID-ESRC Growth Research Programme to co-lead a 3-year research project. The project examines the political economy of global financial standards in low-income countries, and will use a variety of methods, including country case studies in ten countries in Africa and SE Asia, to establish and explain the responses of low-income countries to new global banking standards. Emily was also recently invited to join the E15 Initiative Expert Group on trade and finance.



**Professor Sir Paul Collier** is a world-renowned academic and expert adviser in the field of economics and development.

His research covers the causes and consequences of civil war; the effects of aid; the impacts of migration; and the problems of democracy in low-income and natural-resource rich societies. Recently, Paul has been working with **Richard Manning** to understand the incentives and barriers to different types of institutional investment in emerging markets. Their research reveals that the quality of the regulatory environment may not be conducive to the best forms of investment: investors may be prevented by home-country regulations from certain types of investment, and may be deterred by poor-quality regulation in the implementing countries. Paul and Richard's activities have led them to build a network of practitioners, participate in meetings that provide advice to the G-20, and promote workshops with African countries. In 2014, Paul received a knighthood for services to promoting research and policy change in Africa.

## Strengthening the rule of law



**Professor Anne Davies** is a leading law professor seconded from the Law Faculty to teach on our MPP.

She has been working on the UK government's recent reforms to the organisational structure of the National Health Service (NHS) in England. These reforms have given rise to a lively political debate about the fragmentation and 'back-door' privatisation of the NHS. Her article in the *Modern Law Review* 'This Time, it's for Real: the Health And Social Care Act 2012', explored the likely implications of the reforms for the government's democratic accountability for the NHS. It has been widely cited both within the UK and in broader debates about the marketisation of public services around the world.



**Dr Tom Hale** explores how we can manage transnational problems effectively and fairly.

He seeks to explain how political institutions evolve -or not- to face the challenges raised by globalisation and interdependence, with a particular emphasis on environmental and economic issues. Prof Tom Hale developed his DPhil research into a new book, *Between Interests and Law: The Politics of Transnational Commercial Disputes* (Cambridge University Press, 2015), which offers the first comprehensive social scientific account of the institutional regime for transborder economic exchange. He shows how both political economy approaches and socio-legal theories have shaped institutional outcomes, and therefore the regime for commercial dispute resolution remains between interests and law. (His efforts to galvanise climate actions are featured in our Engage section of this report.)

## Building integrity in government



**Dr Tom Simpson** is a former Royal Marine with research interests in trust, security and military ethics.

His research focuses on both the theory and the practical applications of trust, especially about questions thrown up by information and computing technologies. He has published most recently on computing, trust and the moral significance of cyberattacks. His co-edited volume of philosophical essays on trust is under contract with Oxford University Press. In late 2014, Tom responded to the UK government's request for expert opinion for the Privacy and Security Inquiry initiated by the Intelligence and Security Committee of Parliament (ISC). His written submission of evidence (with Prof John Naughton of the University of Cambridge) identified the fundamental moral and political issues at stake, and argued that the balance is overly skewed in favour of security.



## Enhancing human security



**Professor Monica Duffy Toft** works to understand political violence and war.

Her research looks at how population shifts and demographic changes affect political instability, national security and conflict. She has published numerous scholarly articles and editorials on civil wars, territory and nationalism, demography, and religion in global politics. Her most recent article, published in American Political Science Review (May 2015), is called 'Islamists and Nationalists: Rebel Motivation and Counterinsurgency in Russia's North Caucasus'. It gives insight into counter insurgency tactics that could help governments facing different forms of uprising by Islamist and nationalist groups. Her research on territory and war has generated much public debate through numerous academic articles published in leading journals, such as 'Grounds for War' in International Security and 'Territory and war' in the Journal of Peace Research.

**Mara Airoidi**, Departmental Lecturer in Economics and Public Policy – working to improve decision making in government, with a special interest and extensive expertise in the field of healthcare

**Atif Ansar**, Departmental Lecturer in Public Policy and Management – focused on delivering major infrastructure and integrated real estate programmes cheaper, faster, and with greater sensitivity to the needs of end-users

**Shahana Chattaraj**, Postdoctoral Research Fellow – with research interests at the intersection of globalisation economic development and urban transformation in the developing world

**Thomas Elston**, Postdoctoral Research Fellow – recently awarded Leverhulme funding to develop a new research agenda on the international adoption of shared corporate service centres

**Osea Giuntella**, Postdoctoral Research Fellow – with main research interests in health and labour economics, with a particular focus on minority health and health disparities

**Noel Johnston**, Postdoctoral Research Fellow – has a focus on foreign investment, with key topics including international institutions, globalization, development, and the politics of international property rights



**Judith Kabajulizi**, Postdoctoral Research Fellow – focused on the investigation of economic impacts of health and healthcare policies, with a current focus on research for the RethinkHIV project

**Julien Labonne**, Postdoctoral Research Fellow – works at the intersection of economics, political science, and public policy, with a focus on the economic and social consequences of long-term held political power

**Esteban Ortiz Ospina**, Departmental Lecturer in Economics – with main research interests in public economics, particularly the economics of education

**Adam Ritchie**, Departmental Lecturer in Science and Public Policy, MPP Course Coordinator – with scientific interest in the interaction between infectious organisms and the human host; as well as intellectual and scientific capacity building in Africa

**Lorenzo Rotunno**, Postdoctoral Research Fellow – with research interests in international trade and political economy, and a focus on how the dynamics of political power shape politicians' incentives to adopt trade policies

**Taylor St. John**, Postdoctoral Research Fellow in Global Economic Governance – works on understanding the relations between foreign investors and host states, and the international architecture for investment.





# ACADEMIC PUBLICATIONS

A selection of academic publications by our academics over the past year:

## Books

- Adam CS, Collier P, Gondwe M. 2014. Zambia: Building prosperity from resource wealth. Africa: Policies for Prosperity.
- Crook T, Kemp PA. 2014. Private Rental Housing: Comparative Perspectives.
- Hale T, with Harriet Bulkeley et al. 2014. Transnational Climate Change Governance.
- Ncube M, Lufumpa CL. 2014. The Emerging Middleclass in Africa.
- Twiss SB, Simion MGh, Petersen RL, Toft MDuffy. 2015. Religion and Public Policy: Human Rights, Conflict and Ethics.

## Book Chapters

- Collier P, Venables AJ. 2015. Housing and Urbanization in Africa: Unleashing a Formal Market Process. The Urban Imperative: Towards Competitive Cities, edited by E. Glaeser and A. Joshi-Ghani.
- Hale T. 2014. What is the Effect of Transnational Commercial Arbitration on Trade?, in Walter Mattli and Thomas Dietz, Eds., International Arbitration and Global Governance: Contending Theories and Evidence.
- Simpson T. In Press. The Wrong in Cyberattacks. Ethics of Information Warfare.
- Toft MD. 2014. False Prophecies in the Service of Good Works. Debating the Endtimes of Human Rights: Activism and Institutions in a Neo-Westphalian World, Doutje Lettinga and Lars van Troost (eds.).

## Journal Articles

- Elston T. 2014. Not so 'arms length': reinterpreting agencies in UK central government, *Public Administration*.
- Collier P, Dercon S. 2014. African Agriculture in 50 years: Smallholders in a Rapidly Changing World?, *World Development*.

- Collier P, Venables AJ. 2014. Closing coal: economic and moral incentives. *Oxford Review of Economic Policy*.
- Collier P, Vicente PC. 2014. Votes and Violence: Evidence from a Field Experiment in Nigeria. *The Economic Journal*.
- Collier P. 2015. Security threats facing Africa and its capacity to respond. *PRISM*.
- Giuntella O. 2014. Do Immigrants Improve the Health of Native Workers? *IZA World of Labor*.
- Hale, T. 2014. The rule of law in the global economy: Explaining intergovernmental backing for private commercial tribunals. *European Journal of International Relations*.
- Johnson DDP, Toft MD. 2014. Bringing "Geo" Back into Politics: Evolution, Territoriality and the Contest over Ukraine. *Cliodynamics: The Journal of Quantitative History and Cultural Evolution*.
- Blanes i Vidal J, Leaver C. 2015. Bias in Open Peer-Review: Evidence from the English Superior Courts. *Journal of Law, Economics and Organization*.
- Toft MD, Zhukov Y. 2015. Islamists and Nationalists: Rebel Motivation and Counterinsurgency in Russia's North Caucasus. *American Political Science Review*.
- Yip, W, WC Hsiao. 2015. What Drove China's Health Reform Cycle? *Health Systems and Reform*.

## Reports

- Giuntella O. 2014. Immigration and Job Disamenities. Cesifo Dice Report.
- Leaver C. 2014. Conference Report: Improving Governance, Delivering Better Education.
- Ncube M, Gurara D.Z, Tessema D. 2014. Volatility and C-Movement in Commodity Prices: New Evidence African Development Bank Working Papers.



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# Teaching to address policy challenges

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We offer two graduate-level, degree-awarding programmes for individuals who have an excellent academic record and demonstrated commitment to public service.



*Ivaylo Iaydjiev, one of the first four BSG DPhil Candidates, speaking at the Challenges of Government Conference*

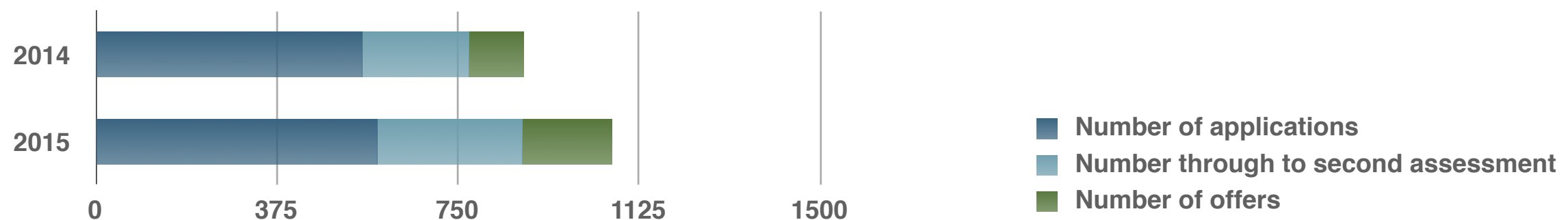


# MASTER OF PUBLIC POLICY

The Master of Public Policy is an intensive, one-year programme to provide aspiring leaders with an excellent foundation for a successful career in public service, whether in government, in non-governmental organisations or in the private sector. The MPP offers a distinctive approach to public policy within a rich and varied curriculum. The programme attracts hundreds of applications from high achieving candidates around the world. From September 2015, we aim to recruit the maximum capacity of students for our new building – 120 MPP students and up to 15 DPhil students in total.

Key Facts	2012	2013	2014	2015
<b>Total number of incoming students</b>	38	64	75	<i>target: 120</i>
Number of countries and territories represented	19	39	48	<i>target: 50+</i>
Youngest Student	21 years	21 years	21 years	TBC
Oldest Student	42 years	46 years	41 years	TBC
Average age	26 years	27 years	28 years	TBC
Largest Age group	24 year olds	24 year olds	27 year olds	TBC
Male to Female ratio	19:19	32:30	38:37	TBC
Percentage of class fully funded	50%+	50%+	50%+	TBC
Number of colleges	22	30	30	TBC

## Number of applications suitable for second assessment and offers (2014/2015)



## FIVE KEY SKILLS

We have tried to harness every advantage of being a new teaching programme, especially to be flexible and responsive to the requirements and interests of our diverse student body. From the start, we identified five key skills to be developed through our curriculum. By the end of the course, our students will:

1. Find and use evidence more effectively
2. Understand analysis from different disciplines (such as law, economics and science)
3. Have excellent communication skills
4. Be able to work well with peers from different disciplines and cultures
5. Be open to innovation and new challenges, and able to learn how to meet new challenges

Some innovations that we have brought to the curriculum in order to help students achieve the key skills are:

- **A writing skills course led by a top journalist**, giving students the chance to understand and practice a variety of writing styles, especially for effective communication and influence
- **Additional option modules** for students to select from a wider range of topics that meet their interests
- **Extensive simulation exercises** that give students a chance to learn and practice key skills in addressing real world policy challenges, such as climate change or healthcare
- **A mindfulness programme** to help students manage the stress on their mental health of such an intensive course
- **A mentoring scheme** to bring senior practitioners into one-on-one contact with students and provide career guidance, especially for those planning career changes after the MPP





## ABOUT THE CURRICULUM

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The Master of Public Policy is a one-year taught degree course. It enables students to develop analytical and critical skills relevant for understanding the challenges of public policy and its implementation, and equips them with essential skills for effective policy delivery. It begins with Policy Challenge, a two-day intensive module introducing the key issues and dilemmas faced by states and policy-makers. The curriculum is then orientated around academic learning and practical skills necessary for effective policy-making and analysis.

The course includes six compulsory core modules:

- **Foundations** introduces philosophical concepts and dilemmas facing governments around the world
- **Economics for Public Policy** focuses on understanding economic pressures on governments and how economists across the world analyze public policy
- **The Politics of Policymaking** (title to be confirmed) introduces the challenges of implementing effective policies across a range of political environments and issue areas
- **Science and Public Policy** considers ways of understanding scientific and medical evidence, the contested nature of this evidence, and the dilemmas raised in a context of conflicting policy concerns
- **Law and Public Policy** discusses legal systems, legislation, and law both as a constraint on government and as applicable beyond the nation state
- **Policy Evaluation** demonstrates the contribution that research evidence can make to public policy and provides students with tools allowing them to be a critical consumer of research evidence

The academic modules are taken alongside a number of more practically-oriented modules. These include four compulsory applied

policy modules: *Communications and Strategy*; *Private Finance and Public Budgeting*; *Major Programme Management*; and *Negotiation*. There are also compulsory and optional professional skills sessions throughout the year, aimed at developing communication, self-reflective, and career development skills. This year these have included a writing course led by a *Financial Times* journalist, a mindfulness course to help students develop self awareness skills, and sessions on gender in professional life. Students are also invited to participate in a mentoring scheme where senior policy practitioners meet individually with students to discuss any issues of a career in public policy on which the student would like advice.

In the third term, students select two option modules allowing them to focus on topics of particular interest. In 2014–2015 these were: *The Challenges of Democratization*; *Climate Change: Global Problem, Global Solution?*; *Delivering Infrastructure*; *Economic Development*; *Energy*; *Global Health Policies: Design, Implementation and Impacts*; *Innovations in Budgeting, Operations and Public Policy in Local and Regional Government*; *International Migration and Public Policy*; *Police and Policing*; *Security*; *Social Policy in the 21st Century*; and *Taxing Business*.

Formal teaching ends with Policy Challenge II, in which students consider the same issue that they focused on in Policy Challenge but with the benefit of their time on the MPP to draw on. They then undertake a Summer Project of 6–8 weeks, a placement with a governmental, non-governmental or private organisation where they have a chance to apply what they have learnt in the classroom to real life policy challenges.

Michaelmas Term (September – December 2015)	Hilary Term (January – March 2016)	Trinity Term (April–June 2016)	Summer Vacation
Policy Challenge (not assessed)	Core III: The Politics of Policymaking (assessed via assignment)	Core V: Law and Public Policy (assessed via examination)	Summer Project (assessed via policy analysis report and reflective essay)
Core I: Foundations (assessed via examination and possible other component TBC)	Core IV: Science and Public Policy (assessed via examination)	Option I (assessed via assignment)	
Core II: Economics for Public Policy (assessed via examination)	Core VI: Policy Evaluation (assessed via assignment)	Option II (assessed via assignment)	
Applied Policy I: Strategy and Communications (assessed in-class)	Applied Policy III: Major Programme Management (assessed in-class)	Policy Challenge II (not assessed)	
Applied Policy II: Public Budgeting and Private Finance (assessed in-class)	Applied Policy IV: Negotiations (assessed in-class)		
Professional Skills (optional, unexamined sessions take place throughout the year)			

## WHAT MAKES OUR MPP UNIQUE

- One intense year rather than two
  - Ideal for students looking to minimize their length of study
- Focused on a core set of compulsory courses, including ethics, science, and politics of policymaking that may be elective elsewhere
  - Produces better consumers of a broad range of expertise
  - Allows graduates to use pre-existing expertise more effectively in complex settings
- Professional and practice-focused curriculum through innovative teaching and hands-on modules
  - Nurtures better understanding of policy making in the real world
- Diverse, global focus in the quest for best practices
  - Doesn't assume Western practice is best practice
- Students selected based on what they will bring to the classroom
  - Ensures a diverse learning environment with numerous national perspectives and professional experiences
- Only 120 students
  - Allows for the nurturing of individual students and the development of a tight cohort and network after graduation



## SUMMER PROJECT CASE STUDIES

The Summer Project is an integral part of the MPP programme. It offers the chance for students to consolidate their classroom learning and demonstrate the ability to apply their newly-acquired skills to real life policy situations.

**Challenge:** to create an implementation strategy for the educational goals set out in the national development plan of an African country

**Our student:** created the first detailed implementation study conducted of a major recommendation of the national development plan, outlining strategies to strengthen educational districts to deliver on educational goals

**Outcome:** our student's analysis and recommendations were presented to a high level government working group. His findings were endorsed and it was decided to use his analysis as a template to implement development plan goals in other sectors



**Challenge:** the Global Agenda Council on Institutional Governance Systems of the World Economic Forum has been investigating best practices and solutions to improve the performance of heads of international organisations

**Our students:** two students undertook research on assessment tools for multilateral organisations and applied the findings to a case study of the leadership and governance of a large international organisation

**Outcome:** our student's research and findings are included in the report ["Effective leadership in international organisations"](#) published by the World Economic Forum and BSG in April 2015



**Challenge:** a leading communications agency was tasked with creating a report on best practice in voter turnout campaigns

**Our student:** drawing on her background in government communications and the behavioural science teaching from the MPP, our student created a comparative study of successful international campaigns

**Outcome:** our student's analysis and findings were [published by the communications agency](#) with a launch event in London in March 2015 attended by Government representatives, third sector organisations and communications professionals. Our student is now leading on the preparations for her country's presidency of the European Union

## SUMMER PROJECT LOCATIONS

Since the MPP started students have carried out placements with **79 different host organisations in 31 countries** in all regions of the world.



“She made real contributions to our work.....the Government has adopted several recommendations that were made in her final report” – IFC Executive

“It was a pleasure to work with him. The skills he had developed on the MPP clearly enabled him to understand the challenges at stake and to quickly adapt to a new area for him – the governance of natural resources” – Director, Nonprofit

“He has been a valuable addition to our small team ...I think the time he spent with us has given him a perspective and some realism about the transition from public policy to real world implementation of policy and the challenges that cannot be found in any text book.....We would have loved to keep him longer” – South African Civil Servant

Some of the host organisations:

- Cancer Council
- World Vision
- Human Rights Law Network
- WWF Indonesia
- War on Want
- Beijing University
- Institute of Energy and Environment, University of Sao Paulo
- Ministry of Mines, Afghanistan
- Ministry of Economy, Development and Tourism, Chile
- Agence pour la Promotion des Investissements en Guinée (APIP)
- Fianna Fail
- Government of Panama
- Ministry of Energy, Turkey
- Cabinet Office, UK
- Mayor of San Francisco's Office
- European Bank for Reconstruction and Development
- World Bank
- Executive Office UNDP
- Ogilvy & Mather
- McKinsey
- WPP (Government and Public Sector Practice)
- Citi, Public Sector Group
- Purpose
- Council of Energy, Environment and Water, India
- NASSCOM
- Overseas Development Institute
- Open Data Institute



# DPHIL IN PUBLIC POLICY

The DPhil in Public Policy is a three-year full-time research degree for academically outstanding individuals who are committed to public service and wish to have a substantial impact on future policy making. Successful applicants are individuals who have postgraduate level training, especially in research methods and also in one academic discipline. While in-depth knowledge in a particular field is expected, DPhil students are encouraged to take an interdisciplinary approach to a research question that has practical policy significance.

Key Facts	2014	2015
Initial Number of Applications	92	N/A
<b>Total Number of Applications</b>	93	88
Total number of countries and territories represented	35	45
Initial number of offers	5	6
Initial offer to application ratio	5.4%	7%
Initial number of acceptances	4	TBC
Initial accept to offer ratio	80%	TBC
Initial accept to application ratio	4.3%	TBC
<b>Total number of incoming students</b>	4	TBC

4

Students currently  
studying for the  
DPhil in Public  
Policy

6

Students expected  
to start the DPhil  
in Public Policy  
next year

15

Maximum total  
number of  
students expected  
on the DPhil  
programme each  
year

## MEET OUR CURRENT DPHIL STUDENTS

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### **Ivaylo Iaydjiev (from Bulgaria)**

Ivaylo's research interests are in the area of international political economy with a focus on global financial governance, capital flows, and emerging markets.



### **Juan David Gutierrez (from Colombia)**

Juan David's DPhil research addresses how fiscal windfalls affect the quality of policy-making and policies, particularly the quality of public investments.



### **Fadi Salem (from Syria)**

Fadi's DPhil research explores the shift in the Arab region towards digital governance in the social media era and the multi-faceted impact of the transition on governance approaches and impacts on society.



### **Linda Bilmes (from USA)**

Linda's DPhil project focuses on government accountability in the area of military spending and national security.





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# Engaging with governments and practitioners

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How and why we create opportunities and convene events that enable enable policy leaders to learn from each other and from top scholars to generate solutions and share best practice.



*BSG alumni at the 2014 graduation event*



# ENGAGING

We have developed a programme of short courses, special events and outreach initiatives that make sure we stay connected with real-world challenges and provide pathways to putting research into practice.

## CHALLENGES OF GOVERNMENT CONFERENCE

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Themed around 'Flourishing Cities', our fourth annual Challenges of Government Conference held in December 2014 sparked debates and discussions about the challenges and opportunities presented by rapid urbanisation in countries and communities across the world. The event brought together over 200 leading policymakers, academics, private sector experts and members of the public from all around the world to share best practice in cities' governance. It also stimulated a series of articles written by our students and faculty in the New Statesman's *Citymetric* to open up the conversation about cities.

By partnering with different sector organisations to support the costs of the event, we were able to keep the conference free of charge to participants, as well as gain their valuable insights into themes for the conference programme. McKinsey & Company partnered with us for the fourth year and have already agreed to support the event again in the future. Other conference supporters in 2014 were ARUP, the Louis Dreyfus Foundation, and the Lemann Foundation. As one of our key partners said of the event, "Great ideas come through creative collisions. The magic of an environment like this is the number of creative collisions you get."





## SHORT COURSES ON OIL, GAS AND MINING GOVERNANCE

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Our first short course for senior policy and decision makers was held in September 2013. We held a second course a year later, and are now currently finalising plans for the 3rd course to be delivered in collaboration with the Natural Resource Governance Institute. So far 37 ministers and senior officials from 17 countries have participated in this course.

The intensive six-day course has been designed to provide the skills and insight required for policy leaders in the public and private sector to work towards better management and governance of oil, gas or mineral resources for a better future. The course aims to help build a better understanding of the interests of the public and private sectors and facilitate dialogue and mutual appreciation of respective positions between different groups.



### Testimonials:

"It gave me a great overview of the extractive sectors, best practices and tools to come up with suitable policies for my country." – Participant, 2014

"A great experience and learning opportunity. I leave more informed and empowered to guide the management of the extractive industry in my country." – Participant, 2013

"It is a well-crafted course with very useful information for reflection and to take home for sharing and action." – Participant, 2013

## HONG KONG GOVERNMENT FELLOWS AT BSG

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In April 2015, we welcomed 10 Hong Kong Government Fellows for a new eight-week mid-level advancement programme for civil servants.

The programme was especially designed by BSG faculty in close consultation with the Hong Kong civil service, to create a course that would challenge HKG Fellows to develop a nuanced and deeper understanding of public policy and administration, political economy and international relations.



## GALVANIZING CLIMATE ACTIONS

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Dealing with climate change is probably one of the most complex and challenging issues that governments and societies face. When Prof Tom Hale held a workshop at BSG to discuss ideas that would help policymakers move ahead in multilateral climate negotiations, he found robust agreement on the need for some way to recognize and build on the phenomenal climate actions we see in cities, private companies, and in every sector of society. He wrote a policy memo to set out some guidelines for how and why this "groundswell" should be brought into the center of global climate discussions.

Since then, Prof Hale has convened a series of dialogues on "[Galvanizing the Groundswell of Climate Actions](#)" that bring together governments, international organizations, NGOs, private companies, and cities to find concrete ways to bring "bottom up" climate action to a higher level of scale and ambition. These efforts have born fruit. In

December 2014, the UNFCCC launched a global platform for bottom up climate action, and the French government, hosts of the 2015 climate summit, has made the topic a central pillar of the intergovernmental meeting.

## EFFECTIVE LEADERSHIP IN INTERNATIONAL ORGANISATIONS

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In April 2015 we published a report with the World Economic Forum on 'Effective leadership in international organisations' that has been disseminated worldwide through WEF and BSG communications channels, as well as a series of events planned over the next six months in the UK, US and Switzerland, among possibly other countries. The report examines 11 international institutions, including World Bank and WHO, to identify best practices and solutions to improve the performance of executive heads. Prof Ngaire Woods led the team of six researchers, which included two BSG alumni – Yulia Taranova and Hugo Batten (both MPP 2012). The report was inspired and supported by conversations with leaders such as Pascal Lamy, Donald Kaberuka and Suma Chakrabarti, amongst others.



## AFRICA AND NEW GLOBAL FINANCE

Prof Emily Jones convened a high-level panel of African regulators, policy-makers, private sector representatives and academics to discuss Africa's position in the global financial order. The financial landscape in Africa is changing rapidly: growing cross-border capital flows, a tremendous growth in regional pan-African banks, and waves of high profile bond issues by African governments. At the same time, African regulators must respond to new international standards in the post-crisis climate of increasing global financial regulation. Participants shared insights on the opportunities and challenges raised by growing cross-border banking in Africa. The event was coordinated by BSG's Global Economic Governance Programme.

## WORKING PAPERS, POLICY MEMOS AND RESEARCH INSIGHTS

We have developed three new series of outputs to disseminate academic research on a broad range of issues related to public policy and the challenges of government. Working Papers are published in the interest of scholarship and to advance knowledge and debate in a particular field. Policy Memos are targeted to policymakers or influencers in specific sectors to give evidence informed recommendations to support decision making. Research Insights provide concise and accessible summaries of research findings for broad audiences.

Recent topics include a contribution to the UN debate on regulating 'killer robots'; an analysis of how European governments can secure the future of multilateral development finance; insights into counter insurgency tactics; research into how nationalist ideologies can promote democracy; and recommendations for reducing the possibilities of unintended bias in decision making.



## WORKING WITH PARTNERS TO BRING PRACTICE-FOCUSED STUDY INTO THE MPP CURRICULUM

The practical focus of the MPP means that we are always looking for ways to engage our students in real-life challenges. As part of the Professional Skills programme we invite practitioners to share their expertise with our students to help them develop key transferable skills needed to successfully work in public policy. For example, we worked with WPP again this year to introduce students to the communications tools that can drive behavioural change, with a two-day workshop held in Oxford and at their offices in London. Tim Dixon from public benefit corporation Purpose led a session on building social movements following on the content of the Organisation and Practice of Government module. For the Science and Public Policy module, the students had the opportunity to talk to climate change experts such as Sir David King (UK's Special Representative for Climate Change) and discuss energy policy with UK energy company National Grid.



# EVENTS

Our programme of events creates an active annual calendar of opportunities for our academics and students both to engage with each other and reach out to policy makers and practitioners.

## NUMBERS

- Estimated number of attendees at BSG events over the last 12 months – **3,500**
- Dean's Forums x **10**
- Public events x **20** (including co-hosted events)
- External Speakers 2014/15 – **circa. 90**



## FACULTY-LED CONFERENCES

Our faculty are active in their efforts to engage people both in academia and beyond with their research. Some examples of events that have been convened by faculty and supported by the events team over the past year:

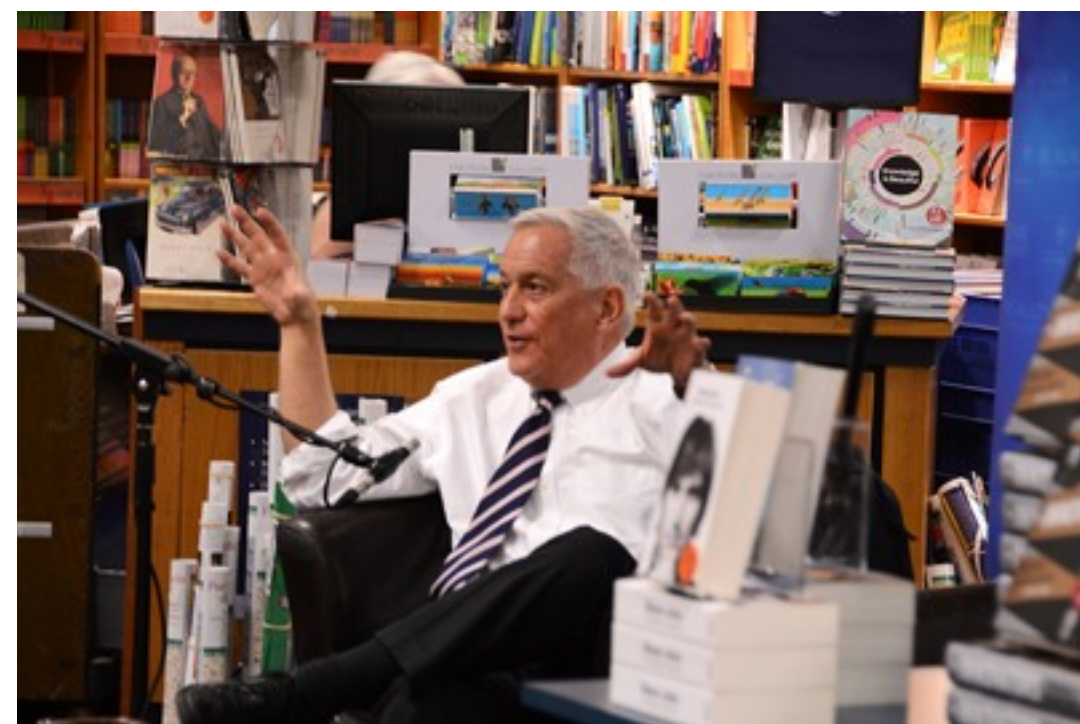


- Sept 2014 – New Philosophical Perspective on Trust (Tom Simpson)
- Sept 2014 – Shared Services in Government: Today's Challenges, Tomorrow's Potential (Thomas Elston)
- Nov 2014 – Rethink HIV HIV/AIDS: New Thinking for a Ticking Time Bomb (Mthuli Ncube)
- Dec 2014 – Addressing health system inefficiencies with WHO and Bill and Melinda Gates Foundation (Winnie Yip)
- June 2015 – Research on Improving Systems of Education (Jacobus Cilliers/Clare Leaver)
- June 2015 – Global Trends Workshop with members of the US Government (Monica Toft)
- June 2015 – Walking Away from Westminster? Public Service Trajectories in Comparative Perspective (Thomas Elston)

## PUBLIC EVENTS

Some of our recent events (in chronological order) :

- In October we co-hosted an event with the Reuters Institute for the Study of Journalism. **Anya Schiffrin**, editor of *Global Muckraking: 100 Years of Investigative Journalism From Around the World*, was in discussion at the School with **Professor Ngaire Woods** and **Dr David Levy**, Director to talk about the publication.
- We co-hosted with the Global Economic Governance Programme on their annual lecture which was given by The Head of the Central Bank of Chile, **Governor Rodrigo Vergara**, *Grappling with New Global Finance: Chile's Experience*.
- In December we held our annual Challenges of Government Conference with the 2014 topic of *Flourishing Cities*. The programme ran over 1.5 days with 50 speakers and over 300 delegates joining us at the Mathematical Institute, soon to be our new neighbour.
- The BBC visited the School in February to record a lecture in front of a live audience as part of the **BBC World Service's 'A Richer World' season**. The lecture *The End of Development* was given by anthropologist **Henrietta Moore**, who heads the Institute for Global Prosperity at University College London and chaired by the Dean of the School.
- In March we held a lunchtime talk at Blackwells Bookshop with Professor Woods and **Walter Isaacson** discussing his latest book, *The Innovators* to a packed room.
- We also hosted a lecture with **Quamrul Chowdhury, Edwin Laurent and Emily Jones** entitled *Suffer what they must: Small States in International Negotiations*.
- May – **Sir Michael Barber** in discussion with **Professor Christopher Hood** and **Professor Gwyn Bevan** about the recent publication *How to Run a Government*.
- June – **Professor Joseph Nye** on his new book *Is the American Century Over*.
- June – BSG/University of Oxford Lecture given by our distinguished practitioner, **Montek Singh Ahluwalia** on *India's Prospects and Policies to realize them*.





## NEW BUILDING MILESTONE

In January we conducted the Official Topping Out Ceremony of our new building on the ROQ site. 130 guests, including friends and supporters of the school, alumni, building contractors, architects and the school's staff and faculty, attended the celebration.

Mr Len Blavatnik, The Vice-Chancellor, Professor Andrew Hamilton, The Dean of School, Professor Ngaire Woods, Ray O'Rourke, Laing O'Rourke and Ascan Mergenthaler, Herzog de Meuron gave speeches.





# Alumni and communications

Enhancing reach and influence by forging networks among our alumni, with the general public and through press, media and the web.



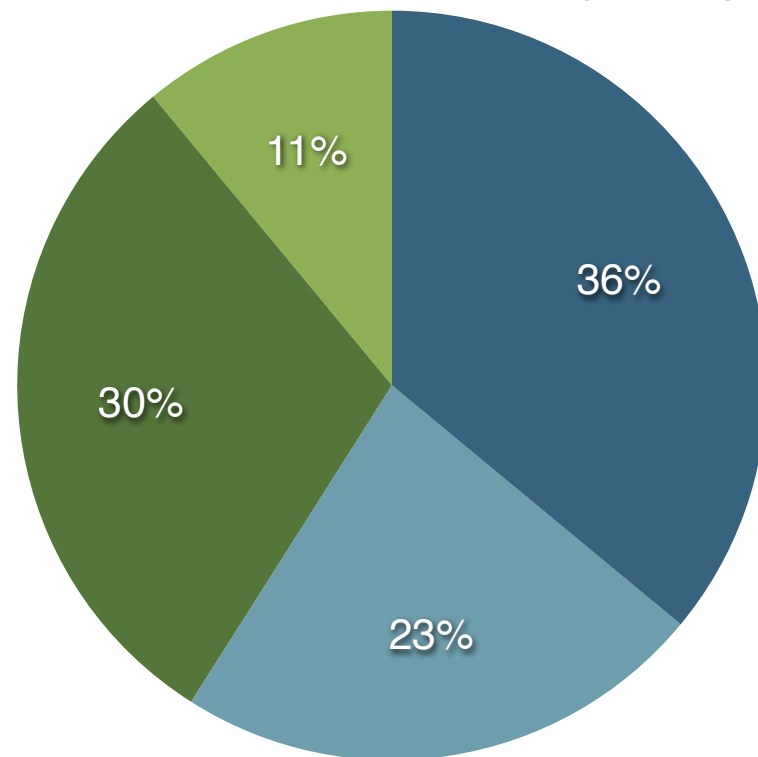
*MPP student Diana Dajer at the Challenges of Government Conference*

# ALUMNI

We believe that our alumni are critical to the ongoing success of BSG. We value their many contributions to the success of the School, including helping with student recruitment, advising on Summer Projects and developing the School's external relations. Whilst in future years they may become funders of the School, we recognize that these and the other ways in which they engage with us, are important steps in building a BSG alumni community.

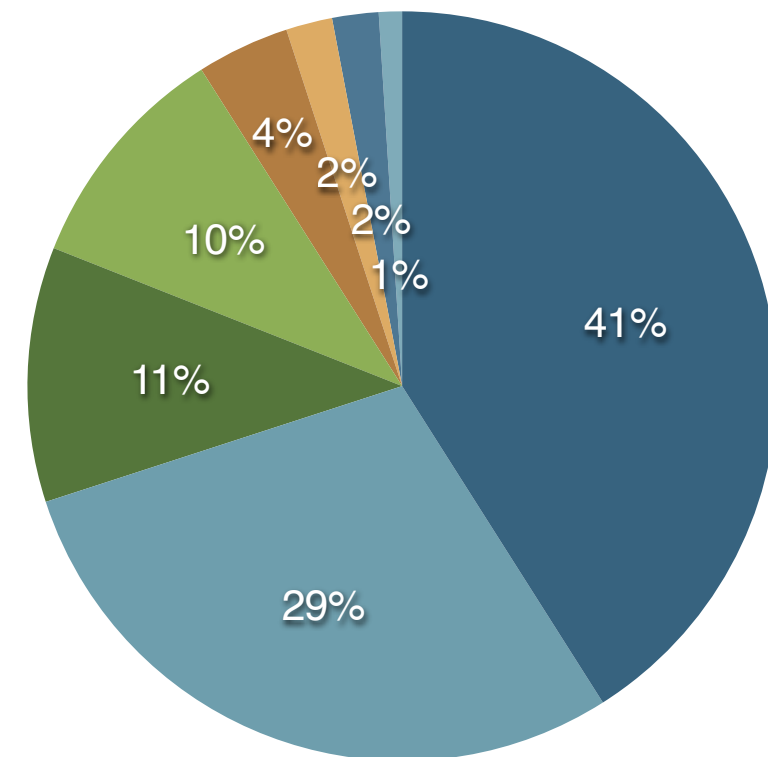
The activities of our alumni already demonstrate the impact BSG is making around the world. The alumni from our first two cohorts are working throughout the world and in many different fields, highlighting across the School's six key indicators the immediate impact which the School is having.

**BSG Alumni: What are they doing?**



- Government and public sector (includes multilateral)
- Private sector
- Research, think tanks, academic research and further study
- NGOs

**BSG Alumni: Where are they?**



- Europe
- Northern America
- Middle East
- Asia
- Oceania
- South America
- Africa
- Central America



## ALUMNI HIGHLIGHTS

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### **Rafat Al-Akhali, Minister of Youth and Sports, Yemen**

In November 2014, Rafat was sworn into the Yemeni cabinet as the Minister of Youth and Sports, the youngest minister in the history of the Republic of Yemen. At BSG he found the time, space and intellectual stimulation to encourage him to reflect on his future; “The course gave me the chance to think about what I wanted to do and how to get there if I wanted a role in the political process, which is what I realized I was really looking for.”

### **Issa Almojuela, Department of Foreign Affairs, Philippines**

Having spent two decades serving the Philippines as a diplomat, Issa spent her summer project at the Royal Society, where she examined the role of science in diplomacy and policy making. Having strengthened her approach to forming public policy through relating the disciplines of philosophy, sciences, humanism and ethics, Issa has returned to her diplomatic role within the Department of Foreign Affairs.



### **Aparajita Bharti, Founder of Corporate Citizens for Gurgaon, India**

Aparajita worked in communications for the Tony Blair Faith Foundation before BSG, and then spent her Summer Project in the external affairs division of Rio Tinto. After a period with a consulting firm in Delhi, Aparajita has, recently founded Corporate Citizens for Gurgaon, an initiative to improve the quality of life for those living in Gurgaon. The organisation has twice been featured in the Times of India.

### **Temi Folaranmi, Epidemic Intelligence Service Officer, US Centers for Disease Control and Prevention, USA**

A qualified doctor and experienced public health practitioner from Nigeria, Temi came to BSG after finishing his Master in Public Health at Harvard in order to broaden and develop his policy making skills. Temi spent his summer reviewing the impact of the Department of International Development’s maternal healthcare programmes and now, committed to his goal of strengthening healthcare systems, is an Epidemic Intelligence Service Officer at the US Centers for Disease Control and Prevention in Atlanta.





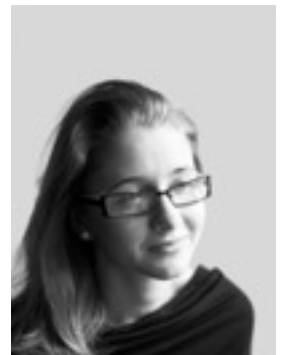


### **Marian Schreier, Mayor of Tengen, Germany**

Marian won the mayoral election in Tengen, a small city in the South of Germany, and is now the youngest mayor in the country. He credits the MPP as providing "great preparation for crafting and running the campaign." Mayor Schreier officially took up his post on 20 May 2015.

### **Julia Taranova, Research Analyst at Open Government, Russia**

With a journalistic background, Julia spent her Summer Project researching governance practices in international organisations with the World Economic Forum. She then joined Geneva-based political risk firm Polixis, consulting businesses on investment-relevant developments in Russia and CIS. Currently Julia is working for the Russian Prime Minister's Open Government initiative advising federal institutions on transparent delivery approaches.



## FURTHER HIGHLIGHTS

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**Mir Javid** is Deputy Minister at the Ministry of Mines and Petroleum in Afghanistan.

**Aaron Maniam** is a Director in the Industry Division of the Ministry of Trade and Industry in Singapore.

**Henry Mphwanthe** is a health economist with the World Bank in Zimbabwe.

**Safak Muderrisgil** is adviser to the Minister of Energy and Natural Resources in Turkey.

**Leonardo Quattrucci** is Adviser in the Social Affairs team at the European Political Strategy Centre, Brussels.

**Zackaria Sabella** is a Senior Project Officer with the Canadian International Development Agency in Palestine overseeing the area of justice reform.

**Maria Silva Porto Diaz** is an adviser in the Ministry of Labour in Mexico.

**Mariama Sylla** is working for the World Bank's Trade and Competitiveness department based in Conakry, Guinea.

**Brittany Urick** is Country Support Manager with the Clinton Health Access Initiative in Africa.

**Peir Wei** is now Chief Data Officer and also heads the Planning Unit at the Singapore Ministry of Law overseeing data policy and strategic foresight.

**Enrique Zapata** now works for the Office of the President of Mexico as Director of Public Innovation.

## ALUMNI EVENTS

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In September the School held a session entitled 'Is government bankrupt' as part of the University's Annual Alumni Weekend. The panel comprised of three of our faculty, chaired by the Dean and had a packed audience of over 200 alumni engaged throughout.

In November our 2013 cohort returned to Oxford with their friends and family to graduate and to attend the School's Graduation Evening, a celebration to recollect their year at the School. There were 190 guests including 47 alumni.



# PRESS

Blavatnik School of Government faculty have expertise in a wide range of fields relevant to global challenges, regional issues and public policy debates.

## A SELECTION OF RECENT OPINION PIECES BY BSG FACULTY

- Emily Jones, 'The WTO's Reform Crisis' – *Project Syndicate*, October 2014
- Monica Toft, 'Defending a Divided Iraq' – *Project Syndicate*, November 2014, and 'Why Islamist insurgents are so difficult to coerce' – *Washington Post*, May 2015
- Shahana Chattarj, 'India: smart cities need smart governance' – *CityMetric (New Statesman)*, November 2014
- Mthuli Ncube, 'HIV's economic liabilities are still unfolding' – *Financial Times*, December 2014
- Eric Beinhocker, 'The Fed Needs Humans' – *Bloomberg View*, March 2015
- Simon-Wren Lewis, 'The economic consequences of George Osborne: covering up the austerity mistake' – *New Statesman*, April 2015
- Paul Collier, 'Nigeria: Many reasons to be optimistic' – *Project Syndicate*, July 2014; and 'On Exits and Hegemony' – *Social Europe*, May 2015
- Ngaire Woods, 'How to select the next UN Secretary General' – *Project Syndicate*, May 2015



## MENTIONS IN THE PRESS

The following list provides a selection of press mentions, quotes and comments in the press that reference the Blavatnik School of Government and its faculty or students:

- Ngaire Woods appeared on BBC 2's *Newsnight* to discuss Europe's negotiations with Greece (February 2015); and she presented a programme on global governance for BBC Radio 4 (August 2014).
- Winnie Yip's research published in *The Lancet* was referenced in the *New York Times* for a piece about investment in China's healthcare sector (December 2014).
- The BBC chose BSG as a venue to record a lecture by anthropologist Henrietta Moore about "The End of Development". Students' questions were included in the broadcast on BBC World Service and BBC Radio 4 Analysis (March 2015).

- Our Challenges of Government Conference on 'Flourishing Cities' was covered by the *New Statesman's CityMetric* through a series of six articles tackling issues such as urbanisation in Africa, India's smart cities, and specific examples of policies in Bogotá, Stockholm and Kathmandu (November–December 2014).
- Atif Ansar's research on megaprojects obtained coverage over the year in outlets including *The New York Times* (August 2014) and *The New Yorker* (April 2015).
- The appointment of Mthuli Ncube as principal investigator for 'ReThink HIV' gained coverage on Channel Africa Radio (September 2014).
- Paul Collier's views on the Nigerian economy were picked up in over ten publications across the globe; and his thoughts on migration have been similarly featured in *Der Spiegel*, *The Spectator* and *Newsnight*.
- BSG students appeared in the press with opinion pieces by Padraig Rice on the same-sex marriage referendum in the *Irish Times* (February 2015), and Rubeena Mahato on the reconstruction after the earthquake in Nepal in the *New Statesman* (April 2015).
- BSG alumni have gained coverage for their achievements – two examples from Germany: the mayoral election won by alumnus Marian Schreier (March 2015), and Sven Jungmann's interview for a medical magazine (April 2015).
- BSG has been featured for its new buildings and related activities in local coverage, and mentioned in *The Economist* and *The Financial Times*.

(Images from the unveiling of the hoardings around the new building that display children's art competition winning entries.)





# WEB AND SOCIAL MEDIA

Our objective is to engage both prospective students and policymakers/experts in public policy. We do this by providing a balanced mix of information and news about the School, including events and student/alumni activities, and intellectual insights such as policy memos and reports from our research work.

## A FEW VISITOR PROFILE FACTS

- People from the top 10 countries that visited the website were from: UK, USA, India, Brazil, Canada, Australia, Germany, France, Pakistan, and Switzerland
- Admissions-related posts by staff and students remain the most visited content on the blog
- Our Twitter followers main interests are: Politics and current events (79%), Business and news (75%), Government (44%)

## BSG BLOG

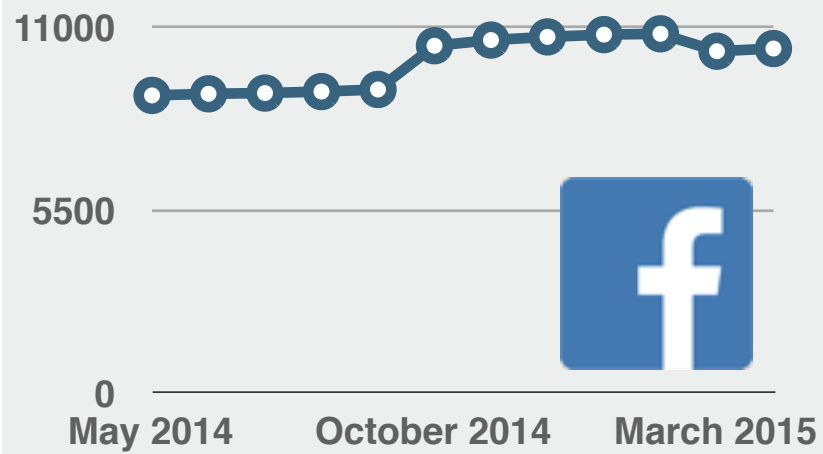
The BSG Blog is a vibrant online space of news, views and opinions from the BSG community. In the past year we have published 64 new posts about a wide range of topics, all written by our staff, faculty and students.

Many of our blogs provide insights from individuals with close personal experiences of current issues. For example, blogs about the conflict in Yemen, the earthquake in Nepal, or regional Canadian politics, were all written by students from those countries and regions.

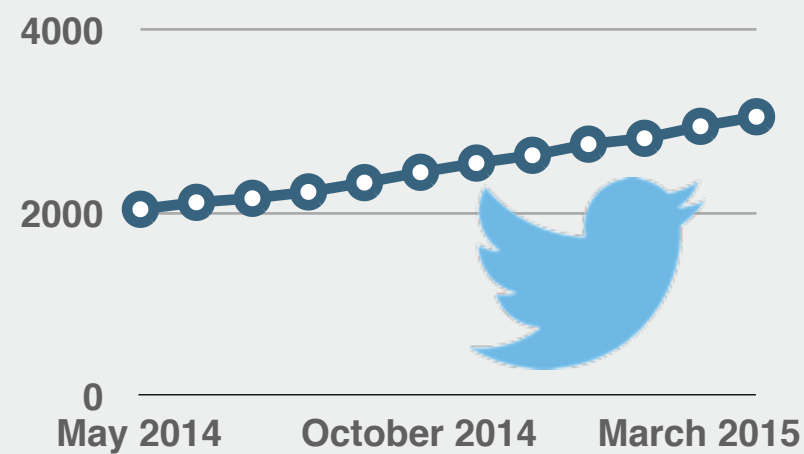
Other blogs share insights into life at BSG, including updates on the admissions process, application tips, accounts of what a student's day looks like and Summer Project experiences. With all these rich contributions, the BSG Blog is fast becoming a go-to place for the best insights into both regional perspectives and BSG life.



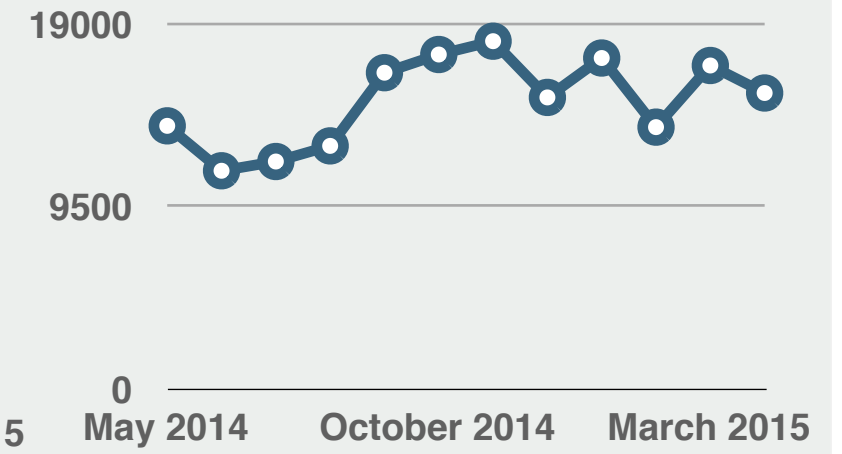
### Facebook likes



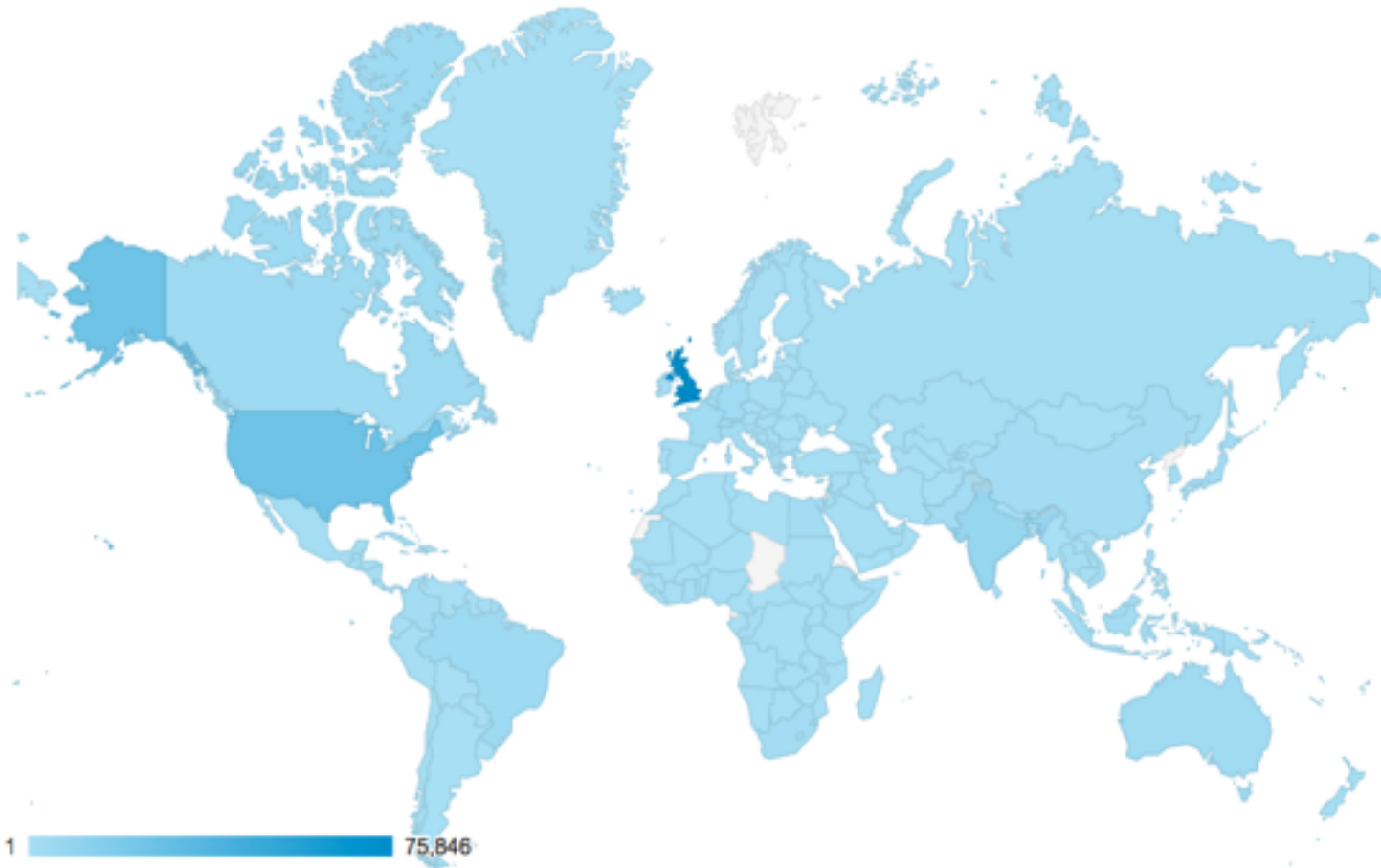
### Twitter followers



### Website visits



### Global website visitor reach



### Top 10 visitor countries

1. United Kingdom
2. United States
3. India
4. Brazil
5. Canada
6. Germany
7. Australia
8. France
9. Egypt
10. Switzerland