

The logo for the Blavatnik School of Government, featuring a blue square with a white stylized 'B' shape on the left and the text 'BLAVATNIK SCHOOL OF GOVERNMENT' in white capital letters on the right.

BLAVATNIK
SCHOOL OF
GOVERNMENT



2016 Annual Report

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

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Welcome from the Dean

This past academic year has marked the achievement of some major milestones for the School – the move to our new building, our largest ever MPP cohort, new research programmes and new additions to our world-class faculty.

Our new building was formally opened on 11th May by HRH the Duke of Cambridge. It recently won the Royal Institute of British Architecture South Award 2016 and has been shortlisted for the prestigious Stirling Prize. The building signals our intent to the world to innovate thoughtfully on tradition, to set the highest standards, and to work collaboratively as we seek to improve government through education, research and engagement.

Over the last year we have recruited eight new senior faculty members across the disciplines of law, philosophy, political science, economics, and business. Their presence will be a terrific addition to our dynamic team of academics who are passionate about driving innovative and impactful research. Furthermore, we were delighted to welcome a number of senior academics and practitioners as visiting scholars and fellows of practice, bringing their experience and insight to the life and work of the School.

Transforming the public sector has been a focus for us this year. We conducted workshops on cutting edge research on driving performance in government with groups of top UK Civil Servants here in Oxford, in Beijing with senior Chinese officials, and in Kuala Lumpur with Malaysia's senior civil servants. Delegations from each joined us for this year's Challenges of Government

Conference on 19-20 May which brought together more than 400 delegates from government, academia, the civil service and the private sector to focus on the reinvention of public policy.

This year has seen our largest ever cohort of full-time students with 117 MPP and nine DPhil from over 55 different countries in all regions of the world. The larger number of students has underscored the strengths and challenges of a truly diverse classroom in which we teach a 23-year-old Rhodes Scholar from Harvard with a 48-year-old social activist from Liberia, a highly academically trained Colombian economist alongside a senior Chinese official whose formative training has been much more hands-on. The diversity combines with the energetic ambitions of our students (political and otherwise) to set a very lively tone of engagement and challenge both among the students as well as in their engagement with us. Meanwhile we continue to celebrate achievements in our alumni community, including the appointment of the youngest ever female Cabinet Minister in the UAE, Deputy Director of UK Policing and Coordinator for the 2016 Olympic and Paralympic Games Organising Committee.

I am very proud of the progress the School has made this year, and to see our former students take their place as public leaders, better equipped to address the most urgent problems facing governments and societies. This progress is testament to the relentless hard work of our faculty and staff, and to the generosity of our supporters and friends.

Napier Woods

Tribute to George Weidenfeld



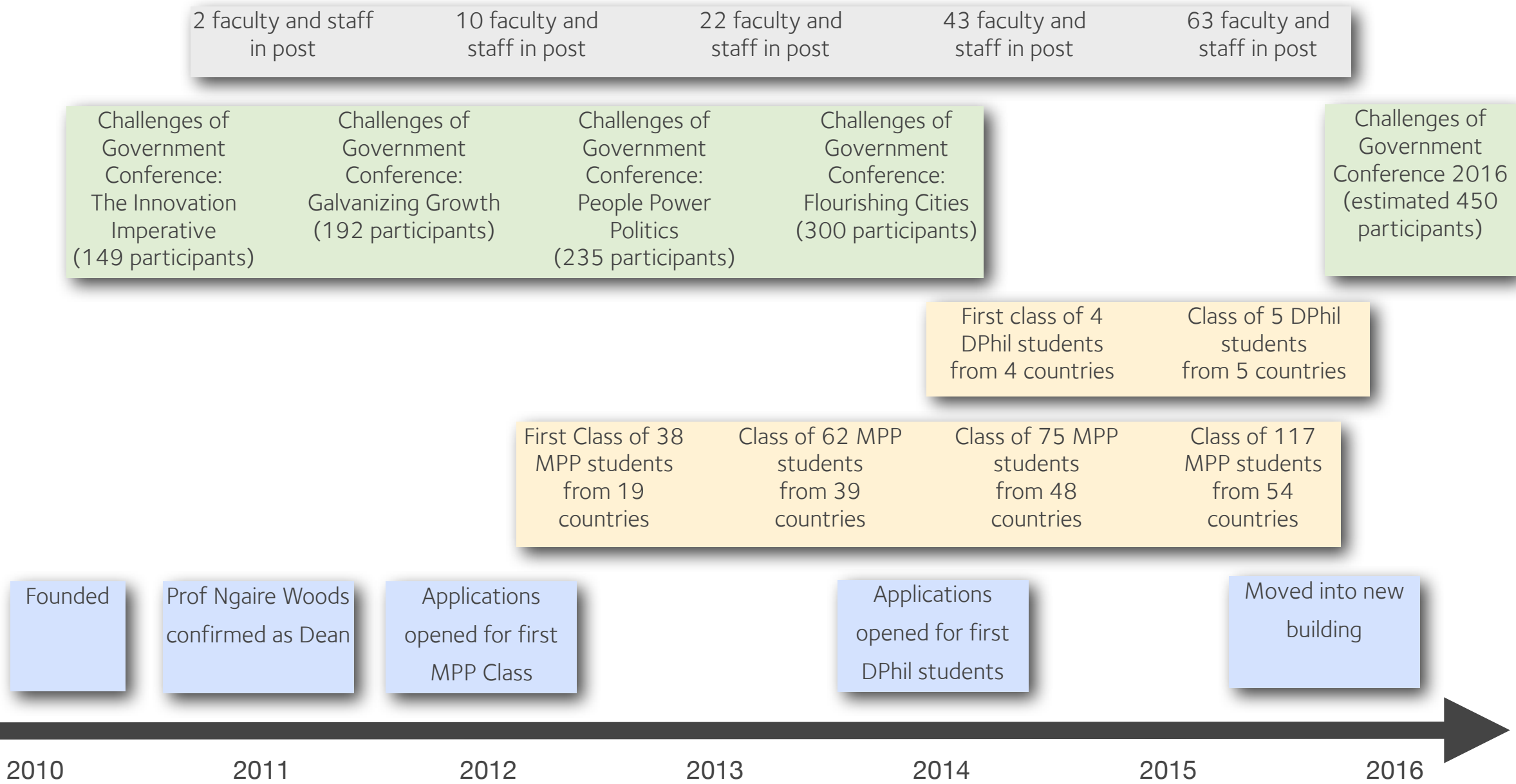
We were deeply saddened by the death of Lord Weidenfeld, a long time friend and supporter of the Blavatnik School of Government, and the University of Oxford, who passed away in January 2016.

"George was a visionary whose scholarship scheme provided support to our students, and who, as a member of our International Advisory Board, offered us a rich stream of innovative ideas and invaluable insights. We are both honoured and grateful to have had his support for so many years. We send our heartfelt condolences to George's family for his great loss".

Ngaire Woods, Dean
Blavatnik School of Government

Our timeline

This academic year represents a key milestone for the development of the School with the move to our new building and the largest ever MPP cohort of 117 students.



Governance of the School

Management Board

Responsibilities: To govern, manage and regulate the School's strategy, budgets and senior appointments

Membership: Dean, Heads of Divisions, Heads of Departments

Frequency: Three times a year in Oxford

International Advisory Board

Responsibilities: Advise on the strategy and priorities of the School
Membership: Globally renowned leaders from all parts of the world
Frequency: Annual meeting in Oxford

Strategy and Resources Group

Responsibilities: Strategy and key resourcing decisions of the School

Membership: Dean, Vice-Dean, senior faculty

Representation: COO, Deputy Head of Administration, Head of Finance

Frequency: Minimum of eight times a year

Senior Management Team

Responsibilities: Delegated decision-making responsibility for urgent and operational decisions in light of directions set by SRG

Membership: Dean, Vice-Dean, COO, Senior Professor, Deputy Head of Administration, Head of Finance

Frequency: Weekly

Academic Advisory Board

Responsibilities: Advise on the School's academic activities, student engagement, faculty recruitment and development, and academic life

Membership: Prominent academics in the field of public policy, practitioners in the fields of education, research and management

Frequency: Termly conference calls

Academic

Academic Faculty Meeting
Teaching and Graduate Studies Committee

Admissions

Admissions and Funding Committee

Administrative

Senior Administrators Meeting

Our new home



Designed to support the School's mission of inspiring and promoting better government around the world, the building was developed by internationally renowned architects Herzog & de Meuron. After becoming operational at the end of 2015, the building was officially opened by HRH the Duke of Cambridge in May 2016.

"The interior looks like an unspooled film, recalling the spiralling ramps of New York's Guggenheim but with a pleasing irregularity and offset circular skylights. Arranged around a circular atrium, it's a little dizzying, airy and enjoyable" – *Financial Times*

"It's about democracy, so it's circular, political transparency, so it's glass, and Oxford, so there's stone" – *RIBA Journal*

"Dazzling addition to Oxford's iconic architecture" – *The Oxford Mail*

"Clearly the concept of government and the school's role in articulating this was a key part of the design" – *Building Design*

"Stepping back from the street, its proportions rhyme with its neighbours, the wafer-thin concrete slabs hover between delicate glass leaves, while its spiralling interior is one of the most uplifting spaces built in Oxford in a century" – *The Guardian*

"Inside, the building is quite simply breathtaking. It is one of those rare moments in architecture when the spirit soars. This is a modern cathedral of learning that at the same time stimulates, soothes and excites. [...] It is a truly inspirational piece of design and one so fitting for its purpose" – *RIBA Judges*

AWARDS

- Shortlisted for the 2016 RIBA Stirling Prize
- RIBA National Award 2016
- RIBA South Client of the Year 2016
- RIBA South Award 2016
- BREEAM Excellent; with A Rated Energy Performance
- Best Use of Civil Engineering in a Building Project in South East England by Institution of Civil Engineers (ICE)

FACTS AND FIGURES

- Construction started in September 2013; completed in November 2015
- Capacity to host around 550 students, faculty, staff and guests
- The “Window to the world” is the largest double glazed single pane of glass in Europe (10.5m x 3.2m)
- Access to natural light and air everywhere in the building
- Exceeds building regulation guidelines for accessibility: 12 wheelchair users can be accommodated in the building at any one time
- Expected to consume 49% less energy in comparison to existing UK buildings of the same size and use.
- 107 photovoltaic panels
- 500m² green roof



Chapter 1

Teaching to address policy challenges

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



Master of Public Policy

FIVE KEY SKILLS

The MPP is an enriching and relevant programme of learning that helps students develop five key skills essential for finding and delivering effective public policy solutions:

1. Find and use evidence more effectively
2. Understand analysis from different disciplines and develop principled reasons for action
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 them

Our curriculum provides a strong academic foundation for understanding the fundamentals of policymaking, such as sound budget management, understanding scientific evidence, and legal systems. We also offer in-depth option modules for students to explore topics of particular interest, for example on climate change, health policies, energy or policing.

Our MPP is designed to prepare the best students from around the world to develop successful careers in which they can help address some of this century's most complex public policy challenges.

Our aim is to make it the most impactful Master of Public Policy programme in the world.

We focus on three key areas to achieve this:

1. **Student recruitment** to attract the best students
2. Innovative **curriculum development**
3. **Applied experience** and enriching student life

The MPP 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 applied 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** 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

There are also four compulsory applied policy modules:

Communications and Strategy; Private Finance and Public Budgeting; Major Programme Management; and Negotiation.

These are complemented by **professional skills sessions** throughout the year, aimed at developing communication, self-reflective, and career development skills.

In the third term, students select **two option modules** allowing them to focus on topics of particular interest. Students 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 (Sep – Dec 2015) | Hilary Term (Jan – Mar 2016) | Trinity Term (April-June 2016) |
|---|---|--------------------------------------|
| Policy Challenge | Core III: The Politics of Policymaking | Policy Challenge II |
| Core I: Foundations | Core IV: Science and Public Policy | Core V: Law and Public Policy |
| Core II: Economics for Public Policy | Core VI: Policy Evaluation | Applied Policy Ib: Strategy |
| Applied Policy I: Strategy and Communications | Applied Policy III: Private Finance | Applied Policy IIb: Public Budgeting |
| Applied Policy II: Negotiations | Applied Policy IV: Major Programme Management | Option I and II |
| Professional Skills Programme | | |

Applied experience and professional skills

The Summer Project, Applied Policy Modules, and Professional Skills programme are key components of the MPP that contribute to building practical experience opportunities for our students.

Applied Policy Modules focus on building the practical skills base of MPP students through intense simulations and case studies. These short, intense modules cover areas such as budgeting, finance, communications, strategy, negotiations, and major programme management.

Examples from the 2015-16 MPP Professional Skills

Programme content include:

Communications

- Writing and critical reading sessions delivered by a leading journalist, including 1:1 meetings to review a piece of writing
- Presentation and feedback sessions delivered by a leading public speaker, including 1:1 meetings to develop speaking style
- A seminar on using social media effectively from a leading EU policy blogger
- Masterclass in policy brief writing

Developing the professional skills needed to work successfully in public policy is at the heart of the MPP. Throughout the year, we bring in a great range of experts to the classroom, and encourage students to share their knowledge and experiences. We also run a professional mentoring scheme that pairs MPP students with senior professionals from a range of organisations for individual meetings each term to discuss all aspects of their professional development.

Influencing

- Strategic communications workshop delivered by senior industry professional
- Teamwork workshop

Leadership

- Dean's Forums throughout the year offer the opportunity to hear from and question pre-eminent policy practitioners about their experiences of leadership
- Gender workshops explore issues around gender in the workplace
- A mindfulness course develops self awareness and resilience

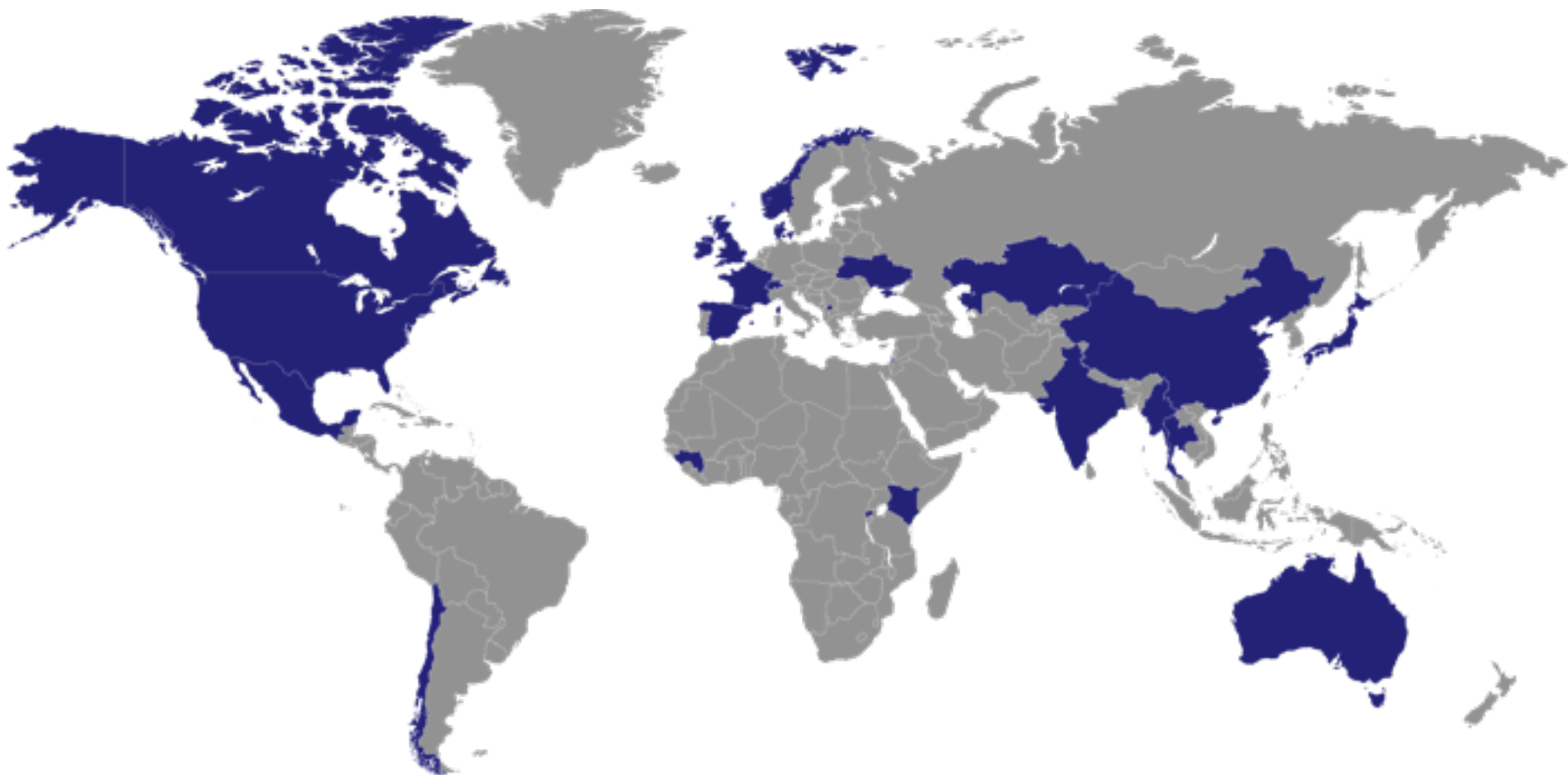
Summer Projects

The Summer Project is a six-week (minimum) work placement with an organisation engaged in some aspect of policy work, such as a government department, a policy unit of a private sector organisation, a not-for-profit organisation or an academic research entity.

Its purpose is to enable students to bring together the core skills and learning acquired during the MPP course, and to demonstrate the ability to apply these to real-life policy situations.

2015 Summer Project – Countries

The 2014 MPP class carried out placements with 60 different hosts in 26 countries during the summer of 2015.



- | | |
|------------|-------------|
| Australia | Mexico |
| Canada | Myanmar |
| Chile | Norway |
| China | Palestine |
| Denmark | Rwanda |
| France | Singapore |
| Guinea | Spain |
| India | Switzerland |
| Ireland | Thailand |
| Japan | Ukraine |
| Kazakhstan | UK |
| Kenya | USA |
| Kosovo | |

2015 Summer Project – Organisations

Accenture

Blavatnik School of Government

The Cabinet Office

Carr Communications

Centre for Criminology, University of Oxford

Centro Latinoamericano de Políticas Económicas y Sociales (CLAPES)

Chatham House

China Development Bank

Council on Foreign Relations

Department for International Cooperation and European Integration, The Ministry of Education and Science of Ukraine

DIGNITY – Danish Institute Against Torture

European Bank for Reconstruction and Development

European Centre for Minority Issues Kosovo

GBS Switzerland

Gimlet Media

Grist

Health Policy Commission

Institute for New Economic Thinking (INET)

Integrity Research and Consultancy

InterMediate

International Crisis Group (ICG)

International Finance Corporation

International Growth Centre

International Monetary Fund

J Walter Thompson

KPMG

Mayer Brown JSM

McKinsey & Company

Middle East Centre - St Anthony's College, University of Oxford

Ministry of Finance, Government of Japan

Ministry of Finance, Norway

Ministry of Jobs, Skills, Training and Labour - Government of Alberta, Canada

Ministry of Social Development and Human Security, Thailand

Mo Ibrahim Foundation

Multilateral Organizations Performance Assessment Network

Myanmar Centre for Responsible Business

mySociety Ltd

National AIDS Control Council

National Citizen Service Trust

Natural Resource Governance Institute

Omidyar Network

Overseas Development Institute

Oxford Day Academy Public Charter School

Penn Schoen Berland

Permanent Mission of the United Arab Emirates to the United Nations

Public Health England

Purpose Europe

RAND Europe

The Rhodes Project

School of Public Health, Ningxia Medical University

SocialTIC

Thrive Washington

TNS BMRB

UNESCO

The Welsh Government

World Bank

World Health Organisation

Summer Projects around the world

Challenge: To promote the financial sector in Africa by improving cross-border bank lending to sub-Saharan Africa.

Our student: On sabbatical from the Central Bank of Guinea, our student contributed to an IMF study that aims to map out the evolution of cross-border lending to individual sub-Saharan countries. The analysis is also expected to provide a more complete picture of the involvement of international banks in SSA countries.

Outcome: Our student presented his findings at a seminar to the IMF's African Department.

Challenge: To boost public engagement in the peace-building process in Colombia.

Our student: Working with the host organisation's staff in London and New York, our student used her experience working in peacebuilding to contribute on the design of a project to boost public participation in the Colombian peacemaking process through the use of technology.

Outcome: Our student is still a consultant at Purpose, and is now helping in the implementation phase of the project, assisting in the creation of The Participatory Peacebuilding Lab: a social innovation hub for the design, experimentation and implementation of initiatives to foster participatory peace and reconciliation in Colombia, with the support of technological tools.

Challenge: How can improved public financial management make a direct contribution to peace and state-building in fragile states?

Our student: Based at the Centre for Aid and Public Expenditure at the Overseas Development Institute in London, our South-Sudanese student worked on an

extended literature review of the research in this field and undertook interviews of key players both within ODI and elsewhere.

Outcome: The student's paper was presented at the Retreat organised by ODI at the end of August in London, and at a subsequent meeting in Kampala, Uganda. ODI will be publishing the paper during 2016.

Challenge: To test whether the systems that sub-Saharan governments require to implement transfer pricing rules relating to the extractives industry are in place, and whether legislation is being enforced.

Our student: Undertook a literature review of similar studies, created four case studies based on experiences in four different sub-Saharan countries, and produced a report providing recommendations to government practitioners, international development partners and civil society

Outcome: Our student is now working on a programme of technical support to African revenue authorities in the area of transfer pricing in the mining sector based on her Summer Project work, and was invited by the World Bank to present her research at the Investing in African Mining Indaba in Cape Town in February 2016.

Challenge: The problem of open defecation in rural India.

Our student: Working with a major communications agency, our student created a case study on how public health can be improved through a clear communications strategy based on the principles of behaviour science.

Outcome: Our student's report analysed rural India's open defecation problem and proposed recommendations for a communications strategy to address the issue through the tools and channels of behaviour change communication. The report was published in March 2016.

The 2016 summer projects are now taking place. Students are carrying out placements in 64 host organisations in 22 countries.

New host countries for this year are: Argentina, Belgium, Iraq, Philippines, and Tanzania.

New hosts for this year are:

- Adam Smith International
- Attorney General's Office, Canberra
- Behavioural Insights Team (BIT)
- Boston Consulting Group
- Buenos Aires City Council
- Centre on International Cooperation (CIC)
- Child Rights International Network
- Council of Local Authorities for International Relations
- Deloitte
- Department for Business Innovation and Skills (BIS)
- European Foundation of Democracy
- FBI
- Foreign and Commonwealth Office (FCO)
- Fundacion IDEA and Universidad Iberoamericana
- German Federal Ministry for Economic Affairs
- GO Lab
- Google
- Government of Singapore
- Hong Kong Health Standards Agency

- Indonesian Ministry of Energy
- Institute of Regional and International Studies (IRIS)
- International Council on Mining and Metals (ICMM)
- Kivu International
- Louis Dreyfus Foundation
- MacDonald-Laurier Institute
- Maria Eitel
- Migration & Menschenrechte
- Ministry of Power India
- Mitsui
- Mobisol UK
- Organisation for Economic Co-operation and Development
- Organisation of American States
- Oxford Internet Institute
- Oxford Strategic Consulting
- Pakistan High Commission
- Politico Europe
- Purefy
- REACH
- Research on Improving Systems of Education (RISE)
- The Sinneave Family Foundation
- Turquoise
- Value Based Healthcare
- World Economic Forum (WEF)

Student recruitment

We work hard to achieve a globally diverse reach in the attraction of applications from candidates with excellent academic records and evidence of strong commitment to public service.

THREE TOP PRIORITIES

We have three top priorities in the recruitment of students for our MPP programme:

1. Continue to attract the very best applicants from all around the world
2. Widen and deepen representation of students from countries where we currently have low or no applications
3. Support and develop fundraising efforts for scholarships to ensure that no student is ever turned away due to lack of financial means

Evidence of our student recruitment strategy:

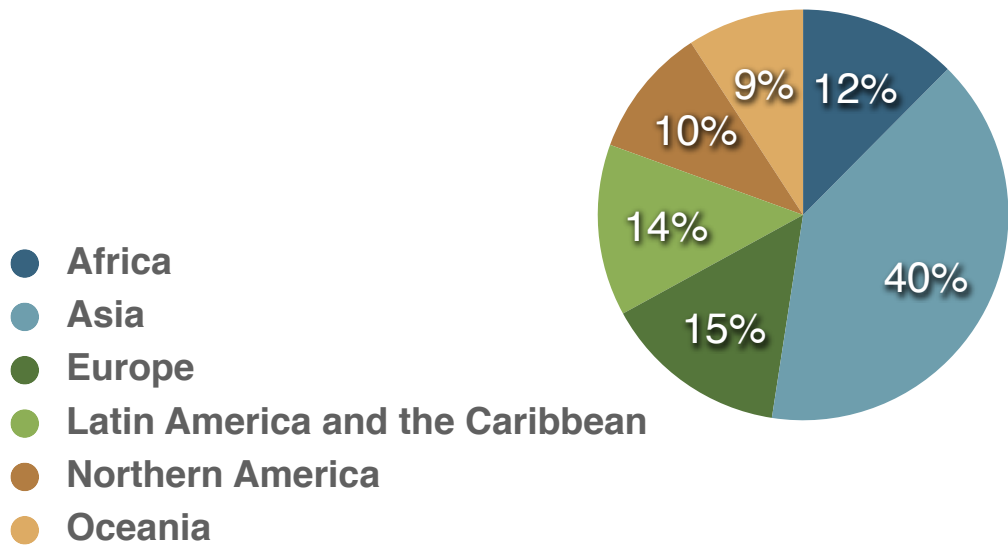
| Key Facts | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|--------------|--------------|--------------|--------------|-------|
| Total number of applications | 485 | 487 | 522 | 583 | 711 |
| Total number of countries and territories | 85 | 97 | 90 | 102 | 104 |
| Initial number of offers | 55 | 98 | 112 | 185 | 185 |
| Initial offer to application ratio | 11.3% | 20.2% | 21.5% | 31% | 26% |
| Acceptances | 39 | 62 | 73 | 117 | TBC |
| Accept to offer ratio | 70.9% | 63.3% | 65.2% | 63.2% | TBC |
| Accept to application ratio | 8% | 12.8% | 14% | 20% | TBC |
| Total number of incoming students | 38 | 64 | 75 | 117 | 120 |
| Final number of countries and territories | 19 | 39 | 48 | 54 | 50+ |
| Youngest student | 21 years | 21 years | 21 years | 21 years | TBC |
| Oldest student | 42 years | 46 years | 41 years | 51 years | TBC |
| Average age | 26 years | 27 years | 28 years | 29 years | TBC |
| Largest age group | 24 year olds | 24 year olds | 27 year olds | 28 year olds | TBC |
| Male to Female ratio | 19:19 | 32:30 | 38:37 | 66:51 | 60:60 |
| Percentage of class fully funded | 50%+ | 50%+ | 50%+ | 50%+ | 50%+ |
| Number of colleges | 22 | 30 | 30 | 29 | 30+ |

Applicant quality, diversity and scholarship support

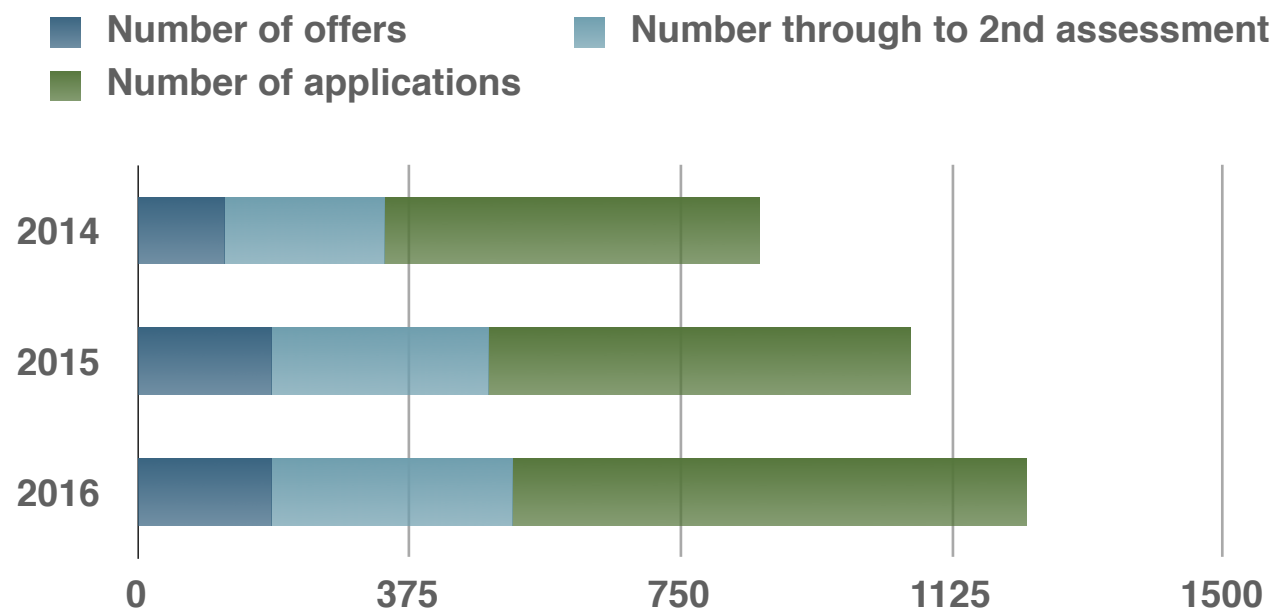
Applicant quality has remained strong and this year proved to be particularly competitive with a high volume of excellent applications. This year saw 333 applications going through for a second round of assessment compared with 300 last year, even though we had raised our own threshold.

We continue to see a marked increase in our geographical reach for student applications. The MPP Class of 2015 includes 117 students from 54 countries, 18 of which countries are new to BSG. We also continue to prioritise a gender-balanced cohort.

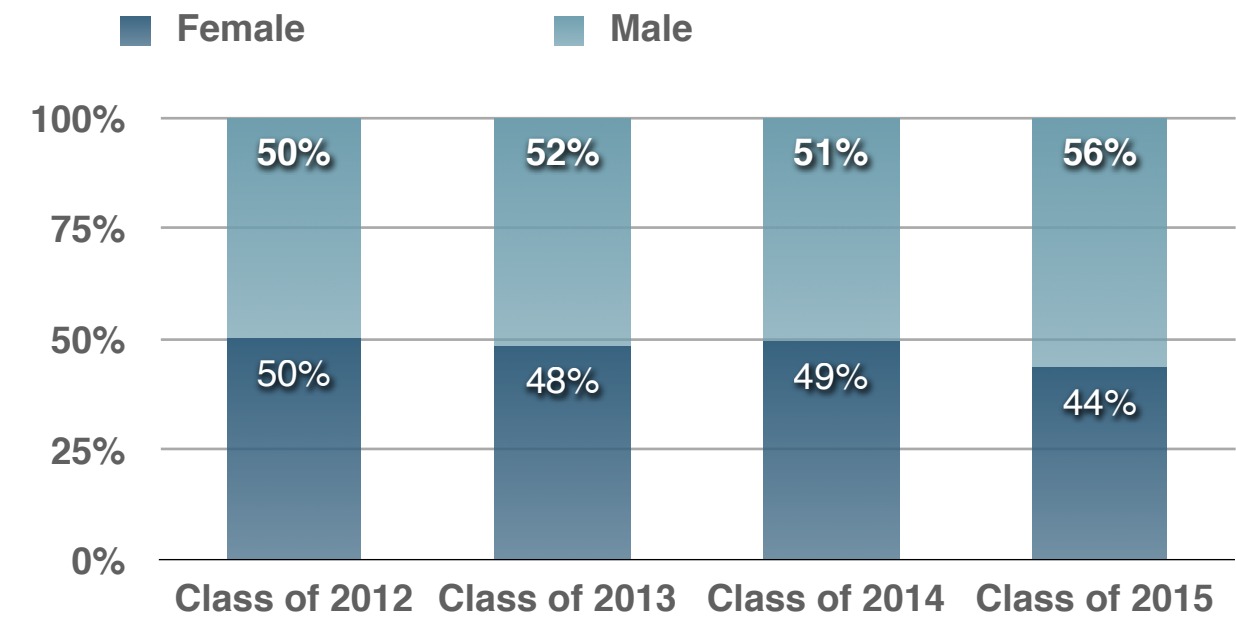
Regional spread of Class of 2016 offers



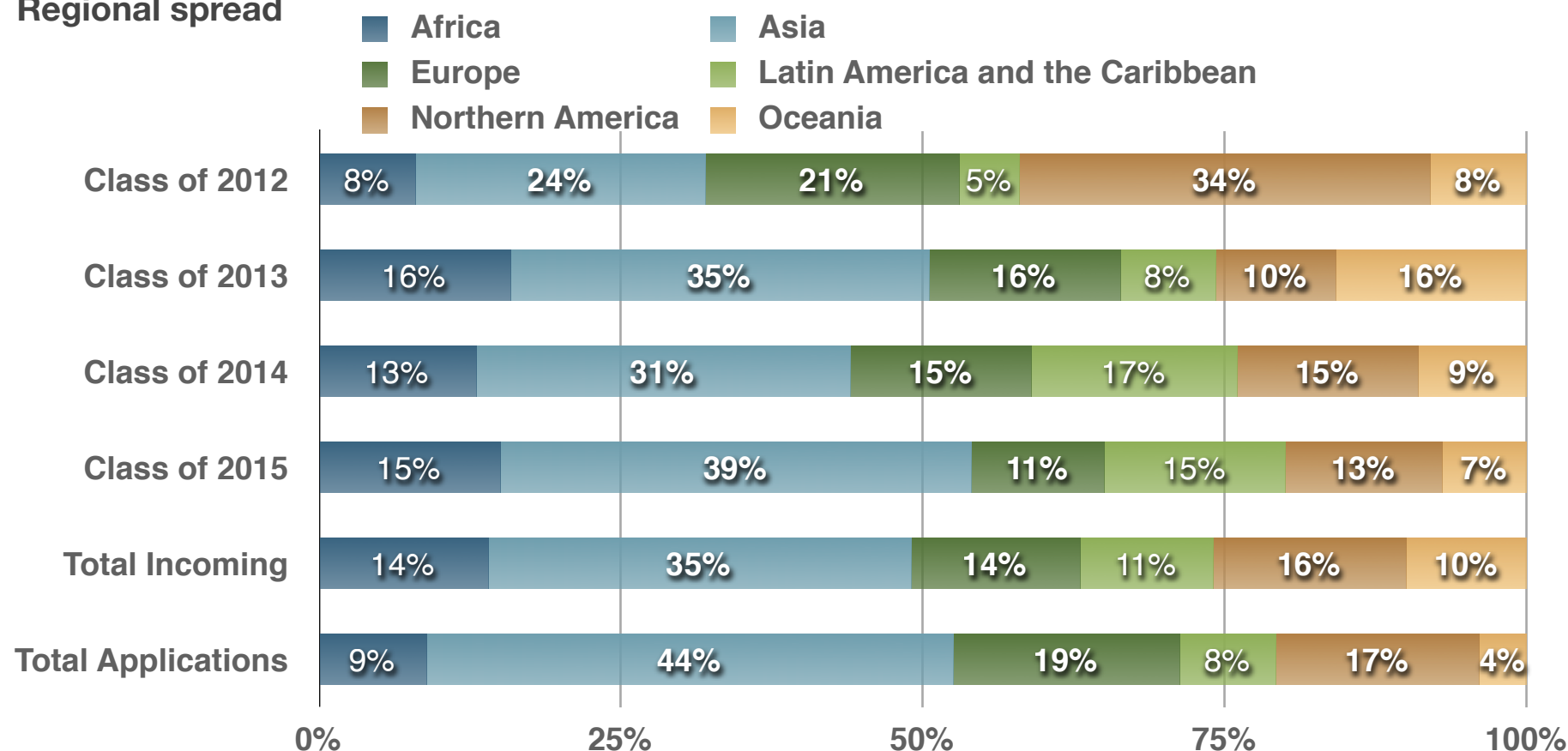
Number of applications suitable for 2nd assessment and offers



Gender balance



Regional spread



New countries represented in the Class of 2015

| | |
|------------------------|-----------|
| Bangladesh | Liberia |
| Botswana | Mongolia |
| Cambodia | Myanmar |
| Democratic Republic of | Paraguay |
| Congo | Poland |
| El Salvador | Qatar |
| Ethiopia | Romania |
| Haiti | Sri Lanka |
| Jordan | Uganda |
| | Zimbabwe |

Scholarship support:

Each year to date, over half of BSG students (MPP and DPhil) have secured full financial support. Additionally, many others have secured partial funding.

BSG students receive financial support through a variety of means, including from:

- External funding bodies and organisations,
- The University of Oxford, or
- The Blavatnik School of Government, thanks to the generosity of its supporters.

We were particularly pleased in 2015 to announce the creation of the **BSG Public Service Scholarships**, which provide full funding to two of our top candidates in recognition of their unwavering dedication to public service. The BSG Public Service Scholarships are provided in association with Green Templeton College and University College.

At the official opening of the School's new building we were delighted to announce the creation of a fully endowed MPP scholarship that will fund the full costs (tuition and living costs) of a UK student every year. This was made possible through the generous support of Len Blavatnik, the University's Graduate Scholarship Matched Fund and donors to University College.

Curriculum development: Innovations in teaching

Five characteristics of the MPP with which we seek to distinguish the programme:

- **Global:** examines government across the world in every region (not focussed on the UK or any one country)
- **Diverse:** one of the most diverse cohorts in the world (ranging across age, nationality, and experience)
- **Principled action:** from the Foundations course throughout the curriculum, a focus on principles, values, and reasons for action
- **Applied:** examines cases, evidence, evaluations
- **Synthesizes:** uses different disciplines (from science across to law) and teaches students to synthesize across them

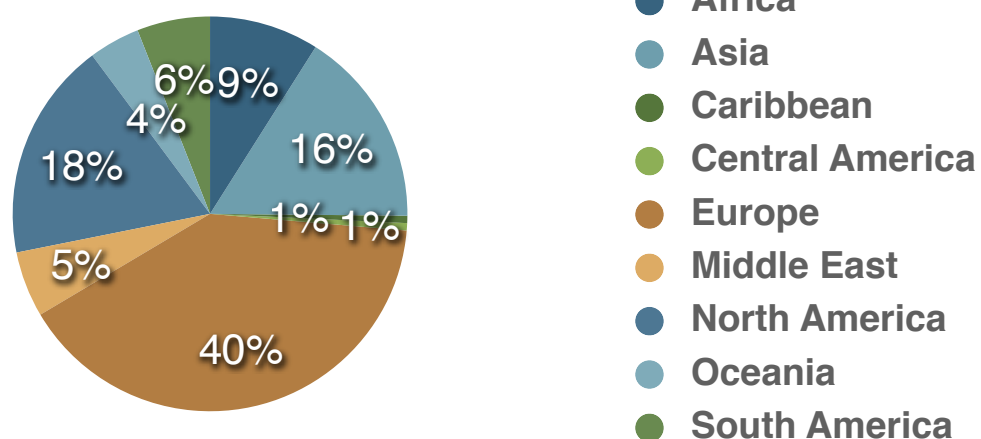
We are constantly seeking out ways to innovate and improve our teaching methods. Some of the innovations that we have brought to the curriculum in order to ensure students achieve the key skills are:

- **A new induction programme**, allowing students to benefit from the experience and knowledge of their peers from the start of the academic year
- **More use of case studies** to help students apply theoretical lessons to real world scenarios
- **Extensive simulation exercises** that give students a chance to learn and practice key skills in addressing real world policy challenges, such as climate change, refugee crisis, trade, and healthcare
- **Streaming of the cohort** on some modules to allow those with a preference for quantitative analysis to examine issues through that lens
- **Additional option modules** so students can select from a wider range of topics that meet their interests
- **Regular current affairs sessions** led by a senior journalist and involving students discussing their relevant experiences of current issues

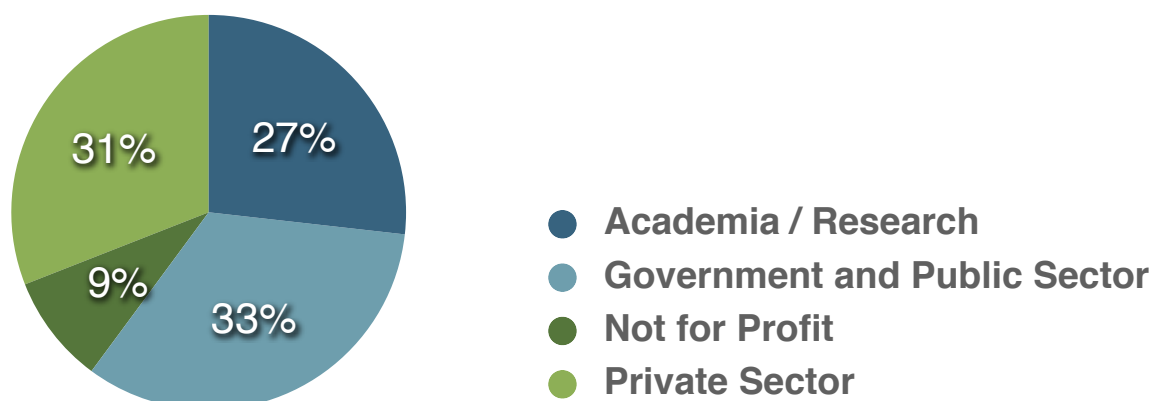
Alumni

We are at an exciting time in the development of our alumni relations, when we still have a small enough community to engage effectively and yet also have some career achievements to recognise among our alumni. Our focus in the coming years will be to develop an effective and scalable alumni-relations strategy to ensure alumni remain actively engaged in the life of the School.

Where alumni are working



What sectors alumni are working in



From classroom to boardroom – our alumni stories

Rubeena Mahato, MPP 2014

Campaigning for Nepalese land rights

Rubeena joined the MPP wanting to transition from her career as a journalist with the Nepal Times into a policy role. After taking part in the Open Society Internship on Rights and Governance for her Summer Project, she is now working in an advocacy role for a leading Nepalese non-profit, campaigning for land and agrarian rights reform in Nepal.

Shamma Al Mazrui, MPP 2014

Promoting youth affairs in the UAE Cabinet

At just 22 years' old, Shamma was appointed Minister of State for Youth Affairs in the UAE in February 2016, one of five new female ministers. Shamma spent her Summer Project with the UAE Mission to the UN in New York, where she authored a paper arguing for the development of an internationally-focused national action plan on women, peace, and security for the UAE.

Aparajita Bharti, MPP 2012

Founding a civil society organization

Having worked in communications for the Tony Blair Faith Foundation before BSG, Aparajita 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 recently been featured in the Times of India.

Joanne Cave, MPP 2014

Running for the Canadian parliament

Joanne was thrown straight into political campaigning after the MPP, contesting a parliamentary seat in her native Edmonton in the Canadian general election in October 2015. Joanne lead her party's largest campaign to date in budget, scale and volunteer resources in her constituency but lost out on election day. She is now using that experience as a consultant on digital campaigning alongside writing on politics in the Canadian press.

Ian Shepherd, MPP 2013

Deputy Director for Policing at the UK Home Office

With a wealth of experience from a career in the UK Treasury, and working in the US and Jordanian Governments, Ian believes strongly that the quality of governance directly drives the success of economies and societies. He undertook the MPP to enhance the contribution he can make. He has now returned to the UK Government to put into practice what he has learnt. He is working at the Home Office as a Deputy Director for Policing, focusing on Police Powers and Integrity.

Caroline Whidden, MPP 2014

Improving healthcare systems in Mali

A Rhodes scholar with an MSc in Global Population Health, Caroline's interest in public health lead her to undertake a Summer Project with the WHO in Geneva working on sustainable financing of mental-health services in low and middle income

countries. Caroline is now a Muso Research Fellow in Mali developing rigorous population-based research effective healthcare delivery systems.

Zackaria Sabella, MPP 2013

Senior Project Officer with CIDA in Palestine

Zackaria's interest in public policy stems from the belief that government should be a force for good in society. He is particularly interested in state-building, economic development, and aid policy. Prior to the MPP, he worked as a Senior Project Officer with CIDA in Palestine overseeing Canada's development programming in justice reform. He embarked on the MPP programme at a transitional time for his country and the Arab region, and returns to his job with CIDA equipped with valuable knowledge on how to design and employ public policies to best serve the needs and aspirations of his society.

Manjit Nath, MPP 2013

Delivering a flood rehabilitation project in India

After a Summer Project in Amsterdam with McKinsey, Manjit returned to India to assess his next career move. A massive flood in his home province resulted in him deploying his MPP skills to bring together local NGOs, fundraise and deliver immediate aid to the half million people affected by the flood. A year on and Manjit has now accepted a position to work with the Ministry of Communications and IT in New Delhi, strategizing the youth related activities of the Prime Minister's flagship program called "Digital India".

Additional highlights

Ahadjon Ismatov (MPP 2014) is a **Senior Specialist for the Fund for Reconstruction and Development of Uzbekistan**

Vinicius Lindoso (MPP 2014) is a **Consultant in Marine Policy and Regional Cooperation for UNESCO** in France

Abraham Akoi (MPP 2014) is a **Policy Advisor at the Ministry of Finance and Economic Planning** in South Sudan

Urmila Pullat (MPP 2014) works as a Consultant for the **Asian Human Rights Commission** in Hong Kong

Sarah Kemeny (MPP 2014) is a Team Leader working on **schools' reform for the Department of Education and Training** in Victoria, Australia

Lalita Kapur (MPP 2014) works as **Free Trade Agreement Negotiator** (Investment) for the Department of Foreign Affairs and Trade in Australia

Ahmed Safar (MPP 2014) is **Libya's Ambassador to Rome**

Alison Cies (MPP 2012) works as a **Data Science Analyst for Facebook** in the United States

Nicolas Robinson Andrade (MPP 2013) is a National Committee Coordinator for the **Olympic and Paralympic Games Organising Committee** in Brazil

Issa Almojuela (MPP 2012) is a **Policy Specialist at the Department of Foreign Affairs** in the Philippines

Zeina Ammar (MPP 2013) works as the **Social and Health Response Coordinator for UNICEF** in Lebanon

Mark Andrijanic (MPP 2013) is a **Public Policy Associate, Central and Eastern Europe for Uber**

Peir Wei (MPP 2012) has a role in the **Prime Minister's Office in Singapore**, driving national research, innovation and enterprise policy and programmes.

Alumni Events and Engagement

Our annual Graduation event was held at the beginning of November. Thirty-six students from the Class of 2014, together with their families and friends, returned to join this very special celebratory School occasion.

Our efforts to help to nurture our fledgling alumni community and build our global network include an active events programme and online engagement initiatives through social media.

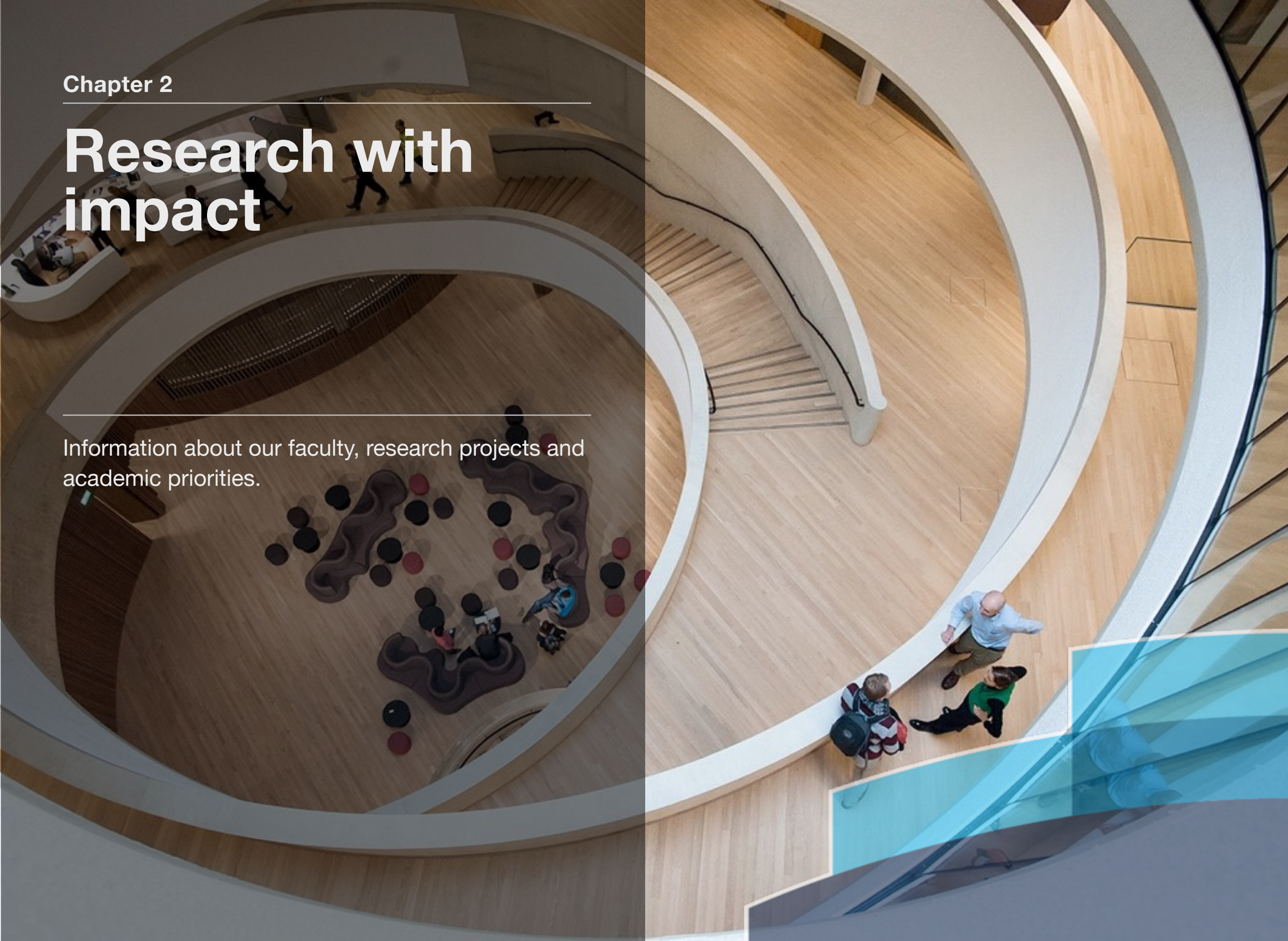
Every summer we run a BSG Connect project that brings together alumni, students on their Summer Projects, and incoming students. Last year we facilitated 16 group gatherings in 12 countries.

Some of the cities in which we have held gatherings are: Beijing, Boston, Copenhagen, Delhi, Geneva, Hong Kong, London, Melbourne, Mexico City, Nairobi, New York, Oxford, Pristina, San Francisco, Singapore and Washington.

Chapter 2

Research with impact

Information about our faculty, research projects and academic priorities.



Faculty

Our research aims to be world-leading, influential and impactful in addressing public policy challenges. The past year has seen new projects, new faculty members, and an increase in external engagement with our research. Recent successful faculty recruitment means there are also more incoming faculty.

New senior faculty

Pepper Culpepper – Professor of Politics and Public Policy

Professor Culpepper's research focuses on the intersection between capitalism and democracy, both in politics and in public policy.

Prior to coming to BSG, he taught at the European University Institute and at the Harvard Kennedy School. His book "Quiet Politics and Business Power: Corporate Control in Europe and Japan" (Cambridge University Press 2011), was awarded the 2012 Stein Rokkan Prize for Comparative Social Science Research. He is the author of "Creating Cooperation" (Cornell University Press, 2003) and co-editor of "Changing France" (with Peter Hall and Bruno Palier, Palgrave 2006) and of "The German Skills Machine" (with David Finegold, Berghahn Books 1999). A former Marshall Scholar at the University of Oxford, he has also held long-term visiting appointments in France, Germany, and Japan.

Stefan Dercon – Professor of Economic Policy

Since 2011 Professor Dercon has been Chief Economist of the Department of International Development. He continues to hold the post of Chief Economist at the DFID (one day per week). He joined BSG this academic year.

Since his appointment he has completed a book targeted at policy makers on how to be better prepared against disasters in developing countries. Entitled "Dull Disasters? How Planning Ahead Will Make a Difference" and produced jointly with Daniel Clarke, the book will be published 1 June by Oxford University Press. It argues that the current model of preparing for and funding disasters is deeply flawed. As crises such as the Ebola outbreak in West-Africa or the Nepalese earthquake illustrated, there is poor preparedness, usually done too late. The book gives concrete steps for national governments and international organisations to take to make disasters less exciting and to dull their impact.

Bo Rothstein – Professor of Government and Public Policy

Professor Rothstein joined the School this academic year from University of Gothenburg where he held the August Röhss Chair in Political Science. He was Co-Founder and Head of the Quality of Government (QoG) Institute.

His research agenda focuses on issues related to the Quality of Government such as the rule of law, social capital, social trust, control of corruption and anti-corruption policies.

He is currently P.I. for an ERC funded “advanced grant” project titled “The Performance of Democracies” He is also engaged in the discussion about the relevance of social-science research. He started as Professor of Government and Public Policy at the Blavatnik School of Government and Professorial Fellow of Nuffield College in January 2016. His book Corruption and the Opposite of Corruption will be published by Cambridge University Press in 2016.

All faculty and researchers at BSG

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| Mara Airoidi Departmental Lecturer in Economics and Public Policy | Thomas Hale Associate Professor in Public Policy |
| Eric Beinhocker Senior Research Fellow, Executive Director of the Institute for New Economic Thinking | Noel Johnston Postdoctoral Research Fellow |
| Shahana Chattaraj Postdoctoral Research Fellow | Emily Jones Associate Professor in Public Policy |
| Sir Paul Collier Professor of Economics and Public Policy | Judith Kabajulizi Postdoctoral Research Fellow |
| Thomas Elston Postdoctoral Research Fellow | Peter Kemp Vice-Dean for Academic Affairs and Professor of Public Policy |
| Osea Giuntella Postdoctoral Research Fellow | Nikolas Kirby – new faculty Departmental Lecturer in Philosophy and Public Policy |
| | Peter Knaack – new faculty Postdoctoral Research Fellow |

| | |
|--|---|
| Jody LaPorte – new faculty Departmental Lecturer in Politics and Public Policy | Lorenzo Rotunno Postdoctoral Research Fellow |
| Clare Leaver Associate Professor of Economics and Public Policy | Tom Simpson Associate Professor of Philosophy and Public Policy |
| Anandi Mani – new faculty Associate Professor of Behavioural Science and Public Policy | Monica Duffy Toft Professor of Government and Public Policy |
| Richard Manning Senior Research Fellow | Maya Tudor Associate Professor of Government and Public Policy |
| Yishai Mishor – new faculty Departmental Lecturer in Law and Public Policy | Ngaire Woods Professor of Global Economic Governance |
| Mthuli Ncube Professor of Public Policy | Martin Williams - new faculty Associate Professor in Public Management |
| Ingo Outes – new faculty Departmental Lecturer in Economics | Winnie Yip Professor of Health Policy and Economics |
| Adam Ritchie Departmental Lecturer in Science and Public Policy | |
| <p>Our scholarly community is also enhanced by visiting scholars. Senior academics who have spent time at the School include: Professor David Ellwood, former Dean of the John F. Kennedy School of Government at Harvard University; Professor Nannerl O. Keohane, former President of Wellesley College and Duke University; and Professor Robert O. Keohane, Professor of Public and International Affairs in the Woodrow Wilson School at Princeton.</p> | |

Research programmes

Research is growing apace at the School. We have been recruiting new faculty this last term, and we recently entered a new partnership with the Cabinet Office to establish a centre of excellence for innovative public-sector commissioning. This will add to an exciting set of research projects emerging in the School: on education, financial regulation, robotics and warfare, political authority, health implementation strategies, housing policy, democracy and the military, public management, and administration.

We also co-host globally impactful and collaborative research programmes that operate across multiple sectors. The programmes conduct and foster research and debate, influencing both public and private sector policy.

The Global Economic Governance Programme (GEG) was established in 2003 to foster research and debate into how global markets and institutions can better serve the needs of people in developing countries. The programme is co-hosted by University College and the Blavatnik School of Government.

The three core objectives of the Programme are:

- To conduct and foster research into international organisations and markets as well as new public-private governance regimes.
- To create and develop a network of scholars and policy-makers working on these issues.

- To influence debate and policy in both the public and the private sector in developed and developing countries.

Researchers primarily focus on finance, trade, intellectual property, aid, investment, and institutions. GEG produces working papers and policy briefs, and holds public seminars.

Recent highlights include:

- We welcomed four Oxford-Princeton Global Leaders Fellows from Ghana, Burkina Faso, Togo and Afghanistan. These exceptional scholar-practitioners spent the year at GEG leading important policy relevant research on women's access to justice in Africa, banking regulation and regional integration in West Africa, and post-conflict state-building.
- In our GEG Friday seminar series we hosted top policy leaders and academics to debate global tax reform, the politics of monetary union, international investment rules, international banks scrambling for Africa, and the trans-pacific partnership deal.

The Centre for the Study of African Economies (CSAE) is a research centre jointly hosted by the Blavatnik School of Government and the Department of Economics. Its aim is to improve economic and social conditions in the poorest societies.

CSAE research is based on detailed local knowledge, and often involves intensive data collection leading to unique data sets which give researchers unrivalled insight into the underlying

issues, using advanced quantitative analysis. Insights gained are used in policy advisory work addressing questions in the economic and political spheres as well as in civil society in developing countries. Founded three decades ago, it continues to be a focal point for researchers and policy makers in Africa.

Recent highlights include:

- The CSAE annual conference, the largest academic conference on Africa anywhere, took place on 20-22 March 2016 in Oxford. Attracting more than 1000 submissions and 300+ research papers were presented. Around 100 scholars from Africa attended.
- CSAE's house journal, the Journal of African Economies, reached its 30th year.
- In June, CSAE will host the Annual Bank Conference on Africa at BSG, organised with the World Bank.
- The yearly Central Bank Governors' Roundtable took place in July 2016, and will feature in many of the Governors of African Central Banks, discussing pressing economic issues.

The RISE Programme is a large scale, multi-country research programme that seeks to understand the root causes of the learning crisis in developing countries. Thanks to the global community's commitment to the Millennium Development Goals, more children than ever are now in school. The problem is that too few of them are actually learning. RISE will gather evidence on how to accelerate progress in raising learning outcomes in the developing world. In July the programme expects to announced the first Country Research Teams which will study the impact of far-reaching reforms to education systems in four countries in Africa and Asia.

RISE launched in early 2015 with £27 million in funding from the UK's Department for International Development (DFID). It is managed and implemented through a partnership between the Blavatnik School of Government and leading international development consultancy Oxford Policy Management. Research is directed by Professor Lant Pritchett and a team at the Center for Global Development, a non-profit think tank based in Washington DC. Dr Clare Leaver at Blavatnik School of Government is the Research Coordinator.

The programme has attracted much international interest from leading researchers and policy-makers. The Australian government has committed to providing a further £4 million to support a further country study and talks are underway with a number of other potential partners to expand the project.

The Government Outcomes Lab (GO Lab), formed with a prestigious new grant from the UK Cabinet Office, will develop world-leading research in the field of government commissioning, provide practical, on-the-ground support to local commissioners, and become a repository of case studies and evidence to support the uptake of outcome-based commissioning programmes at the local, national and international levels.

Harnessing expertise from across the University of Oxford and working closely with the Cabinet Office, the GO Lab will find new ways for the public sector to commission services while achieving better social outcomes, aligning the interests of local authorities, social investors and charities. The GO Lab will work closely with the UK Cabinet Office as it launches a new £80million Life Chances Fund for social impact, utilising research and dialogue at the School to achieve greater impact and inform a better use of these funds.

Recent research achievements

The School has secured a total of around £650,000 in grants and awards over the 2015-2016 academic year for a variety of research projects. These include:

Equitable Access Initiative – Health Classification

Lead researcher: Mthuli Ncube

Funded by: Global Fund to Fight Aids, Tuberculosis and Malaria

The Equitable Access Initiative (EAI) aims to develop new frameworks to identify health needs and constraints in countries and key components of equitable access to health to better inform international, and possibly national, decision making processes on health and development.

Galvanizing the Groundswell of Climate Actions

Lead researcher: Thomas Hale

Funded by: The Stanley Foundation

Dr Thomas Hale's research explores how political institutions evolve to manage transboundary challenges. Over the past two years he has put these ideas into practice by helping to engineer a fundamental shift in the global governance of climate change. The world has moved from a “regulatory” model, in which countries negotiate national targets in international law, to a “catalytic” model in which countries—but also cities, companies, and other actors—make pledges that are then

subject to international review and—it is hoped—ratcheted up over time. Dr Hale has played an important role advising policymakers on how to make this shift work in practice. He is a founder of Galvanizing the Groundswell of Climate Actions, a global consortium of research entities and civil society groups that has proved instrumental in re-thinking the global climate regime around the December 2015 Paris summit. Dr Hale's research is now focused on how to make this bold new experiment in global problem solving as effective as possible. He also engages students in this work, offering a course for the Blavatnik School MPP students on climate change and policy entrepreneurship.

Developing a Detailed Reform Design and Implementation Plan for Malaysia's Health System Reform Effort

Lead researcher: Winnie Yip

Funded by: Government of Malaysia Ministry of Health

Professor Yip's analyses will be critical to identify how reforms can incentivize better quality and efficiency of health service delivery, increase provider integration, and control overall health care costs in the future. This project will achieve three critical objectives. First, through this work Professor Yip will analyse, and better understand, the current provider payment methods and how they might explain the performance of the Malaysian health

care system, especially with respect to cost control, efficiency, and quality of care. Second, she will become knowledgeable of the current status of revenue/income of current provider payments for providers so as to assess how new/proposed provider payment methods may affect providers. Third, Professor Yip will evaluate how providers' income/profit may be affected by the proposed payment methods.

Trust and Virtue

Lead researcher: Tom Simpson

Funded by: Seed funding by John Fell Fund

What is the role of virtue in sustaining trust? This project originates from philosophical argument on trust, and tests its conclusions experimentally. It is an interdisciplinary collaboration between an early-career philosopher and a sociologist, and seeks to generate initial findings preparatory to a larger external funding application. Public policy-making is dominated by a focus on monetary incentives as the primary tool for improving efficiency. If widespread virtue is also a key enabler of efficient outcomes, other kinds of intervention are likely to be of similar importance. Establishing the evidence is the essential first step.

Drive

Lead researcher: Stefan Dercon

Funded by: Anonymous donors

Can a brief, standardised psychological intervention alter psychological outcomes and future-oriented behaviours in a

developing country and enhance the already-known benefits of cash grants? A psychological intervention (using short films created by Pan-African multimedia companies) intends to boost poor people's sense of self-efficacy and awareness of their choices, enabling them to make better use of cash grants. This will help to better inform the spending of development agencies.

Politics of Social Policy

Lead researcher: Maya Tudor

Funded by: Seed funding by John Fell Fund

Under what conditions are developing countries able to effectively implement redistributive social policies? This is a pressing policy question in many developing countries, where the combination of weak state capacity, constrained resources and endemic corruption often implies a minimal ability to effectively redistribute resources to the poor. The recent rollout of the world's largest social policy programme, the National Rural Employment Guarantee Programme (NREGA) in India, has resulted in large variations in employment generation. Specifically, the research investigates: 1. Why have different Indian states differently prioritised NREGA implementation? 2. What differentiates states that have successfully generated NREGA employment from states that haven't? The study hopes to generate insights for how to more effectively implement redistributive policies in similar contexts across the developing world?

The Sharing Economy and New forms of Informality in Cities North and South

Lead researcher: Shahana Chattaraj

Funded by: Seed funding by John Fell Fund

This project will contribute to knowledge on global cities, cities and innovation, urban political economy and governance, and informal economies. It will help bridge the untenable divide that continues to exist between research on cities in advanced and developing economies, while giving serious consideration to socio-economic, political and institutional differences. It will also inform the development of a 3-year research project to be submitted for funding under the ESRC's Urban Transformations portfolio.

Technology-Driven Social Entrepreneurship - An Emerging Pathway to Solve Health Problems in Africa

Lead researcher: Adam Ritchie

Funded by: Skoll

Both social entrepreneurship and health innovation are being considered as solutions that will secure future development of the less privileged. Yet, despite its huge potential to promote quality healthcare, there is a lack of clarity as to how social entrepreneurship can foster sustainable and accessible healthcare in developing countries. Moreover, there is a lack of clear evidence about the links between social entrepreneurship and health innovation. Research in this area has therefore become pivotal and there is a pressing need to explore and communicate linkages between social entrepreneurship and

health innovation, and to investigate how best entrepreneurship can contribute to the development of sustainable and accessible healthcare systems in the developing world.

Investigating the effects of the deepening financial crisis on developing countries

Lead researcher: Sir Paul Collier

Funded by: Jennifer and John Oppenheimer

This study is improving understandings of why some regions have successfully increased participation in the world economy while others have not, and seeks to inform policy debates, particularly for low-income countries.

Featured publications



We have developed a series of Working Papers and Policy Memos to help our faculty present their academic research and policy recommendations, often in advance of their publication in academic journals.

The **BSG Working Paper series** was launched in June 2015, and provides an important outlet for academics to get early versions

of their research out into the public domain for comment and debate. They also offer wider audiences the chance to see the rigorous research that is carried out to inform the work we do on developing practical, real-world policy solutions.

Policy Memos are designed to provide evidence-based insights, analysis and recommendations in a clear, succinct and accessible format for policymakers both in the UK and internationally.

Three of the 12 working papers are highlighted below as examples of the range of issues our academics are working on, and their relevance in addressing policy challenges. *Please see the appendix for a list of our recent academic publications.*

The economy wide impact of HIV/AIDS and the funding dilemma in Africa

A BSG Working Paper, authored by Mthuli Ncube and Judith Kabujulizi, provides evidence that with targeted government investment, the initial costs of funding HIV treatment and prevention strategies are vastly outweighed by the long-term economic benefits. The authors undertook a study in which they applied a set of economic data to Uganda (a country with the

highest prevalence of HIV/AIDS in East Africa, but with the capacity to mobilise domestic resources to fund HIV treatment and prevention strategies). Their analysis showed that with government funding, gained through foreign aid or from direct taxation, GDP rates would grow by approximately 7.12% or 7.05% respectively, with economic benefits coming from increased labour supply, higher productivity, higher consumption, and impact on imports and exports.

Their BSG Working Paper also led to a Policy Memo, “Intervention in HIV is an investment and not an expense”, which was published and disseminated widely to African policymakers media contacts and donor agencies in order to highlight recommendations arising from their research.

The Effects of Immigration on NHS Waiting Times

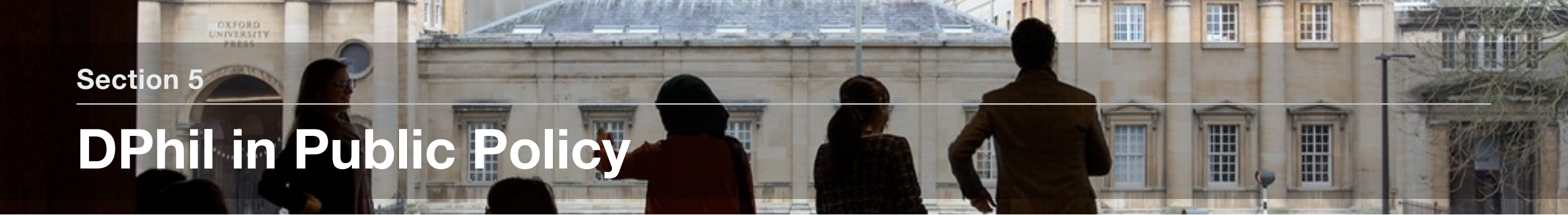
Osea Giuntella helped bring fresh evidence to the debate about the impacts of immigration on Britain’s National Health Service through publishing a BSG Working Paper which described a study merging immigration data from 141 local authorities in England, with administrative information drawn from the Hospital Episode Statistics (which processes over 125 million admitted patient, outpatient and accident and emergency records each year). His analysis of the data showed that immigration actually reduced waiting times for outpatient referrals, and found no evidence that immigration affects waiting times in A&E and in elective care.

This research contributed a healthy counter argument to popular assumptions about the negative impacts of immigration on the NHS. It also attracted interest from the national press, and was referenced in several articles, including in The Economist, Huffington Post and The Independent.

Domestic politics and transnational climate governance

Thomas Hale’s BSG Working Paper, “How do domestic politics shape participation in transnational climate governance?”, helped launch the working paper series for BSG. The paper examined the groundswell of climate actions emerging from cities, companies, civil society groups, and other sub- and non-state actors, asking whether these "bottom up" actions substitutes, alternatives or complements to national policies. His work made an important contribution to such questions by providing the first mapping and analysis of transnational climate governance around the world.

This research has contributed to at least two BSG Policy Memos, which Dr Hale has taken to international climate summits and shared with lead negotiators.



Section 5

DPhil in Public Policy

We currently have nine DPhil students and are looking to admit another five to six students in the current cycle in order to reach our full complement of 15 DPhils across the three years of the programme. As a public policy school we see ourselves as a hub that fosters collaboration across different departments. Within our DPhil programme we realise this through the appointment of second supervisors from other University departments.

Ben Abraham (matriculation in 2015)

Ben's research explores the role of power in transnational governance, and more specifically, he wants to discover who benefits from the rise of transnational climate change governance.

Linda Bilmes (matriculation in 2014)

Linda's DPhil examines how US wars are funded, and the implications for fiscal transparency and accountability, comparing the wars in Korea, Vietnam, Iraq and Afghanistan.

Juan David Gutierrez (matriculation in 2014)

Juan's research focuses on understanding how resource-rich subnational governments fail to transform oil and mineral revenues into sustainable capitals, such as infrastructure and human capital.

Ivaylo Iaydjiev (matriculation in 2014)

Trying to understand the role that international institutions can play in this process, Ivaylo's research investigates how countries on the recipient end of large cross-border banking flows can harness their benefits while mitigating the risks.

Vijay Kumar (matriculation in 2015)

Vijay studies the implementation of a unique school-choice policy in India, its impacts on learning, and psychosocial outcomes of children and parental behaviours.

Melita Leoussis (matriculation in 2015)

Melita researches the scope and efficacy of international anti-corruption efforts in order to better investigate and advance state of knowledge on combatting corruption.

Fadi Salem (matriculation in 2014)

Fadi's research focuses on emerging digital governance implementations in developing states.

Richard Sedlmayer (matriculation in 2015)

Richard studies the behavioural design of poverty-oriented cash transfer programmes, hypothesizing that so-called mindset interventions may prove useful for transfer recipients.

Thom Woodroffe (matriculation in 2015)

Thom's research focusses on how the smallest and poorest island nations are able to use diplomacy to influence the behaviour of larger nations.

Chapter 3

Engaging with governments and practitioners

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



Executive Education

The impact of the School's work rests on our ability to engage effectively with government leaders and senior policymakers. They can direct their organisations towards the School: to use the School's research insights to improve policy, or to send their best staff to study at the School. Over time, through dialogue, they can help us ensure that the School's research anticipates the issues that will challenge governments, so that we are ready to provide input when solutions are needed.

To date, through **Executive Education** courses BSG has educated more than 75 senior leaders from 20 different countries, from the private and public sectors, including: former prime ministers; current ministers from justice, mining, energy, and development agencies; head economists; chiefs of staff to world leaders; parliamentarians; civil society leaders; and civil servants.

The School has recently re-designed its programme of Executive Education into three streams of engagement:

1. Custom Programmes

These provide tailored courses that meet specific identified needs. In Trinity Term 2016 the School ran the second **The Hong Kong Officer Professional Development Programme**, a custom eight-week programme to grow future leaders in government. During their time at the School, ten Hong Kong Government 'Fellows' frame a policy challenge as it relates to their home department, and research global methods and cases

for how to solve this issue. They also take part in intensive coursework, taught by BSG faculty, that allows them to develop a deeper understanding of public policy and administration, political economy, and international relations. One of the highlights is a personalised mentorship programme, led by BSG faculty and expert practitioners.

2. Content-Specific Courses

In September 2016 the School will deliver the **Executive Course on Oil, Gas and Mining Governance** course for a fourth-consecutive year, with our partner organisation, the Natural Resource Governance Institute. This intensive six-day course provides the training 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 builds a better understanding of the interests of the public and private sectors, and facilitates dialogue and mutual appreciation of respective positions between these different groups.

3. Leadership Education

The School is exploring options around public policy leadership, building upon successful shorter seminars held with senior officials from the governments of China, Malaysia and the UK in 2016 as part of the wider Challenges of Government Conference programme.

Section 2

The Challenges of Government Conference

The annual Challenges of Government Conference is a world-leading gathering of new thought on the most pressing challenges that policymakers face, and the difference good governance can make in people's day-to-day lives.

Ministers and senior advisors from across the globe, world-class academics, leading CEOs from major multinational corporations, chief economists, and civil society leaders met for the fifth annual conference, held on 19-20 May 2016, and explored new ideas and discussed best practices around key themes, including: building integrity and values in government, new technologies and models of innovation, delivering and implementing government reform, and prospects for better government. This was the first conference in our new building, and is the School's flagship event.

Workshops - working with Governments around the world

In 2015-16, we took the Challenges of Government Conference to a new level by developing a programme of in-country workshops with three national governments, which met prior to the main event in Oxford. Senior government officials from China, Malaysia, and the UK then joined us in Oxford for the Challenges of Government Conference, where they developed and exchanged insights with an international audience of thought leaders and change makers.



Engagement with practitioners

Below is a sample from our visiting-practitioner programme, through which the School benefits from the knowledge and experience of a wide range of actors in the world of policy making and engagement.

Catherine Ashton, Distinguished Practitioner 2016-2018

Baroness Ashton of Upholland is a British Labour politician who served as the High Representative of the Union for Foreign Affairs and Security Policy, and First Vice President of the European Commission from 2009 to 2014. Baroness Ashton will serve for two years as a Distinguished Practitioner.

Fadi Chehadé, Visiting Fellow of Practice 2015/16

Former President and CEO of ICANN, Fadi Chehadé serves as the Senior Advisor to Professor Klaus Schwab, Chairman of the World Economic Forum, on the Future of the Internet Initiative. In the School Fadi will be working with faculty on a project investigating current global challenges in Digital Governance.

Maria Eitel, Visiting Fellow of Practice 2015/16

Maria Eitel is the founding president and CEO of the Nike Foundation. Under her leadership, the Nike Foundation initiated the Girl Effect movement in 2004. Maria will host an MPP Summer Project in the School, and will also develop her own leadership experiences into a case study.

Mark Lowcock, Visiting Fellow of Practice 2015-2017

Mark Lowcock has been Permanent Secretary for the Department for International Development since 2011. During his time as a visitor, Mark will act as a mentor to a number of MPP

students as well as providing specific input to initiatives and research projects.

Njuguna N'dungu, Yaw Adjepong-Boateng Memorial Fellow 2015/16

Professor Ndung'u, former Governor of the Central Bank of Kenya (2007-2015), is the inaugural recipient of a new fellowship, which brings a highly experienced senior official from an African Central Bank to Oxford. During his Fellowship, Governor Ndung'u wrote a case study, and led a high level workshop in the School.

Patrícia Tavares, Lemann Visiting Fellow 2015/16

Patrícia Tavares is the inaugural Lemann Visiting Fellow of Practice, and is using her time at the School to focus on education policy, working closely with the lead faculty member on the RISE programme. She has extensive experience of designing and delivering Executive Education programmes.

Stewart Wood, Senior Fellow of Practice

Lord Wood of Anfield served as a member of the Council of Economic Advisers to the then Chancellor, Gordon Brown, and a Senior Adviser, first to Prime Minister Brown and then Ed Miliband as Leader of the Opposition. At the School, Stewart is both teaching, and contributing to the development of teaching methods, working closely with faculty to explore the use of case studies, and to strengthen the curriculum on policy skills.

Chapter 4

Reach and influence

Forging networks among our alumni, with the general public and through press, media and the web.



A selection of recent opinion pieces by BSG faculty

- Tom Simpson, Will killer robots be the Kalashnikovs of tomorrow? – *The Daily Telegraph* (July 2015)
- Maya Tudor, Four developments to watch after Burma's historic elections – *Washington Post* (November 2015)
- Eric Beinhocker, Help Greece Leave the Euro – *Bloomberg View* (July 2015)
- Shahana Chattaraj, What sort of smart city do we want? – *The Hindu* (August 2015)
- Simon Wren-Lewis, Who is responsible for the eurozone crisis? The simple answer: Germany – *The Independent* (December 2015)
- Paul Collier, Beyond the boat people: Europe's moral duties to refugees – *Social Europe* (July 2015); Only Muslims can stop more terror attacks – *The Spectator* (January 2016)
- Ngaire Woods, The IMF's Euro crisis – *Project Syndicate* (July 2015); How to save the World Bank – *Project Syndicate* (January, 2016); Confronting the global threat to democracy – *Project Syndicate* (June 2016)
- Bo Rothstein, The Panama papers have further undermined our trust in institutions – *CapX* (April 2016)
- Eric Beinhocker, The psychology of voting to leave the EU – *The Atlantic* (June 2016)
- Emily Jones, What would make Brexit negotiations better? Here are 8 simple suggestions – *New Statesman* (July 2016)

Mentions in the press

- Greece's debt crisis, the role of the IMF and Europe's identity crisis saw Ngaire Woods comment on numerous occasions throughout the year. Highlights include BBC2's Newsnight, BBC Radio 4, *Business Daily*, BBC World Service and Sky News.
- Tom Simpson discussed the significant moral issues behind growing use of drones in *The Conversation* and Al Jazeera (October 2015); he also talked to BBC Radio 4 after contributing to the parliamentary debate on the legalities of targeted killing (February 2016).
- A BSG Working Paper co-authored by Osea Giuntella on the effect of immigration on NHS waiting times was picked up by *Huffington Post UK*, *The Independent* and *The Economist* (September 2015).
- Ceasefire efforts in Syria generated comment about the complexity of this civil war from Monica Toft in *The Guardian* and BBC World Service (February 2016).
- As the migration crisis escalated, Paul Collier provided extensive commentary for Al Jazeera, Newsnight and BBC Radio 4, and he wrote numerous opinion pieces in *The Spectator*.
- The UK's economy and the Greek crisis often featured as topics of Simon Wren-Lewis's regular contributions in *The Independent*.
- Mthuli Ncube commented on African economy in *Engineering News Online* (September 2015), BBC Radio 4 (December 2015), and *Zimbabwe Mail* (July 2016).

- Thomas Hale was included among the 'top 30 climate change thinkers' in *Origin Magazine* (November 2015) and was also mentioned in relation to country pledges in the run-up to COP21 in Climate Home (October 2015).
- The announcement of the partnership between the Cabinet Office and BSG was covered by *Civil Service World*, *Charity Times*, *Civil Society* and *Third Sector* (March 2016).
- Bagehot's regular column in *The Economist* (June 2016) focused on the UK's public services booming "brand" with quotes from an interview with Ngaire Woods.
- The UK's referendum on EU membership and 'Brexit' provided an opportunity for the School to take the lead in informing the debate. Local press covered the School's events before and after the vote, and faculty shared their views in the press. Ngaire Woods was on Newsnight (May 2016) and BBC World Service (June 2016) to discuss the consequences of Brexit. With Emily Jones, she wrote about "Brexit negotiations: Four ways to get a good deal" on *BBC News Online* (June 2016). Trade negotiations with the EU was the topic of Emily Jones's article for the *New Statesman* and she was quoted in *The Economist* (both July 2016).
- Alumnus Leonardo Quattrucci (MPP 2013) was included in *Forbes*' list of young European leaders in 30 Under 30: Policy (January 2016).
- *The New York Times*' Nicholas Kristof wrote a column about the story of alumnus Rafiullah Kakar (MPP 2013) My friend, the former Muslim extremist (February 2016).
- Alumni's opinion pieces include Sondos Asem (MPP 2014) in the *Washington Post* about being sentenced to death, Ademola Adenle (MPP 2014) on Nigeria's economy in *The Conversation*,

Haining Liu (MPP 2012) on China's social media explosion in the *Financial Times*, Rafat Al-Akhali (MPP 2012) opinion piece on Yemen's conflict in *The Guardian*, and Mubeen Shakir (MPP 2014) on Islamophobia in the *Washington Post*.

New building press coverage



As well as a series of updates throughout the year in local newspapers *The Oxford Mail* and *The Oxford Times*, we invited press to review the building, generating coverage in a range of international design and architecture outlets, as well as national press. Highlights include the *Financial Times*, *Architects Journal*, *Wallpaper*, *RIBA Journal*, *Icon*, and *Building Design*. The

building also made the cover of *Blueprint* magazine.

The official opening with HRH the Duke of Cambridge provided further press visibility in national and international outlets including BBC (television and radio), ITV, *Daily Mail*, and *Daily Express*.

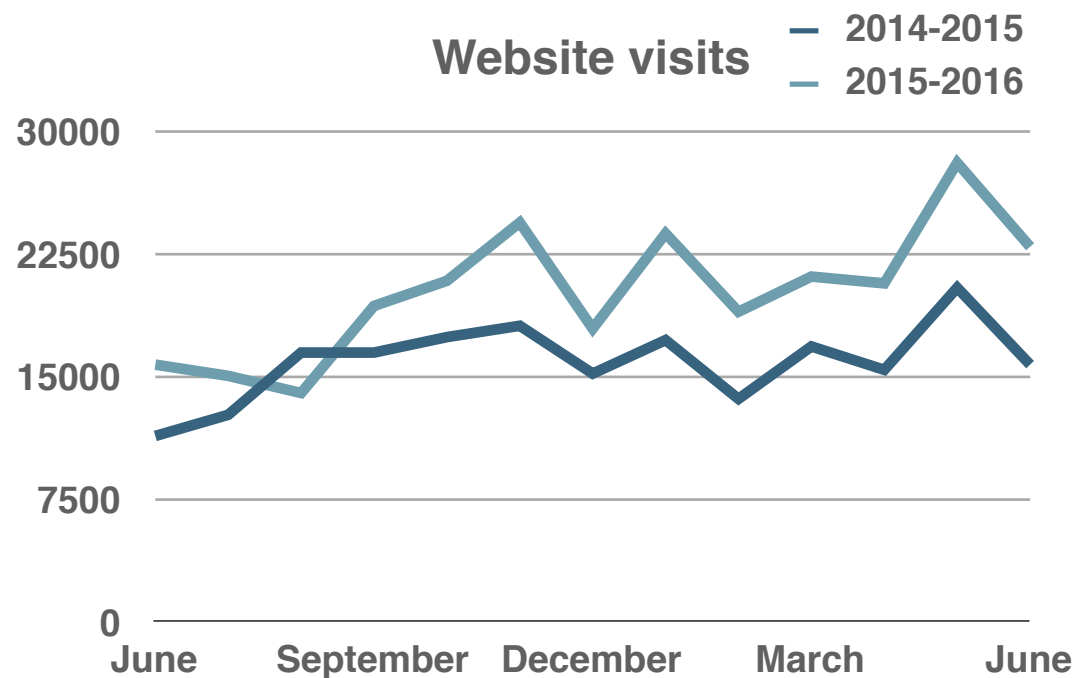
The RIBA Awards and the Stirling Prize shortlist announcements also generated interest in international press, with highlights including *Financial Times*, *The Guardian*, *Newsweek*, *Architects' Journal* and more.

Web and social media

Our objective is to engage both prospective students and experts in public policy. We do this by providing a mix of information and news about the School along with intellectual insights.

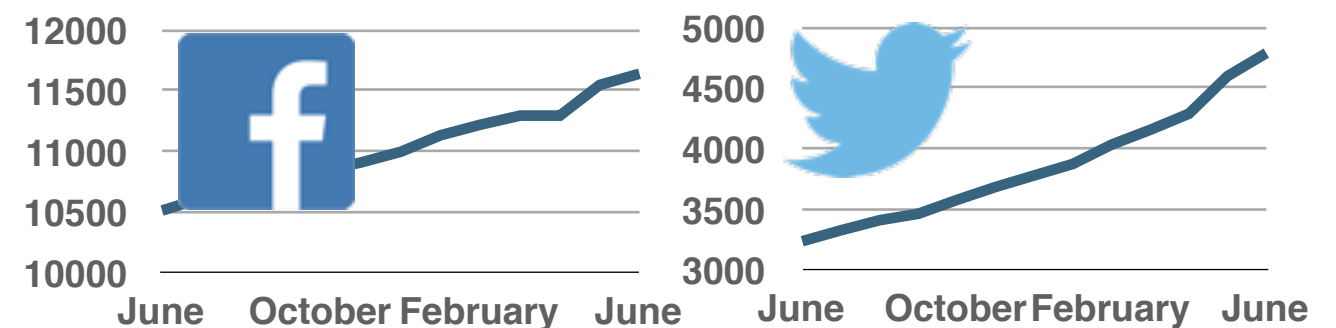
Website

The website has seen excellent year-on-year growth (circa 35%) in visits. With the greater AV capability that the new building provides, we are now able to leverage more of our events online and have a growing audience for live streamed events and recorded video content.



Social media and blog

We are active users of Facebook, Twitter, LinkedIn and Google+. Facebook and Twitter in particular have seen a steady growth in the last year. On Facebook we focus on students' activities, events and blogs that inspire future applicants to study here. Twitter offers flexibility of topics, so we share our newest research, press coverage, blogs, and events. We also seize the opportunities to engage with influencers from government, journalism, private and third-sector organisations.



The BSG Blog receives regular contributions from students, faculty and alumni. In the past year we have published blogs on a variety of topics: from Summer Projects in China, to one of our alumni rediscovering volunteering in his own village; from reflections after the Paris and Brussels attacks, to women's rights in India and Pakistan; we have also followed the preparation of incoming students about to join us, and shared tips and updates on admissions.

Events

Public events

There are numerous opportunities for the public to engage with us throughout the year, over the past 12 months, events have included (in chronological order):

- In October, the Rt. Hon. Mr Lim Guan Eng, Chief Minister of Penang, Malaysia and Secretary-General of the Democratic Action Party (DAP), discussed *A high Income Model for Malaysia through inclusive Growth*, and shared personal insights from his life and career.
- The Blavatnik School of Government co-hosted an event with the Global Economic Programme on their annual lecture, which was given by the Executive Secretary, UN Framework Convention on Climate Change, Christiana Figures. An audience of over 400 heard the address titled *The Imperative of a Global Climate Agreement*.
- In November Professor Avinash Dixit and Sir Lawrence Freedman delivered a session on Strategy.
- We also co-hosted a Conversation with Professor Marek Belka, President of the National Bank of Poland and former Prime Minister and Finance Minister. Professor Belka spoke about *The Future of the Euro: In whose interest?* to a packed lecture hall.
- In January, The Chancellor of the University of Oxford, Lord Patten, gave the first public lecture in our new building entitled *China and Europe in a Less Certain World*.
- Herman Van Rompuy, the First President of the European Council and former Prime Minister of Belgium, joined us in January for an interactive panel discussion that was co-hosted by European Studies Centre and OU European Affairs Society.
- *Political Order and Political Decay* was the title of Professor Francis Fukuyama's talk in early February.
- March has seen us hosting lectures by our Astor Visiting Lectureship Professors Robert Keohane and Nannerl Keohane, who have spoken to packed theatres on *Contested Multilateralism and World Order* and *Women as Leader's: What will the Future Hold?*
- In April we welcomed the Former Prime Minister of Thailand, Abhisit Veijajiva to give a talk entitled *Democracy in Thailand After the Military*.
- We held two lively public debates on the topic of the UK European Union Referendum, both before and after the vote to discuss the issues at stake.
- MEP Sophie In't Veld spoke at the School in May on the topic of *European Unity, Privacy, Gender Equality, and Brexit* at an

event co-hosted with The European Affairs Society and Oxford Internet Institute.

- In June Kofi Annan, former Secretary-General of the United Nations, joined us In Conversation with the Dean to discuss *What should the UN be doing in the 21st Century?*
- Professor Joseph Nye, Harvard University Distinguished Service Professor and former Dean of the Harvard Kennedy School, returned to the School to give a public lecture *American power in the world in 2016 and after*.
- At the end of June, Pepe Mujica, former President of Uruguay, discussed his experiences, in a fascinating event co-hosted with the Oxford Uruguyan Society and the Oxford Latin American Society.

Dean's Forums

Dean's Forums have been established to provide an opportunity for the MPP and DPhil students to have a highly interactive session with leading practitioners. Over recent months we have had the pleasure of hosting Sir Ronald Cohen, HM Queen Noor of Jordan, Professor Sergei Guriev and Shobhana Bhartia.

What's In The News?

Current Affairs Sessions are now running regularly, providing students and experts to join a bi-weekly panel discussion moderated by Bill Emmott, Former Editor of *The Economist* and BSG Visiting Fellow of Practice 2015-16. Topics to date have included the US Presidential Race, The Refugee Crisis and Falling Oil, Falling Commodities, and Falling BRICs; How to deal with the fallout?



Chapter 5

Building the School

Summary information about our finances and supporters.



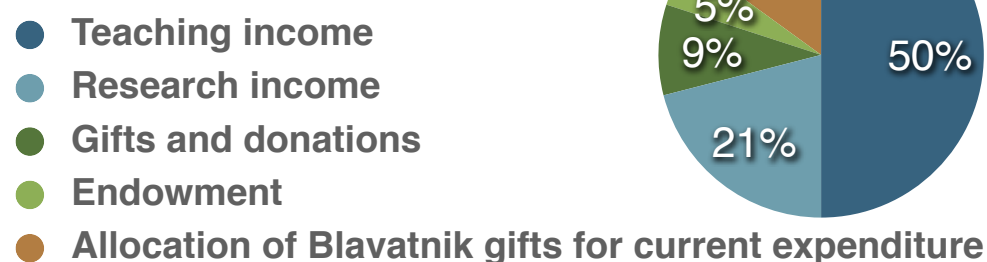
Finance

The School 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.

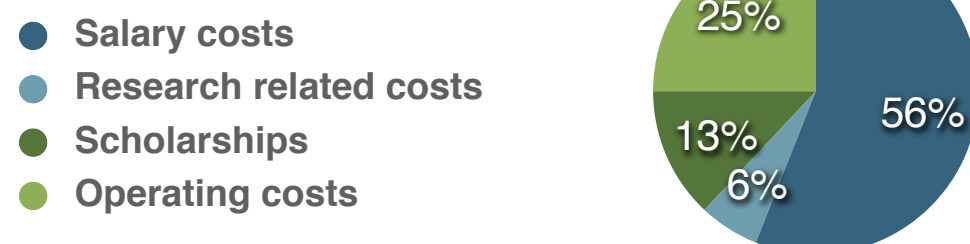
KEY FINANCIAL PRINCIPLES

- 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

BSG income sources 2015/16



BSG expenditure 2015/16



Progress to date

- **60% growth in teaching income** (MPP, Dphil and short courses) from £2,660k in 2014/15 to £4,245k in 2015/16
- **70% growth in research income** from £1,015k in 2014/15 to £1,750k in 2015/16
- **£11m endowment in place** generating £410k income in 2015/16
- **£5.5m gift agreed with the Inamori Foundation** for 2016

A selection of recent research awards:

- **The Government Outcomes Lab** – 5 year partnership with the Cabinet Office on public sector commissioning
- **Research on Improving Systems of Education (RISE)** – This has now begun the implementation phase, funded by the UK's Department for International Development
- **A workshop for Senior Policy-Makers** on Improving Ethiopia's Energy Sector, which was also funded by the Department for International Development
- **Research grants** from the Global Fund to Fight Aids, Tuberculosis and Malaria, the Government of Malaysia (Ministry of Health), the World Bank, and the Economic and Social Research Council.

Thanking our supporters

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

Mr Leonard Blavatnik and the Blavatnik Family Foundation

Inamori Foundation

Africa Initiative for Governance

AALL Foundation

Kofi Adjepong-Boateng

BP Plc

ExxonMobil

Fondation Mahmoud Shakarchi pour oeuvres et bienfaisance

Foundation Rio Tinto

Philipp M. Hildebrand

Lemann Foundation

The Luksburg Foundation

McKinsey & Co

Mrs Sadako Ogata

Mrs Katharina Otto-Bernstein

Mr Stephen Peel

Mr Suhail Rizvi

Daniel Seiderer

Shell International Plc (UK)

Thomas Svanikier and Amb Johanna Svanikier

Finally, we wish to thank all of our supporters who prefer to remain anonymous.

New support in 2015/16

We were delighted to announce a number of new scholarships, awards and partnerships during the last year including:

Inamori Foundation to name the School's Forum space and for the hosting of the Kyoto Prize in Europe.

Africa Initiative for Governance partnership providing a visiting fellowship and five scholarships each year for 5 years for outstanding West African scholars who demonstrate a commitment to their home country.

Africa Governance Initiative Scholarship provided by the Blavatnik Family Foundation for an outstanding scholar from Africa with a commitment to public service.

BSG Public Service Scholarships provided in association with Green Templeton College and University College for top candidates in recognition of their dedication to public service, shown through their exceptional academic and professional record.

The Duke of Cambridge at the University of Oxford

Scholarship to commemorate the official opening on 11th May an endowed scholarship funded by Len Blavatnik, University of Oxford Matched Fund, and University College donors for an outstanding UK student.

Rizvi Family Scholarship, a full scholarship to make it possible for an outstanding candidate, who would otherwise lack the financial means, to take up a place on the MPP.

SUN Fellowships, following a successful initial year an extended scholarship scheme to support students who demonstrate an interest in innovation and technology.

Yaw Adjepong Boateng Memorial Fellowship which enabled a former African Central Bank Governor to spend time at the School writing up his experiences and sharing his knowledge.

We are also deeply grateful to all those who give their time and advice to help promote and shape the work of the School, including:

- Members of the International Advisory Board
- Members of the Academic Advisory Board
- The School's Management Board
- All of our Distinguished Visiting Practitioners, Visiting Professors, Visiting Scholars and Visiting Fellows of Practice
- All other friends of the School

Appendix - recent publications

Mara Airoidi

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