

2017 ANNUAL REPORT



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WELCOME FROM THE DEAN

This has been an astonishing year of politics in the United Kingdom, the USA, and elsewhere, underscoring the importance of our mission and setting us many new challenges.

This year the new building has filled up with activities, people, and new research projects. The public have flooded in to participate in debates about Brexit, US politics, the refugee crisis, and others. We have our largest ever cohort of MPP students – 124 students from 70 different countries, and 15 DPhil students.

The new senior faculty members who joined us last year have enabled us to drive forward the next phase of the School's development. A comprehensive 5-year review of the MPP has been launched and yet more innovative teaching is springing up. The doctoral program is now being

more fully developed. New research projects and grants are underway.

We've had fantastic global feedback from our launch of Oxford's first MOOC (Massive Open Online Course entitled "From Poverty to Prosperity") which brought Paul Collier's expertise in Economic Development to over 44,000 learners from all regions of the world. Many students and learners just thrilled to seize a slice of an Oxford education.

In May, we celebrated a new partnership with the Inamori Foundation which brings the Kyoto Prize Laureates to the Blavatnik School each year and has provided the School with a generous benefaction which we have recognized in the naming of the Inamori Forum.

We are delighted to be taking forward a five-year partnership with the Africa Initiative for Governance (AIG) which we launched at a public event with former UN Secretary General Kofi Annan last June. This partnership supports a Distinguished AIG Fellow each year and 5 AIG scholarships for successful MPP candidates from West Africa.

Our alumni continue to achieve great successes in their post-MPP careers – from being the first female cabinet minister in the UAE; to serving as advisor to the Finance Minister of South Sudan; to becoming Director of a Chilean Law School; to being named one of Germany's 100 smartest innovators.

At this year's Challenges of Government Conference we enjoyed provocative and stimulating discussion around our theme 'Bridging the Gap'. Our guests explored how to renovate politics so as to bridge the gap between citizens and those who claim to represent them; how to shape economies so as to reduce rapidly growing inequality; and how to innovate in the delivery of public services so as to reduce the gap e.g. between the health needs of an ageing population and what government can afford.

Each year brings fresh challenges and opportunities for the School and I am delighted by our achievements in teaching, research and engagement. Our successes in contributing to a world better led, better served and better governed are testament to the hard work of our faculty, researchers, staff and students and the generosity and support of our partners and friends.

Ngaire Woods, Dean



OUR VISION AND STRATEGY

Our **vision** is of a world better led, better served and better governed. We believe the Blavatnik School of Government can improve the quality of government and public policy-making worldwide, so that citizens can live more secure and more fulfilled lives.

Our **goal** is to make the Blavatnik School distinctive, impactful and excellent in all that it does. Our approach is unique in its emphasis on three attributes:

- **Global** – deriving lessons for better government from countries around the world
- **Focused on practice** – with a particular emphasis on implementation and delivery
- **Multidisciplinary and cross-sectoral** – drawing lessons from public, private and third sectors

Combining the most powerful insights from a range of academic disciplines our three core objectives are to deliver:

1. TEACHING TO ADDRESS POLICY CHALLENGES

Our aim is to deliver education that combines deep expertise with analytical thinking and practical skills. Through the **Master of Public Policy (MPP)**, we educate leaders who can learn from and teach each other, and build coalitions to get difficult jobs done. The objective is to enable participants to develop the academic knowledge and professional skills required to address some of this century's most complex public policy challenges.

2. RESEARCH WITH IMPACT

We take steps to inspire research excellence and facilitate its application to address practical policy challenges. Through the research of our faculty, researchers and DPhil students, the School seeks to take on the real-world problems which confront governments, provide well-researched answers and propose solutions.

3. ENGAGEMENT WITH GOVERNMENTS AND PRACTITIONERS

Through our engagement with governmental and non-governmental organisations, policymakers, alumni and expert practitioners, we work to create and support global networks to generate solutions and share best practice. The School's approach to improving government is collaborative,

multidisciplinary and cross-sectoral and we use our convening power to bring people together to share knowledge, exchange ideas and create solutions.

Our human, financial and physical resources are key to supporting the delivery of our programmes and mission:

4. DEVELOPING THE SCHOOL

We pursue the recruitment and retention of outstanding staff and faculty who are committed to the School's vision, and who will contribute to the goal of making it the best in the world. Financially our objective is to manage finances and steward resources to support the long-term success of the School and to raise and generate new funding to support the School's goals. Our new building provides us with up-to-date facilities that enable staff, students and visitors to work together effectively. Externally, we are developing and promoting the School's reputation in Oxford, the UK and globally so that it is recognized as a place of excellence and influence in public policy.

YEAR IN REVIEW

37% GROWTH IN RESEARCH
INCOME
FROM £1.57M IN 2015/16 TO
£2.15M IN 2016/17

5 NEW
SCHOLARSHIPS
PER YEAR FOR WEST
AFRICA THROUGH
AIG PARTNERSHIP



NEARLY **4,000**
APPLICATIONS (FOR MPP AND
DPHIL) ACROSS THE LIFE OF
THE SCHOOL



44,000 ONLINE
LEARNERS FROM
ALMOST EVERY
COUNTRY ENROLLED
IN THE MOOC



ALL PUBLIC LECTURES
LIVESTREAMED
AND RECORDED



120 SHORT
COURSE
PARTICIPANTS
FROM ALL REGIONS
OF THE WORLD



NEARLY **20%**
INCREASE IN
RESEARCHERS

GO LAB DIRECTOR
APPOINTED

124 MPP STUDENTS –
OUR LARGEST EVER
COHORT

THE IGC COMMISSION ON
STATE FRAGILITY, GROWTH
AND DEVELOPMENT
ESTABLISHED WITH FORMER UK PM
DAVID CAMERON



22%
INCREASE IN
MPP
APPLICATIONS

INAUGURAL KYOTO
PRIZE AT OXFORD



27 BOOKS AND
PEER-REVIEWED
ARTICLES PUBLISHED
BY OUR FACULTY



500%
INCREASE IN
VIEWS OF OUR
VIDEOS OF PUBLIC
EVENTS AND A WATCH TIME
INCREASE OF ALMOST
3000%



19 NEW
COUNTRIES
REPRESENTED
ON THE MPP

CASE STUDIES
APPROACH
USED IN CORE MPP
CURRICULUM



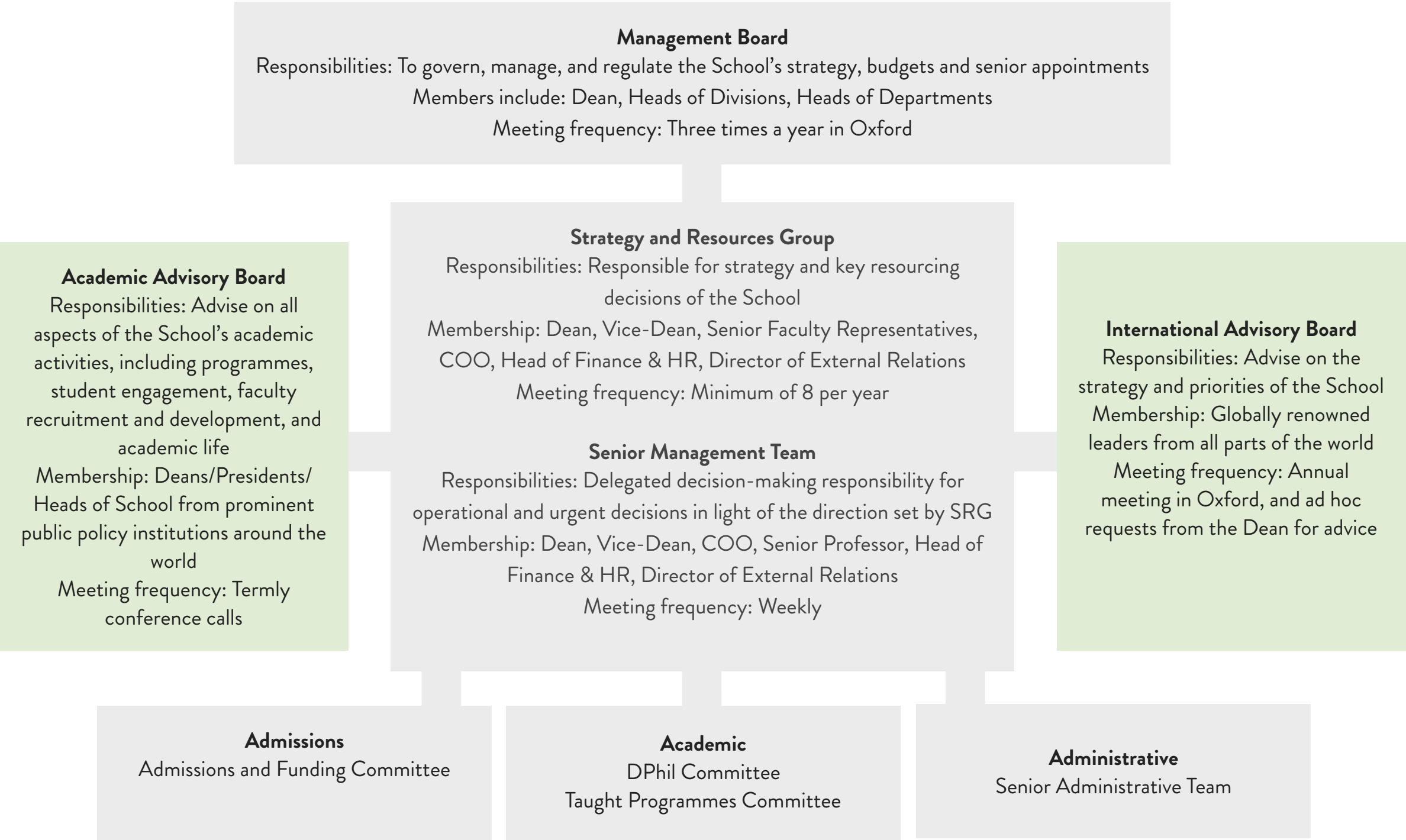
293 MEMBERS OF
THE ALUMNI
COMMUNITY

OVER **9,000**
ATTENDEES AT SCHOOL
EVENTS



PROFESSIONAL
SKILLS PROGRAMME
EXPANDED TO INCLUDE
CAREER CLUSTERS, UK PUBLIC
POLICY SERIES AND LEADERSHIP
DEVELOPMENT

GOVERNANCE OF THE SCHOOL



INTERNATIONAL ADVISORY BOARD



Persio Arida, Former Chairman of Asset Management, BTG Pactual



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



Maria Ramos, Chief Executive Officer, Barclays Africa Group Limited



Dominic Barton, Global Managing Director of McKinsey & Company



Dame Sally Davies, Chief Medical Officer for England



Nazir Razak, Chairman, CIMB Group



Shobhana Bhartia, Chairperson and Editorial Director at HT Media Limited



Mathias Döpfner, Chairman and CEO of Axel Springer AG



Eric Schmidt, Executive Chairman, Google



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



Philipp Hildebrand, Vice Chairman of Blackrock



Hidehiko Yuzaki, Governor of Hiroshima Prefecture



Mark Carney, Governor of the Bank of England



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

ACADEMIC ADVISORY BOARD



Douglas Elmendorf, Dean, Harvard Kennedy School, USA



Vali Nasr, Dean, John Hopkins School of Advanced International Studies, USA



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



Michael Ignatieff, President, Central European University, Hungary



Enase Okonedo, Dean, Lagos Business School, Nigeria



Frédéric Mion, President, SciencesPo, France



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

OUR FACULTY



Photo by: John Cairns

A full list of all of our faculty, with biographies of all new faculty.

Mara Airoidi

Director of the Government Outcomes Lab

Dapo Akande will join the

Blavatnik School as the Associate Professor in Law and Public Policy on 1 April 2018.

Previously, Dapo worked at Oxford University's Law Faculty where he was Professor of Public International Law. He has held visiting professorships at Yale Law School, the University of Miami School of Law, and the Catolica Global Law School, Lisbon. Before taking up his position in Oxford in 2004, he was Lecturer in Law at the University of Nottingham School of Law (1998–2000) and at the University of Durham (2000–2004).



Eric Beinhocker

Senior Research Fellow, Executive Director of the Institute for New Economic Thinking

Paul Collier

Professor of Economics and Public Policy

Pepper Culpepper joined the Blavatnik School as Professor of Politics and Public Policy in July 2016. His research focuses on the intersection between capitalism and democracy, both in politics and in public policy. Previously he taught at the European University Institute and at the



Harvard Kennedy School. He is the School's DPhil Coordinator, and teaches on the MPP Politics of Policymaking module.

Stefan Dercon

Professor of Economic Policy

Thomas Elston

Senior Research Fellow in Public Administration

Richenda Gambles

MPP Tutor for Admissions (maternity leave 2016–17)

Thomas Hale

Associate Professor in Public Policy (Global Public Policy)

Miles Hewstone is Professor of Social Psychology and Public Policy, and Director of the Oxford Centre for the Study of Intergroup Conflict. He joined the Blavatnik School in October 2016. He was elected a Fellow of the British Academy in 2002, and served as its Vice-President (Social Sciences) 2007–9. He was elected an Honorary Fellow of the British Psychological Society in 2003, and is Professor Extraordinary at Stellenbosch University.



Emily Jones

Associate Professor in Public Policy (Global Economic Governance)

Peter Kemp

Vice-Dean for Academic Affairs and Professor of Public Policy (sabbatical 2017)

Nikolas Kirby

Departmental Lecturer in Philosophy and Public Policy

Julien Labonne

is an Associate Professor in Economics and Public Policy, who joined the Blavatnik School in August 2016 from the Social Sciences Division at Yale-NUS College in Singapore, where he was an Assistant Professor. His research is focused on issues of clientelism, electoral politics and social networks. He co-convenes the MPP Policy Evaluation module.

**Jody LaPorte**

Departmental Lecturer in Politics and Public Policy

Clare Leaver

Associate Professor of Economics and Public Policy

Anandi Mani

Professor of Behavioural Economics and Public Policy

Ingo Outes

Departmental Lecturer in Economics and Public Policy

Karthik Ramanna, Professor of Business & Public Policy, and Director of the Master of Public Policy Programme, joined the School in September 2016

after nearly a decade on the faculty of Harvard Business School. His scholarship explores the role of business leadership in shaping the basic rules that govern capital-market societies. As well as directing the programme this year, he has introduced the Harvard case method as part of his Leadership Development Workshop series.

**Adam Ritchie**

Departmental Lecturer in Science and Public Policy, MPP Tutor for Admissions (acting)

Bo Rothstein

Professor of Government and Public Policy

Tom Simpson

Associate Professor of Philosophy and Public Policy

Maya Tudor

Associate Professor of Government and Public Policy

Adam Webster

Departmental Lecturer in Law and Public Policy, joined the Blavatnik School in November 2016 from the Law School at the University of Adelaide, Australia, where he was a lecturer. He has a particular interest in how public law affects and shapes contemporary legal problems, and he teaches on the Law and Public Policy module.

**Martin Williams**

is an Associate Professor in Public Management, who joined the School in May 2016 from University College London where he was a Postdoctoral Research Fellow. His research, which is largely focused on Africa, is on management, policy implementation, and political economy. He co-convenes the MPP Policy Evaluation module.

**Ngaire Woods**

Dean and Professor of Global Economic Governance

Jonathan Wolff

who joined the school in September 2016 as the Blavatnik Chair in Public Policy in association with Wolfson College, was formerly Professor of Philosophy and Dean of Arts and Humanities at UCL. He is a political philosopher who works on questions of equality, disadvantage and social justice, and he co-convenes the Foundations module.

**Stewart Wood**

Fellow of Practice

CHAPTER 2

TEACHING TO ADDRESS POLICY CHALLENGES: MASTER OF PUBLIC POLICY

Class of 2016 Master of Public Policy students on their first day.



MPP STUDENT EXPERIENCE 2016-17

-  MPP Programme
-  Highlights from Professional Skills Programme
-  Highlights of staff-student events
-  Highlights of student events



Icons made by Freepik and Daniel Bruce from flaticon.com



INDUCTION (2 WEEKS)

- Introductory activities
- Policy Challenge

- Informal Welcome Supper

- Events with colleges
- Matriculation



First day of term

- Winter Soirée
- Class of 2016 Gala Dinner
- Faculty-student lunches



MICHAELMAS TERM (10 WEEKS)

- English language classes
- 121 Coaching in presentation skills
- Management and leadership case study programme
- Visitor programme
- Dean's Forums



Winter Soirée

- Michaelmas Term
- Foundations
- Economics for Public Policy
- Negotiations Applied Policy (AP)
- Foundations essay

- Hilary Term
- Major Programme Management AP
- Private Finance AP
- The Politics of Policymaking
- Law and Public Policy
- Policy Evaluation
- Politics of Policymaking simulations
- Communications AP
- Decision Analysis AP
- Policy Evaluation assessment

- UK Public Policy series
- Mentoring programme
- Report writing workshops



CHRISTMAS VACATION (3 WEEKS)

- Student Government Elections
- Friday social events



MICHAELMAS TERM (10 WEEKS)



INNOVATIONS IN TEACHING ON THE MASTER OF PUBLIC POLICY (MPP)



This year, innovations included:

Short videos were produced by small groups of students to support learning about the ten major topics covered in the Foundations module.

Peer reviews were used in the Philosophy module's final formative assignment to coach students to offer constructive feedback on each other's essays.

'Students as experts' - experienced lawyers in the cohort gave practical and comparative perspectives on the Law and Public Policy module.

Case studies were introduced in the Politics of Policymaking module, including Egypt's post-revolutionary constitutional crisis, America's 2010 healthcare reform, and Swiss-denominated bank loans in Romania. Practitioners working on these specific topics also attended to engage with students.

Beyond engaging students in the formal curriculum, the School has encouraged **student-led initiatives** to organise **peer-to-peer networking and community-building activities** to share their knowledge, skills and experience.

MPP Capstone Event

This module in Trinity Term allowed students to draw together concepts and techniques developed on the programme and apply them in a concentrated exercise. Working in groups of 6-7, they took on the role of a government minister responding to a controversial press story to produce a press statement (a conference and Q&A

with their peers) and press release. They then reviewed each other's presentations, and reflected on how they drew upon each of the Core modules in this exercise.

SIMULATIONS

In Hilary Term 2017, the MPP programme included simulated negotiations in three policy areas, enabling students to learn directly from high profile practitioners and academics who were directly involved in these contemporary issues. Each simulation exposed students to the dynamics of multilateral negotiations, interest group politics and the interface between domestic and international politics.

Climate change simulation

Students represented a country or another interest group in the 22nd Conference of the Parties to the United Nations Framework Convention on Climate Change. Tasks included ensuring countries' diverse sets of pledges to mitigate and adapt to climate change were delivered, and devising a way for the "review" component of the new regime to operate.

Trans-Pacific Partnership (TPP) trade simulation

Participants enacted the last stages of the TPP negotiations, leading up to the signing of TPP in February 2016. Grouped into teams representing TPP countries, students had a role either as a government negotiator or the representative of a key non-state actor.

Brexit simulation

Students engaged in negotiations for the withdrawal of the UK from Europe, working towards a final deal containing agreements on four substantive areas for the future UK-EU

relationship: trade, finance, freedom of movement, and security.

Following the two-day Brexit simulation students concluded that the British Government might have more negotiating advantage than previously believed. Further details can be found in our DPhil student Ivaylo Iaydjiev's **op-ed for CapX** (<https://capx.co/can-britain-gain-the-brexite-upper-hand/>).



PROFESSIONAL SKILLS AND APPLIED EXPERIENCE

In support of our vision to equip students with practical knowledge for management and policymaking in the real world, we have introduced a number of new elements to the Professional Skills Programme this year:

Career clusters: distinguished practitioners discussed their careers and the hardest career-shaping decisions they have had to make with a small, self-selecting group of students.

UK public policy series: senior UK public policy figures discussed their work and careers.

Leadership development workshops: the MPP Course Director used the Harvard case method to help students develop judgment and skills for active-listening, empathy, and human-resource management.

Faculty research lunches: members of faculty presented their latest research focus to a small, self-selecting group of students who were invited to offer comments and suggestions.

Gender awareness: a series of sessions designed to develop students' awareness of issues associated with gender equality and hidden biases.

SUMMER PROJECT



The Summer Project is a six-week (minimum) work placement with an organisation engaged in some aspect of policy work. Its purpose is to enable students to bring together the core skills and learning acquired during the MPP, and demonstrate the ability to apply these to real-life policy situations.

The 2015 MPP class carried out placements with 53 different hosts in 22 countries.

MPP SUMMER PROJECT HOSTS IN 2016

Adam Smith International
Attorney General's Office – Canberra
Behavioural Insights Team
Boston Consulting Group
Blavatnik School of Government
Federal Government of Buenos Aires
Cabinet Office, UK Government
Centre for International Cooperation
Chatham House
Child Rights International Network
Clinton Health Access Initiative
Dalberg
DECC, UK Government
Deloitte
Department of Health, UK Government
DFID, UK Government
European Bank for Reconstruction and Development
European Foundation for Democracy
Facebook
FBI
FCO, UK Government

Financial Services Authority
Fundación Idea
German Federal Ministry for Economic Affairs
GO Lab, Blavatnik School of Government
Google
Government of Singapore
Hong Kong Health Standards Agency
ICMM
IFC
International Growth Centre, LSE
IMF
Indonesian Ministry of Energy
Institute for Regional and International Studies at the American University of Iraq
Kivu International
Louis Dreyfus Foundation
MacDonald-Laurier Institute
McKinsey & Company
OHCHR Migration and Human Rights
Ministry of Power, India
Mitsui
Mobisol UK
NRGI
OECD
Organisation of American States
OSIRG
Oxford Internet Institute
Oxford Strategic Consulting
Pakistan High Commission
Politico Europe
Purefy
Purpose
REACH

RISE, Blavatnik School of Government
 The Sinneave Family Foundation
 Turquoise
 Value Based Healthcare
 World Health Organisation
 World Bank
 World Economic Forum
 World Vision
 WPP

Innovative new Public Policy research opportunities:

In recognition of the diverse nature of our student cohort we have increased the scope of Summer Project focus this year. Students, particularly those with substantial professional experience, have been given the opportunity to carry out a reflective or introspective research project under the supervision of a Blavatnik School faculty member. This gives these students the opportunity to delve deeper into a topic of professional interest.

SUMMER PROJECT PLACEMENT HIGHLIGHTS

Dorkina Myrick undertook a placement with the UK Department of Health. Her project was titled: *Improving Global Surveillance of Antimicrobial Resistance: Recommendations for the September 2016 United Nations General Assembly Meeting (UNGA)* and her role was to assist the Global Health Security team at the UK Department of

Health formulate those recommendations and attend the UNGA meeting in New York. The team concluded that antimicrobial resistance is a global problem requiring multiple stakeholders to work collaboratively towards global solutions.



Dinesh Kapur worked with Google's European Policy Strategy Team on the issue of free speech online. One aspect of the project was in relation to informing Google's teams on current policies, upcoming legislation, and stakeholder landscape. Furthermore, he was also asked to identify policy proposals that struck a balance between user rights, privacy concerns, and freedom of expression while addressing the problem of controversial content online. Following from this project Dinesh went on to play a significant role in developing and implementing Google's strategic response to a court case seeking the global (and incorrect) expansion of the Right to be Forgotten. Dinesh's report was entitled: *Free speech on the "world wild web": alternative frameworks to think about free speech online with recommendations for policymakers (EU) on how to deal with controversial content online*. Dinesh continues to work with Google in this important area.



Michal Sella worked for the City Government of Buenos Aires in Argentina. Her project was titled *Designing an Urban Social-Integration Project through Domestic Tourism for Villa 31 in Buenos Aires*. She designed a strategic plan for the Ministry of Social Cohesion and the Ministry of Tourism that will contribute to the process of urbanising the unofficial settlements in Buenos Aires. The main goal of her project was to encourage the population of the unofficial settlements to visit the city centre and integrate into the city's public spaces. Building on knowledge of a famous Israeli project that used the education system to pass a message to adults through their children, Michal's plan focused on offering the children of the settlements free tours in the city, and then encouraging them to bring their families along using a vouchers system. The project is being implemented this year.



MPP STUDENT RECRUITMENT

Our three top priorities in the recruitment of for students 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. In 2016, we had a specific focus on Greece, Iran, and Saudi Arabia.**
3. **Support and develop fundraising efforts for scholarships to ensure no student is ever turned away due to lack of financial means. This year the school launched the AIG Scholarship Scheme, as well as two endowed scholarships at University College for students from the UK and Myanmar.**

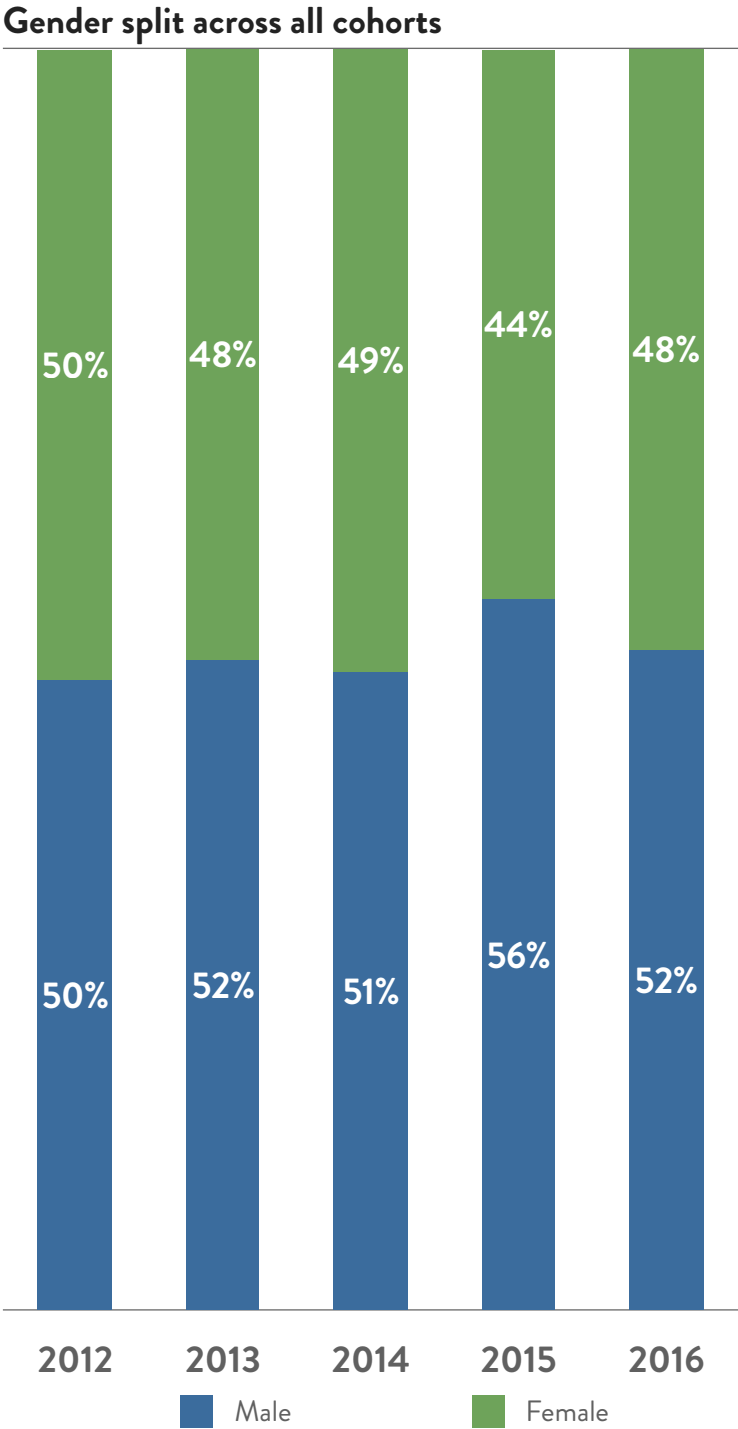
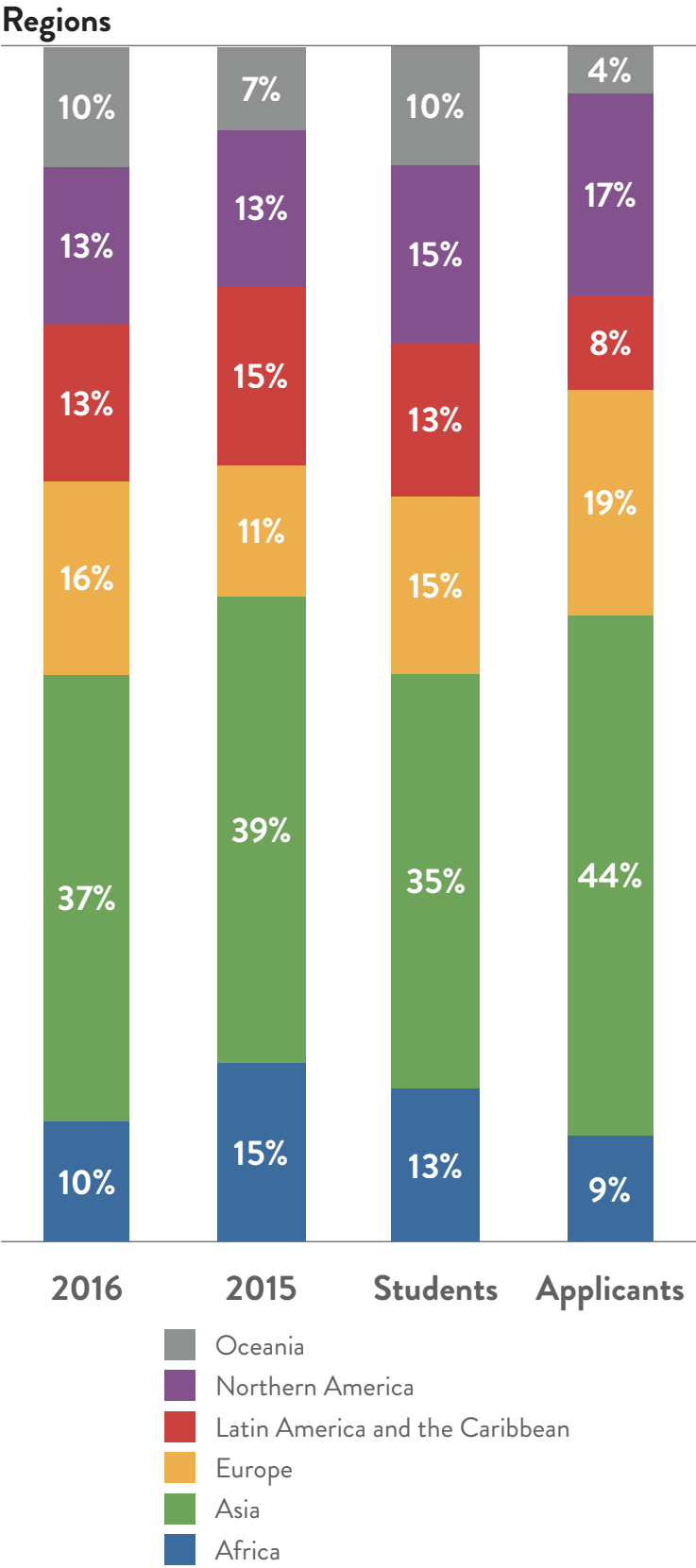
Key facts	2012	2013	2014	2015	2016
Total number of applications	485	487	522	583	711
Total number of countries and territories	85	97	90	102	104
Initial number of offers	55	98	112	185	185
Initial offer-to-application ratio	11.3%	20.2%	21.5%	31%	26%
Acceptances	39	62	73	117	124
Accept-to-offer ratio	70.9%	63.3%	65.2%	63.2%	67%
Accept-to-application ratio	8%	12.8%	14%	20%	17.4%
Total number of incoming students	38	64	75	117	124
Final number of countries and territories	19(20)	39	48(52)	54(59)	65(70)
Youngest student	21 years	21 years	21 years	21 years	21 years
Oldest student	42 years	46 years	41 years	51 years	50 years
Average (mean) age	26 years	27 years	28 years	29 years	28 years
Largest (mode) age group	24 years	24 years	27 years	28 years	25 years
Male to female ratio	19:19	32:30	38:37	66:51	65:59
Percentage of class fully funded	50%+	50%+	50%+	50%+	50%+
Number of colleges	22	30	30	29	29

Applicant diversity

The diversity of students applying to and gaining places on the programme remains high. The MPP Class of 2016 includes 124 students from 70 countries.

A record 19 new countries are represented in the 2016 class:

- Austria
- Azerbaijan
- Bosnia & Herzegovina
- Saint Vincent and the Grenadines
- Burkina Faso
- Dominican Republic
- Honduras
- Vietnam
- Iraq
- Namibia
- Rwanda
- Saudi Arabia
- Senegal
- Sierra Leone
- Ukraine
- Taiwan
- Lesotho
- Serbia
- Armenia



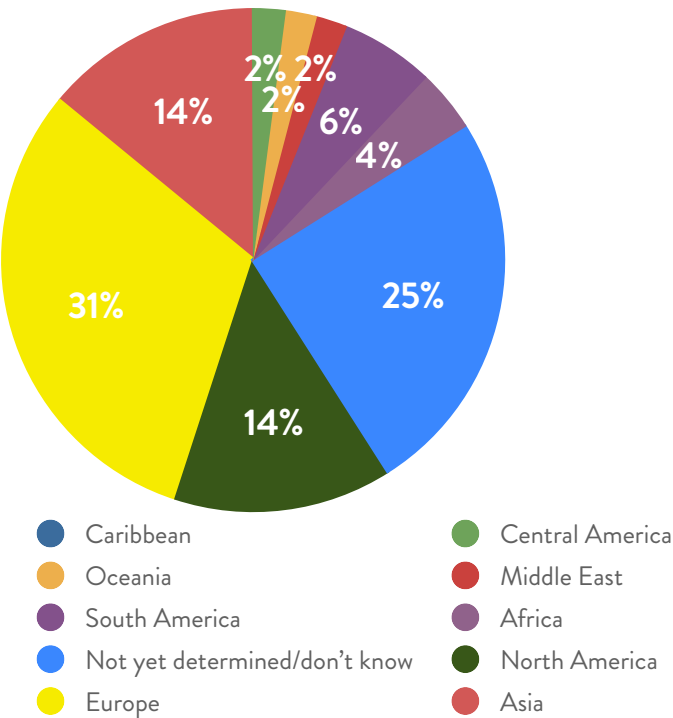
ALUMNI



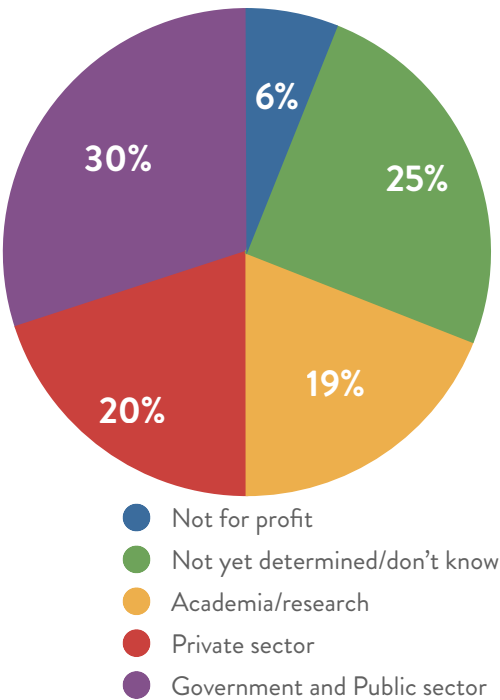
Photo by: John Cairns

ALUMNI : WHERE ARE THEY NOW?

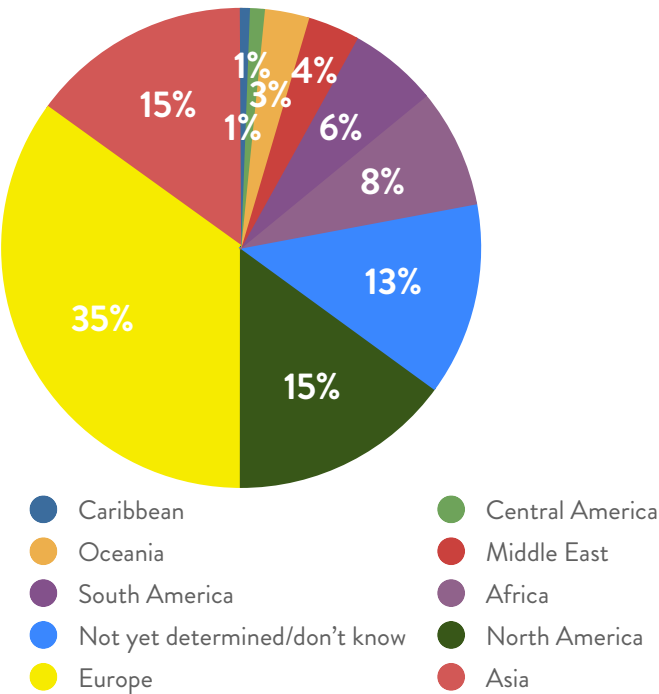
2015 alumni working in each region



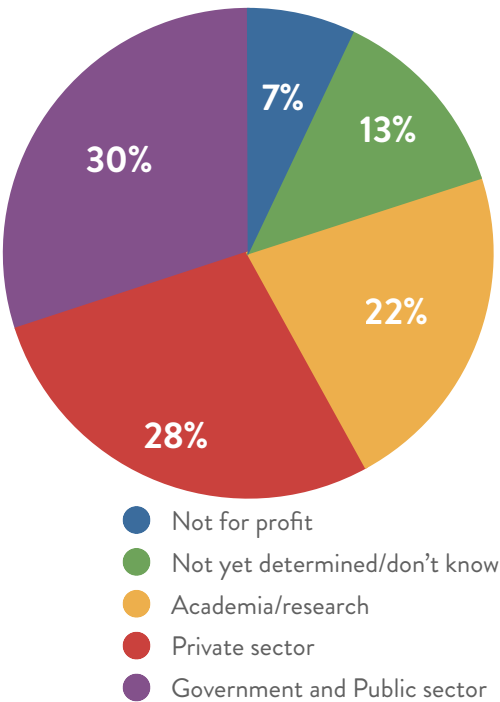
2015 alumni working in each sector



All alumni working in each region



All alumni working in each sector



ALUMNI REFLECTIONS ON THE MPP

“The MPP was a one-year experience that tied together – like no other programme that I am aware of – theoretical, practical skills and knowledge with a great network of people. Five years after graduating I begin to see how much I will enjoy and benefit from the continuing relationship with the School and its community of staff, students and supporters.” – Jonathan Eckart, MPP 2012

“In covering such a broad variety of fascinating topics and introducing me to such a diverse bunch of interesting people...the MPP...opened up a whole world of possibilities.” – Heather Walker, MPP 2013

“The MPP has been the perfect career break: a great opportunity to reflect on today’s world and meet great people committed to making a difference. I am now back at work with a renewed energy and ideas.” – Guilherme Silva, MPP 2015

“The MPP was the stepping-stone for entering the adulthood of my professional life... It was a blessing to be in a class of like-minded individuals who were drawn together by the passion for public service but were so different in many ways: cultural background, seniority, professional aspirations and ideologies” – Alexandra Nastase, MPP 2015

“If there’s one word that describes the MPP, it’s “community”. I’ve come away with meaningful relationships that will last throughout my career. I doubt I could have had this experience anywhere else.” – Ren Chung, MPP 2015

There are now 293 members of the School’s alumni community, and a further 123 Associate Alumni from the School’s Executive Education courses.

A full-time **Alumni Relations Manager**, Jo Bason, was

appointed in January 2017. Jo has been focusing on the strategy for the community; in particular, how to help the alumni network support each other across cohorts, promoting the achievements of the alumni and ensuring that they remain engaged with the School as the community grows.



A **Blavatnik School alumni card** is being produced to foster an ongoing connection and provide access to the School’s building and facilities.

Development of an **online community platform** is underway to help us keep in touch and to facilitate global cross cohort networking.

Alumni events in London and Hong Kong were attended by 39 former MPP students.

MPP @ 5

We are celebrating the 5th anniversary of the MPP at the School in September 2017 with a day of events and activities followed by a Gala Dinner for students, alumni, faculty, and staff. The event will enable us to **continue to engage alumni with other activities at the School**, such as mentoring, Summer Projects, and development.

ALUMNI HIGHLIGHTS

Irakli Kotetishvili, 33

MPP 2013

Georgia

Founder of Smart Governance Solutions (Georgia)



“After graduating from the MPP I have moved from public service to an international consultancy business. Since 2014 I have launched a public policy consultancy company. I have also advised the World Bank, OSCE and DFID in several countries, including, Ukraine, Moldova, Uganda, Ethiopia and Armenia in a private consultant capacity. My role was to improve public service delivery through e-governance and increased transparency and to prevent corruption cases in the civil service. For example, within the World Bank funded project in Ukraine, we helped the government to establish a National Agency for Prevention of Corruption and to launch an Online Asset Declaration system in 2016.”

Sven Jungmann, MPP 2013, is a full-time resident physician in a hospital in Berlin, Director of the Healthcare Initiative at the XU Exponential University of Applied Sciences, a freelance healthcare consultant and a Partner for Social Innovation Advisory at For Society Capital. In recognition of these many and varied accomplishments, he was recently named among Germany’s 100 smartest innovators.

Rose Macharia, 30

MPP 2015

Kenya

PA & Advisor to Ambassador

(Dr) Amina C. Mohamed,

Cabinet Secretary (Minister), MFA, KE

Ministry of Foreign Affairs, Republic of Kenya



“Taking the MPP was a critical step in my career. I had worked in Government for three years and in private practice for two years and needed skills to delve deeper into public service. The MPP presented several things: the theory of governance, the practical application drawn from an array of top level professionals, peer learning and an environment structured for academic and 'network' excellency.

Everything about the MPP has influenced my personal and professional lives. Most critical however is the fact that I now understand the mechanisms of bureaucracy in a democracy. I understand my philosophical biases and am able to interrogate my approaches to solutions from a theoretical, and empirical perspective. Evidence is now a huge part of my thinking and advisory role. I also value and understand people more and am able to derive understanding even in difficult situations. This latter influence is perhaps drawn from my cohort's influence.

Currently, I serve under one of the most effective Ministers in the Kenyan Government. She is a superior implementer and mentor. Therefore under her leadership, I can claim a small part of Kenya's

diplomatic success. We make sure that Kenya's national interests, particularly the welfare of her people, remains positively engaged and protected.”

Mir Javid, 45

MPP 2013

Afghanistan

Deputy Minister for Policy and Programmes, Ministry of Mines and Petroleum, Afghanistan



“Studying for the MPP gave me the opportunity to have an Oxford education, which I value so much, and to study with the best in the world. It was a very rewarding year that substantially broadened my knowledge of public policy at an international level as well as providing a wide-ranging network of new colleagues.

My studies at the Blavatnik School gave me fresh vision and insight into the potential development of the public sector at a critical time in Afghanistan, and particularly how I might make a more targeted contribution.

Within the Government, I am playing a leading role in the transformation of extractive industry governance in Afghanistan. As Deputy Minister for Policy and Programmes I am heading the formation and implementation of a stable and transparent legal, fiscal and regulatory framework for the extractive industries, with the aim of providing a firm foundation for increasing investment in extraction and extractive-related industrial development.

Promoting transparency while limiting opportunities for corruption in the extractive sector is critical to maximizing revenue generation and I am closely involved in curtailing corrupt practices at all levels, both through a tighter regulatory framework and the restructuring of business processes.”

Rafael Pastor, MPP 2014, was appointed Director of Universidad Central's Law School in Santiago, Chile, where he will be responsible for implementing the School's new strategic plan.

Yulia Taranova, 28

MPP 2012

Russia

Research Manager for Forum Analytical Centre



“Undertaking the MPP at Oxford was a significant step towards becoming a globally recognized specialist in my sphere. It means more options for expression as a professional, now or later in life, and hence more freedom. It influenced my career and life firstly through teaching a can-do approach to complex problems and relevant intellectual instruments, and secondly through developing a professional and academic network.

My current role involves bringing expert voices to the policymaking process in Russia to help inform government decisions. The Forum Analytical

Centre is a think-tank behind the ‘Open Government’ initiative of the Russian Prime Minister Dmitry Medvedev. Over the past years we have advised state agencies on: competition policy and public services provision (project for the Federal Anti-Trust Agency); foreign trade strategies in the Asia Pacific (project for the Ministry of Economic Development) and the internet economy (project curated by the Deputy Prime Minister), among other issues.”

Seth Thomas, 47

MPP 2012

UK

Policy & Strategy Advisor,
International Directorate,
Bank of England



“The MPP was a chance to lay the intellectual foundations of policy-making, enabling me to switch from a private sector career advising governments, to public service within a leading policy institution.

The Blavatnik School of Government broadened my approach to public policy. One micro example is when I subsequently sat on an advisory panel for the Welsh Government related to setting up a new public development bank. I was able to apply Paul Collier’s “Investing in investment” dictum – using a public bank to invest not just in business today, but in longer-term economic support for tomorrow. That bank is launching this year.

At the Bank of England, I initiated and now lead our work on international political risk. Appreciating current complex, changing politics not only deepens our understanding of the drivers affecting monetary & financial stability policy, but also enhances the Bank’s engagement strategy with our international partners.”

Mohamed Al Qadhi, 30

MPP 2014

United Arab Emirates
Director General, Sandoq
Al Watan



“The MPP was a life altering experience that helped me develop into a senior policy maker. The diversity of the classroom was integral to understanding the world of policy and the environment in which it is conducted. I got to understand what works and what doesn’t by factoring in local conditions, culture, and global trends.

I am currently in charge of setting up and running a new multi-billion United Arab Emirates dirham foundation that aims to turn the UAE’s oil-dependent economy into a diversified, knowledge based economy through a range of policies and programs. This will help my country grow and prosper further and face its biggest challenges”

Erdene Elbegdorj, 27

MPP 2015

Mongolia

Representative and Leader,
Citizens' Representative
Parliament of Bayanzurkh
District, Mongolia



“Taking the MPP truly changed the way I see the world. One key aspect that has influenced my career is that it has shaped my approach to addressing problems and challenges. When I propose solutions, I do not just look at the economic and social benefits of the decision but also try to stress it is the right decision morally. The MPP also taught me that no issue is genuinely new. When you talk to enough people from diverse backgrounds like I did on the MPP, you learn that similar issues do exist. This enabled for better understanding of the problem and also the best practices that are available for addressing it.

Currently, I am working as a representative at the local parliament of Bayanzurkh District located in the capital of Mongolia. Not only do I have a say in the policy decisions of the local government that impact thousands of people, but I am also trying to increase citizen participation in the policymaking process. I have been working closely with the youth of my district to build their confidence and enable them to push for positive change in their local communities.”

RESEARCH WITH IMPACT

Launch of the Commission on State Fragility, Growth and Development – an initiative of the Oxford-LSE International Growth Centre (IGC) based at the Blavatnik School of Government.

Photo by: Nigel Stead, LSE



RESEARCH PROGRAMMES

Through our research programmes we aim to tackle some of the world's most pressing problems through world class academic research and practitioner engagement.

THE INTERNATIONAL GROWTH CENTRE AT THE BLAVATNIK SCHOOL OF GOVERNMENT

The International Growth Centre (IGC), and LSE-Oxford partnership, has recently launched two new initiatives based at the Blavatnik School of Government.

Initiative 1: Commission on State Fragility, Growth and Development

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

The goal of the LSE-Oxford **Commission on State Fragility, Growth and Development** is to both guide policy and encourage new research by

highlighting critical areas of knowledge missing about economic growth in fragile and conflict situations.

The commission, which will run until June 2018, is chaired by David Cameron. Donald Kaberuka and Adnan Khan (IGC/LSE) serve as co-chairs, and Tim Besley (LSE) and Paul Collier (Oxford) serve as its academic directors.

The main outputs of the Commission will include a **final report on building growth and resilience in fragile situations** detailing the Commission's key findings and policy recommendations, a series of **evidence sessions** bringing together key players and experts from a wide range of fields, and a series of **country reports** that provide a diagnostic of key constraints to building state legitimacy and state capacity.

The **public evidence sessions** running throughout 2017 will cover five key dimensions of fragility: building legitimate government; generating effective state capacity; promoting private sector development; establishing security and reducing conflict; and building resilience to shocks.

Initiative 2: Cities that Work

Policymakers across the developing world are at a critical juncture, where well-implemented, evidence-based urban policies have the potential to unlock a process of sustainable economic growth that can rapidly lift millions out of poverty. **Cities that Work** brings together cutting-edge urban research and the practical insights of policymakers

and practitioners to develop a policy-oriented synthesis of knowledge to facilitate better policy decisions on urban development in lower- and middle-income countries.

The initiative draws on and strengthens the IGC's relationships with researchers and policymakers in developing a **committed 'network'** of individuals who can put this knowledge into practice. Cities that Work has been formally invited by the Kampala Capital City Authority to provide knowledge and research support to the East and Central Africa Cities Development Forum, a knowledge-sharing platform set up by and for African city managers.

The initiative is led by a Council, whose members include Paul Collier, that provides **knowledge leadership** as well as ensuring that the initiative makes a distinctive, positive and significant **impact on policy**.

Academic Directors: Tim Besley (LSE) and Paul Collier (Oxford)

Funded primarily by: UK Department for International Development

THE GOVERNMENT OUTCOMES LAB



Like many countries the UK faces a plethora of social issues. Family breakdown, youth unemployment, the social care crisis, homelessness,

and drug and alcohol abuse are just a few. All are highly complex, pressing challenges that require bold and innovative solutions underpinned by a robust evidence base leveraging the experience of countries around the world. The Government Outcomes Lab (GO Lab) has been established in collaboration with the UK Government to be a centre of academic excellence for innovative public sector commissioning, in order to improve social outcomes in Britain and help build a more inclusive and fair society.

Recent highlights:

GO Lab launch event (July 2016): We welcomed top civil servants, academics and leading practitioners to discuss the strategic direction and priorities of the GO Lab.

Inaugural meeting of the Fellows of Practice

(February 2017): The Fellows of Practice are distinguished experts in public policy and outcome based commissioning, who work closely with the GO Lab to help achieve our mission and contribute to the development of the knowledge base through the creation of case studies, practical guidance and policy briefs, and designing and implementing the executive education programme.

Appointment of the GO Lab Director (March 2017): Dr Mara Airoidi, an Associate Professor at the Blavatnik School of Government, was appointed as Director of the GO Lab.

Symposium series (ongoing): We hosted senior decision makers from local and national

government, providers of public services and academics to explore emerging commissioning practices in areas such as children's services, social care for older people, and public health.

International Social Impact Bonds Conference

(September 2017): The GO Lab will co-host the second edition of the International Social Impact Bonds Conference, drawing together academic and practitioner voices from various disciplines to inform and progress the debate around Social Impact Bonds. The event is jointly hosted by Newcastle University Business School, Policy Innovation Research Unit, London School of Hygiene and Tropical Medicine, RAND Europe, and the Government Outcomes Lab.

Lead Researcher: Mara Airoidi

Funded by: The UK Government and the Blavatnik School

THE GLOBAL ECONOMIC GOVERNANCE PROGRAMME



Power in the global economy is shifting fast and democratic volatility is rife. The Global Economic Governance Programme (GEG) leads research into the core economic issues facing our world, including trade negotiations and transnational

climate governance, and posits ideas about how global cooperation can lead to a better future, with a particular focus on the needs of those in developing countries.

Recent highlights:

Emily Jones's work on trade negotiations, including hosting public debates on Brexit, writing op-eds for the *BBC*, *New Statesman*, and *Reaction*, and running an executive training programme for senior Indonesian government officials.

The publication of **Carolyn Deere's 'ultimate guide' to the World Intellectual Property Organisation** (Edward Elgar, 2016).

Thomas Hale's pioneering work to support cities, companies and other non-state actors to contribute to the UNFCCC Global Economic Governance Process to tackle climate change.

In September 2016, **GEG welcomed three new Oxford-Princeton Global Leaders Fellows** (GLFs) from Pakistan, China, and Vietnam. These scholars work on policy-relevant research on transnational politics and international relations, the financial sector in economic development, and labour commitments in Free Trade Agreements.

Lead Researcher: Dr Emily Jones

Funded by: Economic and Social Research Council/ Department for International Development (DFID-ESRC Growth Research Programme); University College Old Members

THE CENTRE FOR THE STUDY OF AFRICAN ECONOMIES (CSAE)

The economic and social conditions in the poorest societies across the developing world pose a grave challenge.



The Centre for the Study of African Economies (CSAE) carries out research on a broad range of these development challenges in Africa and elsewhere. Using unique data and innovative research techniques, it is committed to producing research of the highest quality, with a strong focus on impact and policy influence.

This year, the Centre for the Study of African Economies (CSAE) research centre at the Blavatnik School of Government launched a large scale Randomised Control Trial (8,200 households from 416 villages, four arms cluster randomisation) in rural areas of Western Kenya. The project aims to alter poor people's understanding of their opportunities during a crucial stage in their lives: when they receive large unconditional cash transfers by the dynamic partner organisation GiveDirectly (1,000 USD per household; cumulative amount of nearly 9 million USD in the study area).

Recent highlights:

South East England Working Group on African Political Economy (March, 2017), which provided

opportunity for discussion and feedback on ongoing research related to issues of African political economy.

Workshop on 'The Psychological Challenges of Poverty' in Washington, D.C. (April, 2017), which brought together a small, inter-disciplinary working group of researchers to promote and coordinate research on the topic with a view to developing an effective tool-kit of approaches to tackle them.

Lead Researcher: Professor Stefan Dercon

Funded by: The Gates Foundation, Open Philanthropy and Fell Fund.

THE RISE PROGRAMME



The world faces a learning crisis. Despite recent significant growth in those enrolled in formal education, many students continue to lack basic literacy and numeracy skills. There is an urgent need for audacious solutions that go beyond current norms and incremental improvements. RISE (Research on Improving Systems of Education) researches holistic, practical solutions to improve learning outcomes and achieve significant innovations within education systems worldwide.

Recent highlights:

The **Australian government** officially signed a contract to provide funding of AUD9.85m for an additional Country Research Team.

The **two-day RISE Annual Conference** took place at the Blavatnik School of Government in June 2016 with more than 100 attendees and 25 session speakers.

India, Pakistan, Tanzania, and Vietnam were announced as RISE research countries and teams were contracted in 2016.

The research teams **began the systems diagnostics** in their respective countries with results expected by late 2017.

Two additional Country Research Teams were selected through an extensive bidding process and are currently in the contracting phase with formal announcements expected by mid-2017.

Since its launch in 2015, the Programme has published **11 working papers with over 567 downloads, has accumulated nearly 27,000 website visitors, and gained 893 Twitter followers** (and these numbers continue to increase).

Lead Researcher: Dr Clare Leaver

Programme Co-Director: Calum Miller

Funded by: UK Government's Department for International Development (DFID); Australian Government's Department of Foreign Affairs and Trade (DFAT)

NEW FACULTY RESEARCH GRANTS



Photo by: Fisher Studio

Finance and Inclusive Growth in Low-Income Countries: The Impact of Global Banking Regulation

This project is amongst the very first to look at how political institutions and processes – at both the domestic and global levels – shape the impact of global banking initiatives on LICs and their ability to harness financial flows for inclusive growth. The research team includes researchers from a range of developing countries and is working closely with senior government practitioners.

Lead Researchers: Dr Emily Jones; Professor Ngaire Woods

Funded by: Economic and Social Research Council/ Department for International Development (DFID-ESRC Growth Research Programme)

Making UK Trade Work for Development Post-Brexit

The UK is an important trading partner for many developing countries. Brexit risks disrupting these trade relationships, which are important for the livelihoods of many citizens in developing countries who work in sectors that export to the UK. Yet Brexit also provides an opportunity. In developing and negotiating new arrangements to govern trade with developing countries, the UK has an opportunity to make some significant improvements to ensure that UK trade better supports development. This project will bring together: leading academics on trade and development; leading UK businesses that import

from developing countries; NGOs working in fair-trade and ethical sourcing, and government officials from DFID, to discuss these issues and the way forward.

Lead Researcher: Dr Emily Jones

Funded by: ESRC Impact Acceleration Awards

History of the Role of HM Treasury in the Planning and Control of UK Public Expenditure 1993–2015

How well public spending control works is arguably the biggest challenge for coordination among politicians and bureaucracies.

This project will describe, compare, assess and explain what changed and what stayed the same in the UK's system of planning and control of public spending from 1993 to 2015, a period of fiscal squeeze and fiscal expansionism, single-party and coalition government, and before and after major changes such as devolution and new systems of accounting and control.

Lead Researchers: Professor Christopher Hood; Professor Iain McLean (Nuffield College)

Funded by: Nuffield Foundation/ESRC

Empowering the Poor: The Behavioural and Social Foundations of Poverty Reduction, and Evolving the Role of Multilateral Responses

This three-year project will support innovative analysis on how to incorporate behavioural science in the design of poverty reduction interventions, with a focus on women and girls, as well as increase

the effectiveness of multilateral financing institutions in targeting the poorest and most vulnerable populations. This project is a collaboration with the Department of Economics and run through the Centre for the Study of African Economies.

Lead Researcher: Professor Stefan Dercon

Funded by: The Bill and Melinda Gates Foundation



Photo by: John Cairns

Thin Political Markets and on the Organisation of Capitalism in Society

This project examines the phenomenon of “thin political markets”, where corporate special interests are largely unopposed because of both their tacit subject-matter expertise and the general public’s low awareness of the issues. This enables the special interests to engineer the “rules of the game” in self-serving ways. This project seeks to identify how widespread this phenomenon is, what institutional mechanisms and contextual circumstances mitigate or exacerbate the likelihood of thin political markets, and what is the harm to society?

Lead Researcher: Professor Karthik Ramanna

Funded by: Charles Koch Foundation

Establishing State Legitimacy and Effectiveness in Fragile and Conflict-Affected Societies

When a society collapses into disorder it is a tragedy for its citizens and sometimes a global nightmare. The project focuses on fragile and conflict affected states and will explore the role of norms, values, and narratives in establishing state legitimacy and the effective functioning of state organisations. This research is a partnership with the London School of Economics and the International Growth Centre and partially supports the Commission on State Fragility, Growth and Development.

Lead Researchers: Professor Paul Collier; Professor Monica Toft

Funded by: The British Academy

Malaysian Study of Attitudes and Ethno-Religious Integration: Recognising and Maximising the Promise of Multicultural Malaysia

Malaysia is a country with considerable ethno-religious diversity. It is essential for its long-term stability and economic success that people from its many ethnic groups live and work peacefully and successfully together. This project examines why interethnic tensions persist in Malaysia and how they could be addressed.

Lead Researcher: Miles Hewstone

Funded by: CIMB Foundation

The Effect of Shared Service Centres on Administrative Intensity in English Local Government

Following the global financial crisis, many governments need to cut costs. In this project, we undertake one of the first systematic evaluations of a widespread but little-understood cost-saving measure – the ‘shared service centre’. This popular but so-far untested reform aims to reduce the cost of administrative support functions (like HR and accounts) by generating scale economies through interorganisational collaboration.

Lead Researchers: Dr Thomas Elston and Dr Ruth Dixon

Funded by: The British Academy

Structural Transformation Africa Programme

This policy research project aims to reset the agenda of governments, the private sector, and researchers, on the scope and opportunities for industrialisation and structural transformation in developing countries. As well as documenting the current state of knowledge on the topic, the project will critically assess the relevance of historical experience and lessons to present-day Africa and other regions, as well as critically assessing prevailing policy discourse, practice, advice and initiatives on the topic.

Lead Researcher: Professor Stefan Dercon

Funded by: Stephen Peel

Women Empowerment, Social Norms, and Violence Against Women and Girls

This project aims to better understand “what works” when designing interventions aimed at reducing Violence Against Women and Girls (VAWG). VAWG has serious economic consequences and is strongly associated with multidimensional measures of structural poverty. With this project, we evaluate different types of VAWG interventions in 120 villages in Pakistan, to understand which are most effective, and we undertake experimental work to determine how these interventions influence household cooperation. This project is a collaboration with Oxfam Novib, Oxfam Pakistan and their implementing partners, Free University

Amsterdam, and the Centre for Economic Research in Pakistan.

Lead Researchers: Professor Paul Collier; Dr Karlijn Morsink

Funded by: ESRC/DFID Poverty Alleviation Programme

Building Integrity Programme

Public trust in leadership is at an all-time low and many leaders now see the need for dramatic and rapid reform. Efforts focused directly on anti-corruption have been disappointing and unintentional drivers of disaffection. That is why the School has chosen to focus instead on the positive aim, Building Integrity – which, an emerging body of evidence suggests, is a more effective path to tackling corruption. Our goal is to bring rigorous applied research to the question of integrity in governance, to engage with senior leaders and to create strong networks between partners allowing them to share not only best practice in vital areas of government but high professional standards to rebuild public trust.

Lead Researchers: Professor Bo Rothstein; Professor Jo Wolff; Dr Nik Kirby (Project Co-ordinator); Dr Jody LaPorte

Funded by: Amersi Foundation

Global Financial Regulatory Governance and Emerging Market Economies: The Case of China

China now plays an increasingly central role in the policy area of global finance, and it self-identifies as

the representative of developing country concerns in the global forums of financial regulation. This project analyses the political economy of China’s stance in current global financial regulatory debates. It assesses the direction and degree of China’s influence in the institutions of global financial governance and its consequences for the range of financial policy options available to developing countries.

Lead Researcher: Dr Peter Knaack

Funded by: John Fell Fund

DPHIL IN PUBLIC POLICY



Photo by: John Cairns

There are now **15 students from 10 different countries** across the 3 years of the DPhil in Public Policy programme, with a further 5–6 new DPhil students to be admitted in 2017. Our 4 third-year students will be moving towards writing up and submitting their theses this year.

Research contributions

DPhil students participate in, and on occasion also present their work at, the School's weekly Faculty Research Seminars and we continue to work on integrating them more deeply into the research life of the school.

Connecting across the student community

Connections between DPhil students in the different years have strengthened as a result of a larger doctoral student body, and student reps support this by organising social events and encouraging discussion of research questions amongst the group. Our DPhil students also play an active role in the school's teaching mission, acting as MPP seminar leaders, Summer Project advisors and teaching assistants. We hope to offer more opportunities next year to teach on the MPP, and to encourage students on the two programmes to learn from each other.

Developments in the DPhil Programme

This year we reorganised the year-long core course of the doctoral programme, the Research Development Seminar (RDS). After consultation with the existing DPhil students, we focused the RDS on the needs of those in the first year of

study, using the seminar to provide an intellectual structure for integrating students from different disciplines into the shared research challenges facing scholars interested in improving government and public policy. The RDS also provides a constructive forum for the first-year DPhil students to develop their own research proposals with feedback from their colleagues and scholars all across the school. This new structure has deepened the 'esprit de corps' of the students as well as allowing them to hone their thesis ideas.

DPHIL CLASS OF 2016

Noam Angrist

Noam is conducting his DPhil research on the science of how to best transport causal estimates of program efficacy across contexts and models. The goal is to facilitate knowledge of what can work at scale and across countries and time.



Ji Baek

The big picture question that motivates Ji's research is how does human agency lead to lasting changes in a regime? Most acts of dissent fail to result in immediate or permanent changes to a political system. However, in some cases, ordinary men and women decided to make the first moves to challenge their authoritarian system, and their first moves have changed the course of human history. She will research this question by looking at cases in South Korea, North Korea, and possibly Myanmar.



Helen Baxendale

Helen works on the contemporary politics of K-12 education policy in the United States. Her thesis research focuses on the political conditions that permitted the dramatic growth of the Teach for America model of teacher recruitment and training in the early years of the 21st century.



Claire Cullen

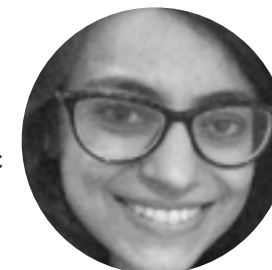
Claire is focusing her research on understanding the causes of intimate partner violence, primarily in Rwanda and the Democratic Republic of Congo. She will undertake the main part of her research



jointly with the Government of Rwanda and the World Bank to evaluate the impact of a gender-based violence prevention program.

Zahra Mansoor

Zahra's research aims to understand how to improve public sector performance in the developing world with a particular focus on the performance of frontline workers such as teachers, health workers, or agriculture extension workers. Her research also looks at how non-monetary incentives such as awards and recognition and other non-monetary motivators such as autonomy and self-efficacy can be used as tools for bolstering motivation.



Yeajin Yoon

Yeajin is the first MPP alumna to continue on to the DPhil at Blavatnik School of Government. Her current research investigates the dynamics of cooperation and conflict among China, Japan, and Korea with the aim of providing practical insights for policymakers seeking to strengthen regional cooperation and security.



FEATURED AWARDS AND PUBLICATIONS

AWARDS

New Generation Thinkers 2017

Tom Simpson

Associate Professor Tom Simpson is among ten academics selected by BBC Radio 3 and the Arts and Humanities Research Council (AHRC) to be one of the New Generation Thinkers 2017. He was chosen from a pool of hundreds of applicants due to his groundbreaking work on trust and the ethics of war, particularly fascinating given his background as a Royal Marine.

Some of Tom's recent work examining the rational relationship between trust and evidence has recently been published in a new edited volume – *The Philosophy of Trust* (Oxford University Press, 2017) – where Tom and his co-editor Paul Faulkner bring together a collection of 15 essays that reflect on the philosophy of trust.

Foreign Policy's Top 100 Global Thinkers 2016

Paul Collier

Professor Paul Collier was recognised as one of Foreign Policy's Top 100 Global Thinkers 2016 for

his work with Professor Alexander Betts (Director, Refugee Studies Centre, Oxford) on innovative approaches to the refugee crisis. In their new book on this work, *Refuge: Transforming a Broken Refugee System* (Allen Lane, 2017), they set out an alternative vision that can empower refugees to help themselves, contribute to their host societies, and even rebuild their countries of origin.

2015 Louis Brownlow Book Award and the 2016 W. J. M. Mackenzie Award

Christopher Hood and Ruth Dixon

Visiting Fellow Professor Christopher Hood and Senior Research Fellow Ruth Dixon won the 2015 Louis Brownlow Book Award from the American National Academy of Public Administration, and the 2016 W. J. M. Mackenzie Award of the Political Studies Association for their book, *Government that Worked Better and Cost Less?* (Oxford University Press, 2015).

This book undertakes an examination of the efficiency of UK Government across more than 30 years, providing a comparison of UK central government with other countries, public service delivery agencies, UK local government, and Scottish government.

Forbes, 30 under 30

Noam Angrist

DPhil candidate, Noam Angrist, is included in Forbes' "30 Under 30" list in the Social Entrepreneurs category. Noam is co-founder of Young Love, a not-for-profit that teaches students

in Botswana and other African countries about sex education and HIV.

PUBLICATIONS

Making Sense of Corruption (Cambridge University Press, 2017)

Bo Rothstein and Aiysha Varraich

Corruption is a serious threat to prosperity, democracy and human well-being, with mounting empirical evidence highlighting its detrimental effects on society. Bo Rothstein (Blavatnik School) and Aiysha Varraich (University of Gothenburg) provide a systematic analysis of how our understanding of corruption has evolved.

Dull Disasters? How Planning Ahead Will Make a Difference (Oxford University Press, 2016)

Daniel J Clarke and Stefan Dercon

Stefan Dercon and co-author Daniel J Clarke argue that natural hazards need not turn into large-scale disasters in their book about the political economy of disaster reliefs.

North Korea's Hidden Revolution: How the Information Underground is Transforming a Closed Society (Yale University Press, 2017)

Jieun Baek

DPhil candidate, Jieun Baek, tells the story of North Korea's information underground and how it inspires people to seek better lives beyond their country's borders.

CHAPTER 4

ENGAGING WITH GOVERNMENTS AND PRACTITIONERS

Participants on the 4th annual
Executive Course on Oil, Gas and Mining Governance.

Photo by : John Cairns



SHORT COURSES



Photo by: John Cairns

The School continues to develop its short course strategy, and our current approach has three strands:

- **Open enrolment programmes** for senior practitioners: both general ‘leadership’ programmes and subject-led programmes.
- **Custom programmes** for a variety of clients.
- **Online and/or blended programmes.**

Global participants

2016 saw a marked increase in our ability to engage with government leaders and senior policymakers. The School has now educated, in Oxford, **more than 100 senior leaders** from the private and public sectors, including former prime ministers, current ministers, C-suite executives, parliamentarians, civil society leaders, chief economists and chiefs of staff to world leaders. The School also reached 44,000 online participants through the Massive Open Online Course (MOOC) described below. Participants to our non-degree programmes have come from almost every country or independent region around the world.

CONTENT SPECIFIC AND OPEN ENROLMENT PROGRAMMES

Faculty members with deep expertise in a particular area may offer open courses grounded in this specialism.

The first **Executive Course on Oil, Gas and Mining Governance** was held in September 2013. In September 2017 we will deliver it for a fifth

consecutive year, with our partner organisation, the Natural Resource Governance Institute (NRGI).

This intensive five-day course provides the training and insight required for policy leaders in the public and private sectors 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.

Testimonials:

“It is rare to find a course that offers and, more importantly, delivers such richness in course content and quality. It has been incredibly valuable to hear the views of world class subject field experts, policymakers and politicians from around the world about their experiences and expectations that inform their approach on resource management and the distribution of prosperity created by their natural resources. Coming from the private sector it helps inform future approaches one should take in future discussions with Governments” – Participant, 2016

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

Executive Course on Oil, Gas and Mining Governance

- 35 course participants from 18 countries
- Participants include – Secretaries General; Ministers of Natural Resources; Members of Parliament; State Secretaries; Chief Executive Officers, and more.
- Open to public and private sector leaders.



Photo by: John Cairns

CUSTOM PROGRAMMES

The Hong Kong Officer Professional Development Programme is a custom eight-week programme for members of the Hong Kong Special Administrative Regional Government. The programme has been tailored specifically to support future leaders in government. The School delivered this course for a third year during Trinity Term 2017.

During their time at the School, twelve 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. The Fellows also take part in intensive coursework, taught by School professors, that allows them to develop a deeper understanding of public policy and administration, political economy and international relations. One of the highlights of this programme is a personalised mentorship programme, led by School faculty and expert practitioners.

Testimonial:

“I fully enjoyed the Blavatnik School of Government events because they provided me with precious opportunities to hear from influential political leaders and world-class academics on the political and social developments in different parts of the world. These experiences broadened my horizons and encouraged me to think from a more global perspective.” – Hong Kong Fellow, 2016

OXFORD'S FIRST MOOC

In February 2017, the School launched Oxford's first ever Massive Open Online Course ('MOOC') on the topic **"From Poverty to Prosperity: Understanding Economic Development"** taught by Professor Sir Paul Collier and delivered in partnership with edX.

By the course launch date on 21st February, almost **44,000 learners from nearly every country in the world** had enrolled in the course. A total of 2,371 individuals enrolled for the verified certificate.

The World Economic Forum featured the course in a short video they posted on their Facebook and Twitter accounts. The MOOC also attracted high levels of media coverage from outlets including the BBC, Times Higher Education, the Economist, the Guardian, Engadget, University World News, and the Oxford Mail.

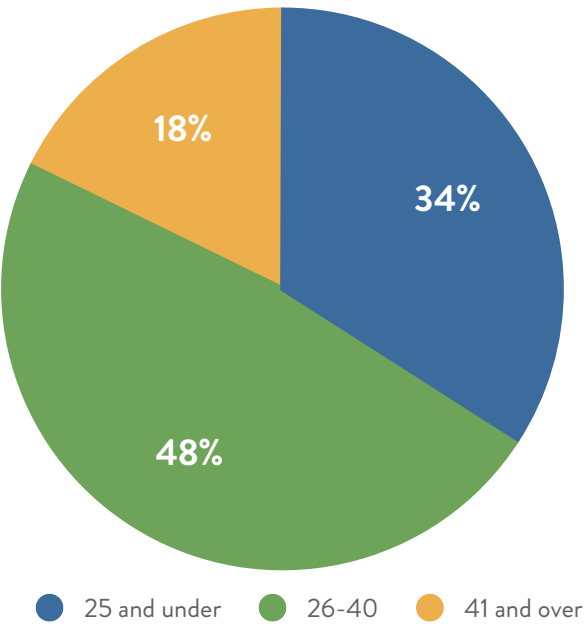
Participant testimonials:
"I have consistently been studying in online learning environments since 2010 and this course design and the delivery by Professor Collier by far exceeded my initial expectations with regards to what an online mass education program would be able to convey in information and knowledge"

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

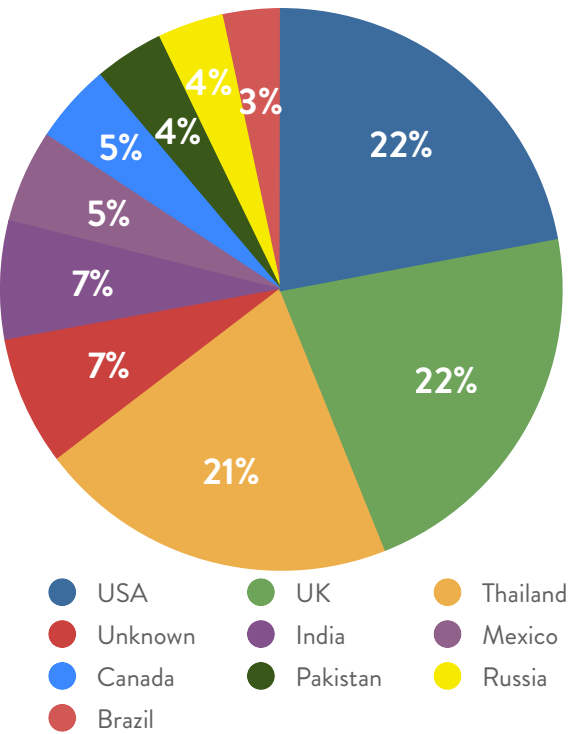
"I have greatly enjoyed this course and will recommend it to all that will listen. At a time when populism across the globe (e.g. US, UK) is leading to increased xenophobia, and far less concern for our neighbours and the disadvantaged, your message gives me hope"

"I felt honored by having this opportunity and felt such pleasure in this course. It inspired a series of talks with friends in Brazil and I encouraged them and others to come and take part."

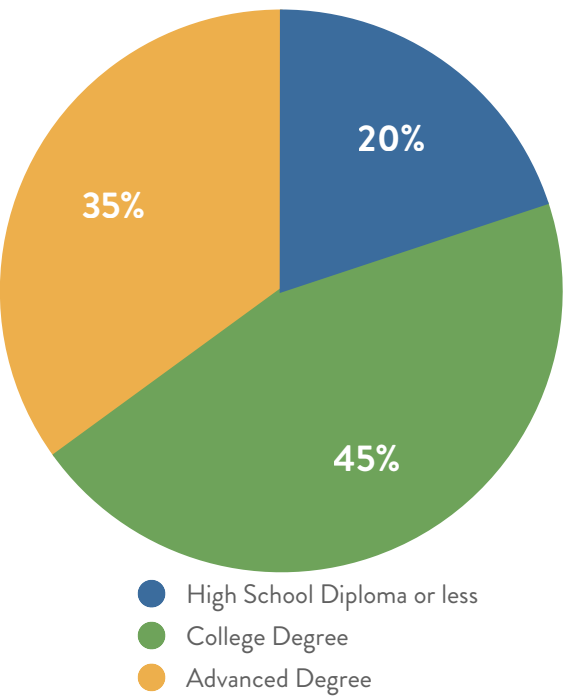
Participants on the MOOC by age



Participants on the MOOC by region



Participants on the MOOC by education level



THE CHALLENGES OF GOVERNMENT CONFERENCE



Photo by: John Cairns

THE 2016 CONFERENCE

On 19–20 May 2016, the School welcomed over 300 participants, including ministers and senior advisors from across the globe, CEOs from major multinational corporations, civil society leaders, journalists, and outstanding applied scholars, to debate and discuss the reinvention of public policy and of government itself.

The central theme of the 2016 Challenges of Government Conference was **Trust**.

The School hosts the conference as a way to engage cutting edge academics with innovating leaders from across the world, and engage all of Oxford in the process.

The conference sessions were livestreamed from the School for the first time. Over 700 people from across the world, in addition to the audience in Oxford, watched the sessions and were able to engage in the topics via Twitter.

COGC extended session: ‘Experiment or innovation: global dialogue on civil service reform’

The Governments of China, Malaysia and the UK participated in a series of workshops on civil service reform in the autumn of 2015 and the spring of 2016. Partner institutions included the Razak School of Government (Malaysia), Tsinghua University (China), and the Development Research Center of the State Council (China). Senior

government officials and academics met in their home countries over two days for each workshop to develop insights around the challenges they face in their civil services and to consider new approaches to government reform.

After the in-country workshops, the senior officials convened in Oxford for the Challenges of Government Conference, where many of them spoke to our audience on issues they were facing in their own countries on topics of **delivering and implementing government reform, building cohesive and diverse societies**, and the **power of digital technologies**. The Chinese, Malaysian, and UK leaders met after the conference for the first time as a whole group. We held a special session after the conference for the first time with all three delegations to discuss their government reform efforts and seek further input and ideas from their global counterparts.

THE 2017 CONFERENCE

The theme for the 2017 conference on 19–20 June was ‘**Bridging the Gap**’: how to renovate national politics, public service, economic relations and international cooperation so as to build more cohesive and trusting societies. This built upon themes raised during the 2016 conference with the 2017 plenary themes covering:

- The challenges facing democracies and how to reinvigorate politics.
- Is capitalism broken? How the global economy and national economies can respond to rising

inequality and what this means for social and political relations.

- Entrenching public sector values in an age of political transformation and uncertainty.

OXFORD GOVERNMENT REVIEW

The first issue of the Oxford Government Review was issued as a direct output of the Challenges of Government Conference and the Global Dialogue on Civil Service Reform. The first issue focused on trust (or lack of trust) in government.



Photo by: John Cairns

"Governments are in the firing line. Their populations suspect them of accelerating globalisation for the benefit of the few, letting trade drive away jobs, and encouraging immigration so as to provide cheaper labour and to fill skills-gaps without having to invest in training. As a result the 'anti-government', 'anti-expert', 'anti-immigration' movements are rapidly gathering support" – Dean Ngaire Woods



Our contributors reflected on the lack of trust in public policymakers:

- The ways in which behavioural science can be utilised to implement better policy was the focus for Dr Elizabeth Linos, from the Behavioural Insights Team in North America, and Professor Eldar Shafir from Princeton, and Visiting Professor at the Blavatnik School.

- The importance of transparency and accountability of government concerned McKinsey's Andrew Grant and Bjarne Corydon
- The increased collective intelligence to be had from harnessing technology motivated Geoff Mulgan, CEO at Nesta.

The School's high-level government partners also provided insights, including Rupert McNeil, the UK's Chief People Officer, writing a case-study on transforming the UK civil service for the 21st century.

A Conference synthesis was produced, which featured panel summaries from the 2016 Challenges of Government Conference, written by the School's MPP and DPhil in Public Policy students.

THE KYOTO PRIZE AT OXFORD



The Kyoto Prize at Oxford: Partnership with the Inamori Foundation

In May 2017, the Blavatnik School of Government hosted the 2016 Kyoto Prize Laureates for the inaugural Kyoto Prize at Oxford events. This is the result of a partnership between the University of Oxford and the Inamori Foundation which will bring the Kyoto Prize Laureates to Oxford each May to interact with global thought leaders and influencers in their fields from the UK and the rest of Europe. **The School's Forum space was also formally named the Inamori Forum** in a ceremony conducted by Lord Patten of Barnes, the Chancellor of the University of Oxford.

The Inamori Foundation

Founded by Kazuo Inamori in 1984, the Inamori Foundation exists to promote peace and prosperity among all people on earth, through programs of public recognition and the support of creative activities to foster science, culture and the enrichment of the human spirit.

A partnership of shared values

Both the Inamori Foundation and University of Oxford share the values of dedication to the pursuit of knowledge in the service of the public good and a commitment to the future of our global society. These values are further complimented by the Blavatnik School of Government's mission to inspire and support better leadership and good governance around the world.

2017 Kyoto Prize at Oxford Events

The event was opened with a talk by Dr Kazuo Inamori, 'From a Society of Greed to a Society of Altruism', and the Official Naming Ceremony of the Inamori Forum.

The three 2016 Laureates were: Dr Tasuku Honjo, Laureate for Basic Sciences; Dr Takeo Kanade, Laureate for Advanced Technology; and Dr Martha Nussbaum, Laureate for Arts and Philosophy.

Each of the laureates gave a public lecture in our new building, which was attended by a large audience comprised of academics, members of the public and university students. The lectures were livestreamed to audiences at the University of Cape Town and Australian National University, Canberra, who interacted with the discussion and asked questions through the innovative use of a Q&A app, Slido.

Ensuring that this event was a truly university-wide collaboration, the laureates also took part in seminars and departmental visits at the Philosophy Faculty, the Engineering Department and the Dunn School of Pathology, where they were able to engage with both academics and graduate students.

The Kyoto Prize

The Kyoto Prize is awarded each year in the categories of Advanced Technology, Basic Sciences, and Arts and Philosophy. The Laureates are individuals who have both achieved excellence in their fields and made a significant contribution to the scientific, cultural and spiritual betterment of humankind.

VISITING PRACTITIONERS



Photo by: John Cairns

Visiting practitioners in 2016/17 have added value to the life and work of the School by sharing their specific skills and experience with faculty, students, and staff. This year's visitors have included:

Professor Attahiru Jega – sharing lessons from Nigeria's electoral system

Professor Jega spent 6 months at the School as the inaugural **African Initiative for Governance (AIG) Visiting Fellow**. He engaged with students and faculty to share

his experiences as Chairman of the Independent National Electoral Commission in Nigeria, through which he delivered a general election hailed as the fairest in Nigeria's history. His public lecture on 1st March was livestreamed to a global audience.



Dame Margaret Hodge – supporting development of professional skills and careers

Dame Margaret, British labour politician and former Chair of the Public Accounts Committee, led a masterclass on accountability in the public sector and is also a mentor to a number of current Master of Public Policy Students. She participated in the UK Public Policy Seminar during Trinity Term.



Sir Mark Lowcock – mentoring students and teaching strategy policy.

Sir Mark, Permanent Secretary for the Department for International Development, UK

Government, is a Visiting Fellow of Practice. He engaged with faculty and students in a variety of ways, including mentoring a small group of students as part of the MPP mentoring scheme and running a skills session for students on "Leading and managing: what strategy really means in public policy."



Francisco Gaetani – teaching students about public management in Brazil.

During his time at the School, Professor Francisco Gaetani, President of the National School of Public Administration, Brazil, led two sessions for our MPP students: one on the challenges currently facing Brazil's political institutions, and the other on public management reform in Brazil. He also continues to engage with members of our faculty to develop closer connections between the School and Brazil.



CHAPTER 5

DEVELOPING THE SCHOOL

The Official Opening of the Blavatnik School of Government building.

Photo by: John Cairns



FINANCE

Key financial principles:

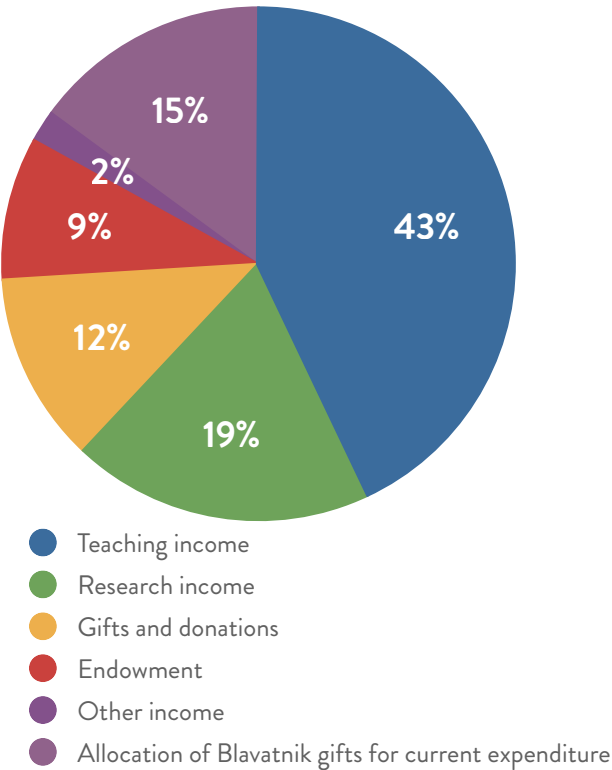
- Ensure long-term sustainability through building an endowment, diversifying sources of income and generating new revenue streams.
- Ensure value for money and exercise vigilance on costs in all transactions.
- Ensure the School’s financial plans support and align with the School’s mission and objectives.

2016/17 progress:

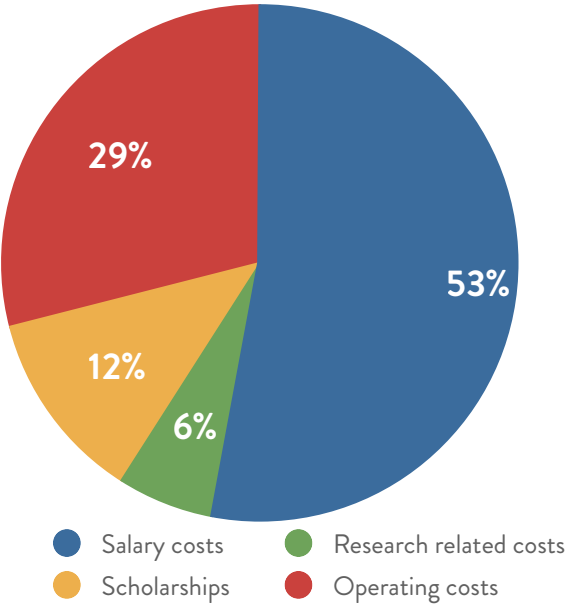
- 12% growth in teaching income to from £4.3m in 2015/16 to £4.8m in 2016/17
- 37% growth in research income from £1.57m in 2015/16 to £2.15m in 2016/17
- £23.5m endowment in place generating £940k income in 2016/17

The Blavatnik School of Government was founded with a £75 million donation from Sir Len Blavatnik.

Blavatnik School income sources 2016–2017



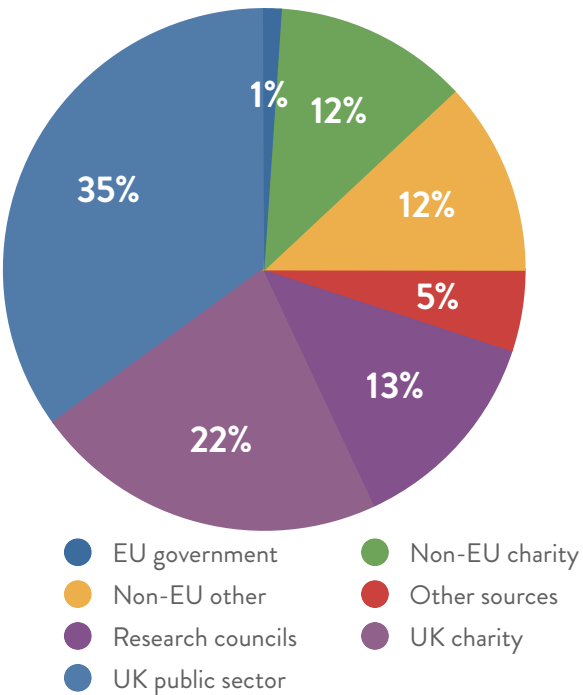
Blavatnik School expenditure 2016–2017



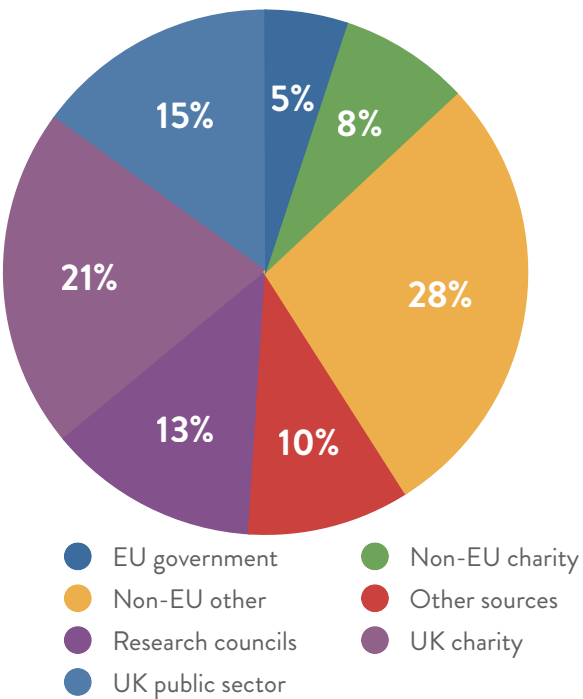
SOURCE OF RESEARCH AWARDS

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

Research portfolio by value



Research portfolio by number of grants



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

Amersi Foundation

Beecroft Trust

Brava Foundation

Charles Koch Foundation

AALL Foundation

Kofi Adjepong-Boateng

BP Plc

ExxonMobil

Fondation Mahmoud Shakarchi pour oeuvres et bienfaisance

Foundation Rio Tinto

Mo Ibrahim Foundation

Lemann Foundation

The Luksburg Foundation

McKinsey & Co

Mrs Sadako Ogata

Mrs Katharina Otto-Bernstein

The Oxford Thai Foundation

Mr Stephen Peel

Dato' Sri N Razak

Mr Suhail Rizvi

Mr Daniel Seiderer

Start-Up Nation Central (SNC)

Dr André Stern

Thomas Svanikier and Amb Johanna Svanikier

Zegarac-Pollock Family Foundation

HIGHLIGHTS OF NEW SUPPORT IN 2016/17

Africa Initiative for Governance

In June 2016, the Blavatnik School of Government agreed a five-year partnership with AIG, based on the shared purpose of building good governance and public leadership. Launched at an event hosted at the School for Kofi Annan, the partnership enables exceptional West African scholars, from all backgrounds, to study for a Master of Public Policy (MPP) degree, through full scholarships provided by AIG, and also enables us to bring outstanding senior practitioners from the region to the School as AIG Visiting Fellows. We were honoured to have Professor Attahiru Jega, former Executive Chairman of Nigeria's Independent National Electoral Commission (INEC), spend 6 months at the School from September 2016 to March 2017 as the inaugural AIG Fellow of Practice. In September 2017 we will be joined by the first cohort of 6 AIG

Scholars on the MPP. The scholars who in this year come from Nigeria and Ghana have demonstrated their exceptional academic and leadership skills and a strong commitment to improving the public sector in Africa.

Partnership with Start-Up Nation Central: learning from Israel's innovation and technology sector.

This year the Blavatnik School of Government and Start-Up Nation Central (SNC) are engaged in their third year of partnership, awarding scholarships to nine 2016/17 Oxford Master of Public Policy (MPP) students to participate in the SNC Fellowship. Start-Up Nation Central serves as a gateway to Israeli innovation for global business, government, and NGO leaders and engages SNC Fellows in Israel's world leading technology sector, and its relationship to public leadership and policy making. The Fellowship culminates in end-of-year projects which draw lessons from Israeli technology and innovation in order to inform policy-making in countries around the world. For example, a 2017 SNC Fellow interning in Kenya plans to focus their summer project on applying Israeli water and agricultural technologies and policy to regions with less developed infrastructure. We are delighted that Professor Niron Hashai, Vice Dean Innovation and Development at the School of Business Administration of the Hebrew University of Jerusalem, has joined the Blavatnik School as the SNC Visiting Fellow in 2017/18. He will be working with the SNC Fellows throughout the year and teaching an applied policy module on Entrepreneurship and innovation in Public Policy.

EVENTS



Photo by: John Cairns

OFFICIAL OPENING OF THE BLAVATNIK SCHOOL OF GOVERNMENT

On Wednesday 11 May 2016, the Blavatnik School of Government welcomed HRH The Duke of Cambridge to officially open our new building and meet with students and staff. 250 guests attended this prestigious event. During his visit the Duke toured the building and met with some of our MPP and DPhil students to find out about their backgrounds, current studies and ambitions for the future, and spoke to alumni and faculty members about their work and research.

The Duke's visit was marked by the announcement of a new, permanent scholarship scheme to encourage talented students from the UK to study at Blavatnik School of Government and University College, regardless of financial means. The new **Duke of Cambridge Scholarship** at the University of Oxford will fully fund a UK student to study for the MPP and share experiences with other students from across the world.

PUBLIC EVENTS

Over the past 12 months we have welcomed over 9,000 people to our school events. The majority of our events are now live-streamed enabling us to connect with an even wider and global audience.

Listed below are just a few highlights from the last year (in chronological order):

In early May 2016, ahead of the EU Referendum, the school hosted **Britain IN or OUT of Europe?** A

panel of experts discussed the political, economic, and social issues at stake.

In June 2016, we were honoured to host the **former Secretary General of the United Nations, Kofi Annan**, for a conversation on the theme of ***What the UN should be doing in the 21st Century***. Mr Annan talked about his experience at the United Nations and how to improve governance through three pillars: peace and security, sustainable development, and rule of law.

'Is Regional Integration the Way Forward? Talking about Latin America's Pacific Alliance' was the topic for a discussion on 9 June 2016 including Ambassadors to the UK from Mexico, Columbia, Chile, and Peru.

In June 2016, we co-hosted an event with Oxford Latin American Society and Oxford Uruguayan Society to welcome the **former President of Uruguay, Jose 'Pepe' Mujica** who gave a frank and honest talk on his life experiences to a packed lecture theatre.

September 2016 saw the School hosting **US Defence Secretary General, Ashton Carter**, for a special address to a university-wide audience.

Over a mid-September weekend, as part of **Oxford Open Doors**, we were delighted to welcome over 3,000 visitors to the building to listen to talks and conduct tours. The School was the newest addition to the list of venues taking part in the annual event and was the most visited attraction over the weekend.

In October, we were honoured to host our first **University Inaugural Lecture** at the School with Professor Bo Rothstein who spoke about ***Social Justice, Ethnic Diversity, Trust and the Quality of Government***.

November and December saw an array of talks and discussions, from debates on the **US Election Results** to Sean Hagan (IMF) discussing corruption, to Michael Chertoff sharing his thoughts on ***A Global Internet in a World of Nation States***, and our very own Professor Stefan Dercon



Photo by: John Cairns

leading a panel discussion on the topic ***Insuring against Humanitarian Disasters: will it work?***

Dato' Sri Idris Jala visited us in February and shared his ***Six Secrets of Transformational Leadership*** which he has developed over his years as a turnaround specialist, Minister in the Malaysian Prime Minister's Department and CEO of Pemandu.

In February 2017, Our DPhil student Jiuen Baek, spoke about her new book, ***North Korea's Hidden Revolution***, giving insights into the country's 'information underground'.

March saw senior faculty members hosting events around their new publications; Professor Sir Paul Collier and Professor Alexander Betts discussed ***'Refuge'***; and Professor Bo Rothstein spoke on ***'Making Sense of Corruption'***.

Amongst April events we hosted the Vatican's Auditor General, Rene Bruehlhart, who gave an insightful talk about the Vatican's finances.

May saw us holding the prestigious **Kyoto Prize** events, as detailed earlier. We were also delighted to host Chelsea Clinton and Devi Sridhar, an associated faculty member of the School, to talk about their recent publication, ***'Governing Global Health'*** to a packed Inamori Forum audience.

DEAN'S FORUMS

For these highly interactive sessions with leading practitioners, targeted for our MPP and DPhil students only, we have had the pleasure of hosting,

amongst others, His Excellency Amr Al-Dabbagh, Dame Shirley Williams, Gail Kelly and Dame Cathy Ashton.

Our convening power: The School building itself supports the School's mission to create the conditions for a global dialogue about good governance. It both provides us with the space to host events such as those listed here that reach a wide audience – in-person and virtually.



Photo by: Fisher Studios

PRESS AND MEDIA

A SELECTION OF HIGHLIGHTS

Brexit and the future of Europe

The months preceding and following the UK's referendum on European Union membership provided an opportunity for the School to establish itself as the go-to place for expert comment, from providing a forum to facilitate public debates to placing opinion pieces. Some highlights were **Ngairé Woods** on Newsnight (May 2016) and BBC World Service (June 2016 and February 2017) discussing the consequences of Brexit, as well as *Bloomberg* and *Gulf Times* (January 2017).

Emily Jones wrote about trade negotiations with the EU for *New Statesman* (July 2016) and *CapX* (January 2017) and she was quoted in *The Economist* and *Oxford Mail* (both July 2016) and *Vice* (October 2016).



Together, Ngairé and Emily wrote about “Brexit negotiations: Four ways to get a good deal” on BBC News Online (June 2016).

Additionally, senior research fellow **Eric Beinhocker** was quoted in the *New York Times* after writing about the voting trends in *The Atlantic*, and **Bo Rothstein** justified a second referendum in the *New Statesman* (September 2016). **Stewart Wood**, Fellow of Practice at the School, wrote in *The Daily Telegraph* about Brexit negotiations after Theresa May's speech on 17 January (February 2017).

Professor Bo Rothstein wrote about the crisis of the left in *Europe in Social Europe* (February 2017).

Refugees, immigration and conflict

Paul Collier's work on solutions to the refugee crisis has come out throughout the year with opinion pieces in the *Financial Times* (September 2016), as well as a cover article in the *Spectator* (March 2017) and Radio 4 Start the Week (March 2017) following the publication of *Refuge*.



A long read about why controlling immigration is good for democracy by **Tom Simpson** was published on *Standpoint* (September 2016).

The conflict in Yemen was the topic of op-eds by **Rafat Al Akhali** for *New Statesman* (October 2016), *The Daily Telegraph* (October 2016), and *World Politics Review* (September 2016). He was also quoted in *Yemen News* (September 2016).

MOOC

The launch of “Understanding Development”, the first ever Massive Online Open Course of the University of Oxford, gained widespread coverage on BBC News, *Times Higher Education (THE)*, *The Times* and the World Economic Forum's website among others.

Leadership and globalisation

The lack of trust in our political leaders and the threat of populist movements is a strand that our faculty have explored in the media, starting with **Ngairé Woods' opinion pieces** on leadership and globalisation in *Project Syndicate* (June, July and December 2016), “post-truth” politics in the *New Statesman* (December 2016) and *International Institutions* (October 2016), as well as radio interviews for BBC Radio 4 Today (October 2016) and The World Tonight (October 2016). **Emily Jones** also wrote for *Reaction* about why globalisation needs a rethink (July 2016).



The election of Donald Trump was a chance for our academics to reflect on the new world order, including climate change (**Thomas Hale** – *Climate Home*, November 2016), trade (**Emily Jones** – *New Statesman*, January 2017), TransAtlantic Partnership (**Ngairé Woods** – BBC Radio 4, January 2017) and Trump's populism (**Jonathan Wolff** – *New Statesman*, January 2017).

Ngairé Woods' appearances in Davos (in January 2017) gained widespread coverage from *Arab News*,



Gulf News to Daily Telegraph, Daily Express, Wall Street Journal and CNN.

Our building

The official opening with HRH the Duke of Cambridge (May 2016) provided press visibility in national and international outlets including BBC (television and radio), ITV, *Daily Mail*, and *Daily Express*. The announcements for the RIBA Awards and the Stirling Prize shortlist also generated widespread interest in national and international

press, with highlights including BBC



News, *Financial Times*, *The Guardian*, *The Times*, *Newsweek*, *Architects' Journal* and many more.

Events

Events at the School gained coverage principally on local media – the *Oxford Times*, *Oxford Mail* and BBC Oxford – with pre- and post-Brexit, future of Labour, US election debates, and Oxford Open Doors on top. However they also featured in US press such as the *Washington Examiner* on occasion of a visit by the (now former) US Secretary of Defense Ashton Carter, and the launch of the Kyoto Prize at Oxford in the *Japan Times*.

Africa Initiative for Governance (AIG) partnership

The launch of the Africa Initiative for Governance partnership – linked to scholarships and fellowship at the School – gained widespread coverage in West Africa, including *Modern Ghana*, *African Herald Express*, *This Day*, *Business Day*, *The Guardian* (Nigeria) amongst others.

Current students and alumni



Noam Angrist (current DPhil) was included in Forbes' 30 Under 30 social entrepreneurs (February 2017).

Jieun Baek (current DPhil) published an acclaimed book about information in North Korea and coverage/opinion pieces appeared in *Foreign Affairs* (November 2016), *The New York Times* (December 2016), *Wall Street Journal* (November 2016), and BBC World Service (November 2017).



Juan David Gutierrez wrote for BBC News about the no vote in the referendum and on the peace deal between the government and the FARC in Colombia (October 2016).



Alumna **Shamma Al Mazrui** (MPP 2014), who is currently serving as a minister in the United Arab Emirates, was interviewed by CNN about youth and politics. **Leonardo Quattrucci** (MPP 2013) was part of panels in Davos and gained coverage in Italy's *Il Sole 24 Ore* (January 2017). **Rafullah Kakar** (MPP 2013) co-authored a piece about the Global Youth Development Index in *The Guardian* (February 2017).

Current students' opinion pieces were also published including: **Maciej Kuziemski** (*Atlantic Council*, October 2016); Toby Phillips (*Sydney Morning Herald*, February 2017) and **Edward Ndopu's** fundraising campaign appeared on Al Jazeera English and BBC.

Various

Anandi Mani wrote about group incentives and social change in the *New York Times* (June 2016).

Thomas Elston co-authored an article about sharing services in *Public Finance* (June 2016).

Bo Rothstein wrote about teaching ethics at university to restore public trust in *Prospect* (November 2016); he also wrote about understanding corruption for CapX on occasion of the publication of his co-authored book (March 2017).

An opinion piece by former Prime Minister David Cameron appeared in *The*



Guardian (March 2017) for the launch of the

Commission on State Fragility, Growth and Development, which he is chairing



Bagehot's regular column in *The Economist* (June 2016) focused on the UK's public services booming "brand" with quotes

from an interview with **Ngair Woods**.

Paul Collier's piece "How to save capitalism from itself" was on the cover of the *Times Literary Supplement* (TLS) (January 2017)

WEB AND SOCIAL MEDIA

WEBSITE, BLOG AND VIDEO HIGHLIGHTS

- **Excellent website year-on-year growth** ranging from 9–56% increase in visits per month.
- **An extremely wide global reach** with website visits from 218 countries and territories.
- Out of the top 50 countries visiting the website there has been an **over 50% increase in visits from Brazil, Nigeria, Thailand, Ghana, Peru, Ukraine, Georgia, and Mongolia.**
- With the new video capability available in the new building, we have been able to livestream and record all public lectures, this has led to **views of our videos increasing by 500%** and the **watch time has increased by almost 3,000%.**
- **Admissions related blog posts** by the student recruitment team have proven to be the most popular Blavatnik School of Government blog content and provide valuable additional information for potential students.
- We now run **live online Q&A sessions** to engage the online audience at major events.



FACEBOOK

- Facebook likes: **growth from 11k to 13k** with big peaks around the official opening and MOOC launch.
- Top 5 countries for likes: **Indonesia, UK, Bangladesh, Egypt, USA.**
- Reach of over 200K.
- Top 5 countries reached: **UK, USA, India, Australia, South Africa.**
- Most popular posts: Facebook Live – broadcast of debate about the new world order after Trump (January 2017); Admissions Q&A reminders; MOOC videos.



TWITTER

- Followers: **growth from 3,269 to 6,529** - gaining around 7 new followers per day.
- 60%M 40%F.
- 1.2 % engagement rate.
- **8 RTs per day average.**
- Top tweets about: Oxford Open Doors (17k impressions); studying in Oxford with family (15k impressions); MOOC (15k Impressions).



LINKEDIN

The School's linked-in page went through an overhaul over the past year and now combines both the University page and the organisation page. We have 1,154 followers.

