



School of  
**Public Policy**

# ANNUAL REPORT 2019-2020



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# ANNUAL REPORT

2019-2020

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# DEAN'S INTRODUCTION

By 2030 LSE aims to be the “world-leading social science institution with the greatest global impact”. The mission and vision of the School of Public Policy (SPP) is analogous: to be a world-leading public policy school with a global outlook and the greatest impact on the ways policy is designed, applied and evaluated. Our ultimate goal is to improve governance and public decision-making, so that people can lead freer, more prosperous and more fulfilling lives. Perhaps nowhere else in the university is the motto of the LSE 2030 strategy more relevant: Shape the World.

Andrés Velasco



The inaugural phase of the SPP comes at a particularly challenging time for politics and policymaking worldwide. Liberal democracy is under siege. Survey data from rich and poor countries alike shows growing citizen disillusionment with the performance of democracy. Authoritarian populists are taking advantage of this weakness and challenging both the principles and the practice of liberal democracy.

Our lives have been disrupted first by the calamity of global warming and next by a pandemic of near-unprecedented proportions. Seldom in recent history have the quality of governance and the associated policy response made such a big difference to lives and livelihoods. The choices we make in the near future to protect the environment and to keep our communities healthy and safe will determine our very fate on this planet for decades and perhaps centuries to come.

The world economy has also been living through volatile times. Many nations were still undoing the damage done by the 2007-09 world financial crisis when the COVID-19 shock hit. Over the last few months tens of millions of jobs have been destroyed around the world, and the future of countless businesses, large and small, is now uncertain. Once again, the quality of the policies to contain the damage done by the pandemic and to restore inclusive economic growth will make a huge difference.

In response to this state of affairs, the goal of the SPP is to train not only the best policy analysts —those who can understand the causes of things— but also the best policy and political leaders, who can show the way, engage and persuade for the betterment of society. Our faculty aim to engage policymakers not just in identifying the technically “best” policies, but also in thinking on how to make those policies politically feasible, socially just and environmentally sustainable.

The necessary rethinking also involves focusing on what is special and distinctive about a public policy education. This means shifting classroom focus towards actual policy experiences, ongoing engagement with practitioners well-versed in the craft of policy-making, and learning-by-doing through capstones, summer internships and post-degree practical training with government agencies and NGOs.

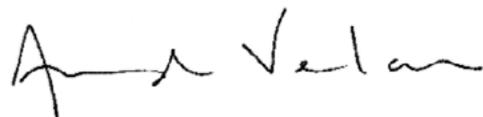
The SPP aims to be at the frontier of global thinking on these issues and to lead in establishing new paradigms of how public policy is taught, formulated, implemented, tested and updated. We started small, but the School is gradually growing in tandem with our expanding scope and reach.

Since 2018 we launched a new one-year Master of Public Policy programme and enlarged the entering cohorts of our pre-existing two-year Master of Public Administration degree. We continue to receive talented and motivated students from nearly 50 countries, but we have also embarked on an effort to secure more scholarship funding, so that students from the least developed nations and from all socio-economic backgrounds can be guaranteed access to a School of Public Policy education.

In the field of executive education, our school was again chosen by the UK Civil Service to deliver for the next four years a bespoke Executive Master of Public Policy programme that in every cycle attracts some of the best and the brightest in British public administration. They share a classroom with the talented students in our global Executive Master of Public Administration, which has continued to thrive. In the future we plan to launch an additional degree-granting executive programme as well as develop shorter courses –both online and onsite— aimed at professionals in the growing field of public policy and public affairs.

We are particularly proud of the work done in mobilising social science research to help craft the policy response to the pandemic. As you can read about in greater detail elsewhere in this report, the SPP launched a new blog focused on COVID-19; convened a public events series involving current and former heads of state, leading policy-makers, scientists and activists from around the world; and put together a Resource Centre containing all the relevant research carried out by LSE colleagues and their associates. It was all a reminder of the extraordinary quality and breadth of the policy-oriented work produced by LSE faculty. It was also a confirmation that LSE and the SPP are uniquely situated to host a free, informed and fruitful global dialogue on the urgent policy issues of the day.

We are pleased with our achievements in our first two years, but also mindful that some of the most important work is still to come. Thank you for joining us on this exciting venture.



# OUR FACULTY

The SPP's faculty represent some of the leading thinking on today's most pressing public policy issues, at the local, national and international levels.

## Faculty List

### School of Public Policy

#### Academic Leadership

**Professor Andrés Velasco**  
Dean

**Dr Sara Hagemann**  
Academic Director; Associate  
Professor in European Politics;  
EMPA/EMPP Programme Deputy  
Director

**Professor Tony Travers**  
Associate Dean

**Dr Babken Babajanian**  
Associate Professorial Lecturer;  
MPA Programme Director

**Dr Simon Bastow**  
Assistant Professorial Lecturer;  
MPP Programme Director

**Professor Erik Berglöf**  
Director, LSE Institute of Global  
Affairs

**Professor Dilly Fung**  
Professor in Practice;  
LSE Pro-Director for Education

**Professor Adnan Khan**  
Professor in Practice

**Professor Daniel Sturm**  
Professor of Economics; EMPA/  
EMPP Programme Director

**Dr Joachim Wehner**  
Associate Professor of Public  
Policy

#### Teaching Faculty

**Professor Nava Ashraf**  
Professor of Economics

**Professor Oriana Bandiera**  
Professor of Economics

**Professor Nicholas Barr**  
Professor of Public Economics

**Professor Gwyn Bevan**  
Emeritus Professor of Economics

**Dr Gharad Bryan**  
Lecturer in Economics

**Professor Robin Burgess**  
Professor of Economics

**Professor Francesco Caselli**  
Norman Sosnow Professor of  
Economics

**Professor Stephan Chambers**  
Professor in Practice; Director,  
Marshall Institute

**Professor Torun Dewan**  
Professor of Political Science

**Dr Jeremiah Dittmar**  
Lecturer in Economics

**Dr Mathilde Emeriau**  
Assistant Professor in Empirical  
Political Economy

**Dr Tasha Fairfield**  
Assistant Professor in  
International Development

**Dr Barbara Fasolo**  
Associate Professor of  
Behavioural Science

**Professor Conor Gearty**  
Professor in Human Rights

**Professor Sir Julian Le Grand**  
Professor of Social Policy

**Dr Lloyd Gruber**  
Assistant Professor of Political  
Economy of Development

**Dr Rafael Hortala-Vallve**  
Associate Professor of Political  
Science and Public Policy

**Dr Ethan Ilzetzki**  
Lecturer in Economics

**Dr Ryan Jablonski**  
Assistant Professor in Political  
Science

**Professor Stephen Jenkins**  
Professor of Economic and Social  
Policy

**Dr Chelsea Johnson**  
LSE Fellow – Political Science and  
Public Policy

**Professor Camille Landais**  
*Associate Professor of  
Economics*

**Professor Martin Lodge**  
*Professor of Political Science and  
Public Policy*

**Professor Geoffrey Meyers**  
*Visiting Professor*

**Dr Joana Naritomi**  
*Assistant Professor*

**Professor Henry Overman**  
*Professor of Economic  
Geography*

**Dr Berkay Ozcan**  
*Associate Professor of Social Policy*

**Dr Jonathan Parry**  
*Assistant Professor*

**Dr Daniel Reck**  
*Assistant Professor of Economics*

**Dr Jonathan Roberts**  
*Senior Lecturer in Practice*

**Dr Thomas Sampson**  
*Associate Professor of Economics*

**Professor Mark Schankerman**  
*Professor of Economics*

**Dr Johannes Spinnewijn**  
*Associate Professor of Economics*

**Dr Johanna Thoma**  
*Associate Professor*

**Professor Alex Voorhoeve**  
*Professor*

**Dr Tinghua Yu**  
*LSE Fellow*

## Fellows

**Sir Nick Clegg**  
*Former UK Deputy Prime  
Minister*

**David Davis MP**  
*Parliamentarian Fellow*

**Dr Greg Fischer**  
*Professor in Practice*

## Visiting Faculty

**Professor Roberto Chang**  
*BP Centennial Professor*

**Antonio Roldán**  
*Visiting Professor in Practice*

**Dr Robert Funk**  
*Visiting Senior Fellow*

# Institute of Global Affairs

## Leadership

**Professor Erik Berglöv**  
*Director*

**Piroska Nagy Mohacsi**  
*Programme Director*

## Academic Faculty

**Anne Applebaum**  
*Professor in Practice*

**Sir Vince Cable**  
*Professor in Practice*

**Professor Marek Belka**  
*Visiting Professor in Practice*

**Professor Gibril Faal**  
*Visiting Professor in Practice*

**Professor Mark Muller**  
*Visiting Professor in Practice*

**Dr Mario Blejer**  
*Visiting Professor*

**Professor Eleonore Kofman**  
*Visiting Professor*

**Professor Brad Blitz**  
*Visiting Professor*

**Professor Chenggang Xu**  
*Visiting Professor*

# NEWS

**Oriana Bandiera** became Co-Editor of the journal, *Econometrica*, which was created by the Econometric Society in 1933 to publish original articles in all branches of economics, providing wide-ranging coverage across the subject area.



**Robin Burgess** became President of the Bureau for Research and Economic Analysis of Development (BREAD), a non-profit organisation committed to encouraging research and scholarship in development economics.



**Camille Landais** alongside co-authors Henrik Kleven and Jakob Egholt Sogaard, was awarded an AEJ Best Paper Award for their paper 'Children and Gender Inequality: Evidence from Denmark'. The paper was published in *American Economic Journal: Applied Economics*, Vol. 11, No. 4, October 2019.



**Tony Travers** joined 27 leaders – from the realms of politics, business, the voluntary sector, trade unions and various public bodies, including Mayor of London, Sadiq Khan – on the London Recovery Board, which aims to help shape London's post-COVID-19 future.



**Adnan Khan** became an affiliate at the Abdul Latif Jameel Poverty Action Lab (J-PAL), a global research centre established by Nobel Prize winners Esther Duflo and Abhijit Banerjee, and Sendhil Mullainathan, working to reduce poverty by ensuring that policy is informed by scientific evidence.



**Francesco Caselli** was elected Fellow of the Econometric Society, an international society for the advancement of economic theory in its relation to statistics and mathematics.



# RESEARCH HIGHLIGHTS

## **Oriana Bandiera and Robin Burgess**

Et al. [‘Why do people stay poor?’](#). *STICERD*, 2020.

## **Gwyn Bevan**

Et al. [‘Developing a culture of stewardship: how to prevent the Tragedy of the Commons in universal health systems’](#). *Journal of the Royal Society of Medicine*, Vol. 113(7), 2020, pp.255-261.

## **Tinghua Yu**

With Elliott Ash. [‘Polarisation and political selection’](#). *Center for Law & Economics Working Paper Series*, Vol. 10, 2019.

## **Nava Ashraf and Oriana Bandiera**

Et al. [‘Data and Code For: Losing Prosociality in the Quest for Talent’](#). *American Economic Association*, Vol. 110(5), 2020.

## **Barbara Fasolo**

Et al. [‘Heterogeneity in banker culture and its influence on dishonesty’](#). *Nature*, Vol. 575, 2019, pp.345-349.

## **COVID-19 Response**

### **Andrés Velasco and Roberto Chang**

With Luis Felipe Céspedes. [‘The Macroeconomics of a Pandemic: A Minimalist Model’](#). Centre for Economic Policy Research, 2020.

### **Adnan Khan**

Et al. [‘Smart Containment with Active Learning: A Proposal for a Data-Responsive and Graded Approach to COVID-19’](#). Center for International Development, Harvard University, 2020.

### **Erik Berglöv**

With Khalid Abdulla-Janahi. [‘9 ways to strengthen the global economic response to COVID-19’](#). World Economic Forum, 2020.

## **Stephen P. Jenkins**

[‘Better off? Distributional comparisons for ordinal data about personal well-being’](#). *New Zealand Economic Papers*, 2019.

## **Berkay Ozcan**

Et al. [‘Robots and the Gender Pay Gap in Europe’](#). *IZA Institute of Labor Economics, Discussion Paper Series No. 13482*, 2020.

## **Henry G. Overman**

With Elias Einio. [‘The effects of supporting local business: Evidence from the UK’](#). *Regional Science and Urban Economics*, Vol. 83, 2020.

## **Martin Lodge**

With Flavia Donadelli. [‘Machinery of Government Reforms in New Zealand: continuous improvement or hyper-innovation?’](#). *Policy Quarterly*, Vol. 15(4), 2019.

## **Gharad Bryan**

With Melanie Morten. [‘The Aggregate Productivity Effects of Internal Migration: Evidence from Indonesia’](#). *Journal of Political Economy*, Vol. 127(5), 2019, pp.2229-2268.

# IN THE POLICY ARENA

Based on research by **Stephen P. Jenkins** and colleagues, the Office of National Statistics (UK) has changed the way in which it calculates its income inequality series. The authors proposed a new method to use income tax information to optimise estimates of the shape of the very top of the UK's income distribution.



Drawing on the evidence of **Joachim Wehner**, among others, the Procedure Committee of the UK House of Commons recommended setting up a Commons Budget Committee, and it endorsed the idea of creating a Parliamentary Budget Office.



**Bob Babajanian** both served as a member of the Organising Committee, and participated in, the 2019 *Social Protection Week: Securing the Future of Asia and the Pacific*, held at the Asian Development Bank (ADB) on 9-12 September 2019. He presented on the governance of social protection in Asia and authored ADB's flagship report 'The Social Protection Indicator for Asia: Assessing Progress' - part of ADB's initiative to systematically track and assess social protection within and across countries.



Informed by research from **Oriana Bandiera**, **Robin Burgess** and colleagues, the non-governmental organisations BRAC, World Vision, Trickle Up, and The BOMA Project have committed over \$300 million to fund innovative anti-poverty programs which target the most economically marginalised women. Bandiera and Burgess' research shows how providing livestock and basic entrepreneurial training to ultra-poor women can help them accumulate both assets and savings—leading to a sustainable path out of poverty.

**Erik Bergl6f** served on the EU High-Level Group, which proposed fundamental changes to the EU development architecture. He has also been actively involved in the global response to the COVID-19 pandemic, including: co-authoring three letters directed at the G20 with former world leaders and leading global health experts and economists, organising some 30 policy-related webinars, producing with leading global health experts a policy report for the Wellcome Trust, advising individual governments on their national policy responses and reporting to G20 finance ministers in July 2020.



As an attempt to build state capacity for development, **Adnan Khan** and colleagues trained approximately 300 bureaucrats at the junior level in the Civil Service Academy in Pakistan and a small group of senior bureaucrats in Bangladesh on ways of engaging with data and research. He is also working with the Government of Punjab in Pakistan and colleagues to help link the taxes paid by citizens with the services received by them, in an attempt to strengthen social compact, trust in the state and increase tax compliance.

**Tony Travers** sat on the panel of the Oakervee Review, an independent review of High Speed Two (HS2), a planned high-speed railway in the UK. The Review was tasked with assembling and testing all the existing evidence to allow the Prime Minister and government to make informed decisions on the future of the project.

# IN THE MEDIA

**Andrés Velasco** and **Erik Berglöf** signed a globally circulated letter to G20 leaders calling for immediate international action to help emerging and developing countries in the COVID-19 crisis. Coordinated by Professor Erik Berglöf, Gordon Brown (former UK Prime Minister) and Sir Jeremy Farrar (Director, Wellcome Trust), the letter was signed by more than 200 former world leaders, leading economists and global health experts. [Access here](#). This was followed by a second letter, entitled [A Letter to G20 Governments](#).

**Andrés Velasco** continued his monthly articles for *Project Syndicate*, covering topics such as populism, the Santiago protests, cosmopolitanism, democratic reform and the impact of the COVID-19 pandemic on emerging markets and Latin America. [Access the series here](#).

**Oriana Bandiera** co-authored an article for *The Conversation* exploring the impact of school closures on girls, drawing on lessons from Sierra Leone's Ebola pandemic. [Access here](#).

**Ethan Iltzetzki** wrote an opinion-piece for *The Guardian* on public debt and the size of the UK economy in the time of COVID-19. [Access here](#).

A *Financial Times* article on the economic impact of Britain's departure from the EU cited research produced by **Thomas Sampson** and colleagues at the Centre for Economic Policy Research. The research explores how the 2016 Brexit referendum affected consumer prices in the UK. [Access here](#).



# IN FOCUS

## MOVING INTO THE CENTRE BUILDING

*With its emphasis on sustainability, community and collaboration, the Centre Building has created an inspiring academic environment.*  
- Julian Robinson, Director of Estates

LSE opened its latest landmark building in September 2019, the Centre Building. Becoming the central landmark of LSE's campus on Houghton Street and Clare Market, the 13-storey building has a striking design and is the highest building on campus, offering spectacular views across London's skyline.

The School of Public Policy joined the Departments of Government and International Relations, the European Institute, and International Inequalities Institute on the upper floors of the new space, with the goal of creating a new home for political sciences at LSE that will enable close-knit departments, peer-to-peer interactions and cross-departmental collaborations.



A dramatic design feature is the 'Academic Stair', which moves diagonally across the façade of the building in a series of double height spaces. The staircase was designed to encourage dialogue between departments, institutes and research centres.

The lower floors provide our students with flexible spaces for study, seminar rooms and lecture theatres; this includes an innovative 'LSE style theatre' designed to allow for both traditional style teaching and collaborative group work. Three roof terraces and a café provide students and staff with news areas to meet and socialise. Additionally, the building includes the LSE Alumni Centre, through which we can welcome our alumni back to their campus.

In early 2020, the Centre Building was nominated for the BREEM Awards 2020, achieving rating Outstanding and winning the category Public Projects – Post Construction. With a focus on sustainability, over 60% of the Building's total area is naturally ventilated. In addition, it reduces embodied carbon by 30%, harvests rainwater and utilises a biomass boiler and solar PVs as part of its renewable energy strategy.

## COVID-19: THE POLICY RESPONSE SERIES

Part of LSE's response to the challenge COVID-19 represents for the social sciences was a series of online public events, which took place during Summer Term. The SPP played a pivotal role in the COVID-19 public events programme by hosting 24 virtual events from May to July 2020.

### **Now or Never: crafting the global COVID-19 response**

*Speakers: Rt Hon Gordon Brown, Dame Minouche Shafik, Professor Lawrence H. Summers, Professor Andrés Velasco*

This panel took place as the COVID-19 pandemic became an unprecedented global crisis, requiring an unprecedented global response. The speakers took stock of where the response was, and what needed to happen in the following months.

[Find out more.](#)



### **Global Leadership to Support Africa's Response to COVID-19**

*Speakers: Professor Paul Collier, Ellen Johnson Sirleaf, Dr Ngozi Okonjo-Iweala, Dame Minouche Shafik*

Panellists discussed the challenges facing African countries in light of the pandemic, drawing on lessons from the Ebola crisis. They explored how countries can best respond to the macro crisis caused by the collapse of natural resource prices and trade, capital flight, and disrupted global supply chains. [Find out more.](#)



### **Responding to a Pandemic: the view from Latin America**

*Speakers: Fernando Henrique Cardoso, Laura Chinchilla, Ricardo Lagos, Juan Manuel Santos, Dr Ernesto Zedillo*

Five former Latin American heads of state brought their knowledge and experience to discuss Latin America's COVID-19 situation and the necessary policy responses. They covered a number of questions, including: How can the region's democracies preserve both lives and livelihoods? What will be the impact on the region's already low economic growth and high inequality? [Find out more.](#)



### **Life After COVID-19: challenges and policy response**

*Speakers: Michelle Bachelet, Helen Clark, Matteo Renzi, Kevin Rudd, Dame Minouche Shafik*

Four former leaders – of Chile, New Zealand, Italy and Australia – joined LSE's Director to take stock of the challenges presented by the global COVID-19 pandemic, and policy responses going forward. [Find out more.](#)



## THE SOCIAL SCIENCE RESPONSE TO COVID-19

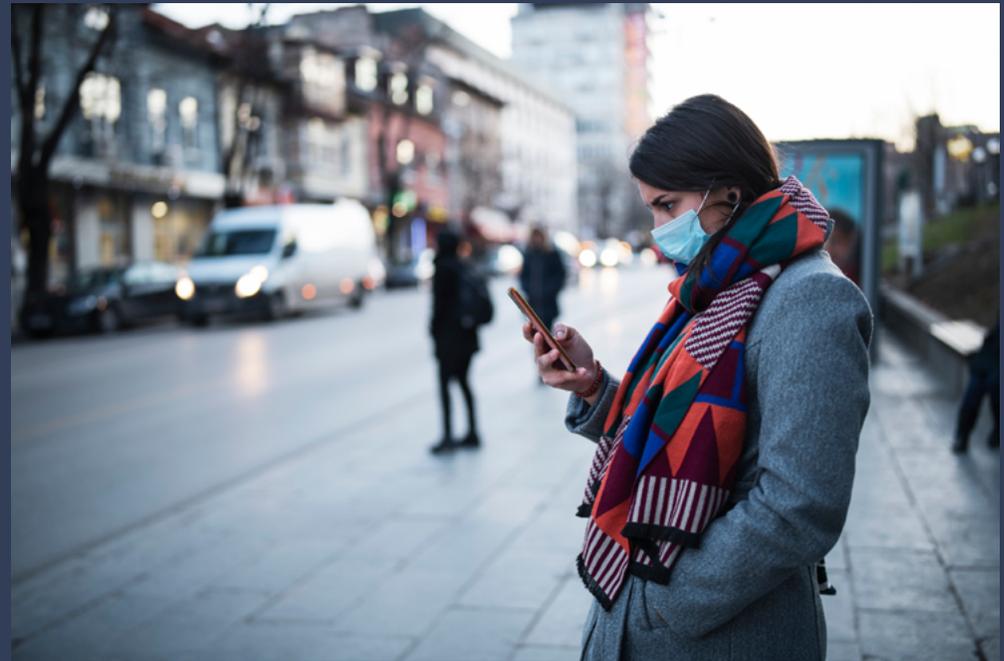
Across the world, in 2020 the key force shaping the economy, society and peoples' lives has been the COVID-19 pandemic. Striking across the globe and peaking in the UK in April 2020, the COVID-19 pandemic has been a global emergency and humanitarian crisis. Parallel to the medical emergency has been the response of politicians and policy makers to lessen the impact of lockdown measures on people and societies, and it is here that the social sciences are playing a key role in shaping the policy response.

As the COVID-19 crisis unfolded around us, the School of Public Policy quickly created a curated **Resource Centre** to bring together and to highlight some of the leading thinking to guide and support policy responses to COVID-19. The Resource Centre worked across the breadth of social sciences: while much focus was on the economic reconstruction and relocation in order to prevent business failure and protect jobs, our analysis went further, exploring the perspectives of health policy, social policy for different societal groups, the psychology of lockdown and behavioural science to understand the public response, as well as climate change, the impact on development policy, communications and media in the crisis.

An **LSE COVID-19 blog** was soon established to complement the Resource Centre, and the blog has published over 100 articles to date, with over 155,000 views. Focusing on the global policy response to the crisis, the blog publishes expert and accessible research about the coronavirus pandemic. The work of the blog has been led by Professor Andrés Velasco, with the support of Professor Tony Travers. Crucially, the content is original and a fresh perspective specifically relevant to the crisis.

At a time of unprecedented global challenge, we are proud of the role that the School of Public Policy has been able to play, and will continue to play, in response to this terrible crisis.

Find out more: [lse.ac.uk/spp/COVID-19-resource-centre](https://lse.ac.uk/spp/COVID-19-resource-centre)  
[blogs.lse.ac.uk/covid19](https://blogs.lse.ac.uk/covid19)



## LSE PROGRAMME: BREXIT AND BEYOND

The LSE Programme: Brexit and Beyond is a dedicated series to stimulate the public debate and informed discussion about Brexit. It comprises the LSE Brexit Blog and an ambitious programme of events targeting LSE staff and students, the general public, policy-makers, practitioners and professionals working on Brexit.

The programme, which is a joint initiative of the School of Public Policy and European Institute at LSE, has been running successfully for four years under the direction of Professor Tony Travers, Associate Dean of the School of Public Policy, and Professor Kevin Featherstone, Eleftherios Venizelos Professor in Contemporary Greek Studies, and Director of the Hellenic Observatory.



It promotes the view that LSE is one of Europe's leading platforms for the discussion of the policy challenges, institutional issues and wider processes and trends affecting both the European Union and the European continent as a whole. The programme consists of the following activities:

### **Public Events**

A pivotal part of the Programme are the public events, which attract high level speakers, guests from the diplomatic community, media and think-tanks.

### **LSE Continental Breakfasts / Private Brexit Seminars**

Another key contributor to the programme is the Continental Breakfasts and Private Brexit Seminars. These events are private, off-the-record meetings for a select group of distinguished individuals from around the world. They bring together LSE's most renowned academic experts with a diverse group of insightful and influential people to explore key issues shaping the European political landscape.

### **Civil Service Lectures**

In conjunction with the Civil Service, the Programme runs several lectures for civil servants, held by LSE academics on specific topics and angles surrounding Brexit. Under this successful partnership, Whitehall professionals can greatly benefit from the expertise of world-leading experts from LSE.

## Outreach Sessions

New to the Programme this year is the introduction of outreach sessions to sixth form students from schools in Greater London, arranged with LSE Widening Participation. The sessions aim to provide students with the opportunity to gain a greater understanding of the issues surrounding Brexit.

In the academic year 2019-2020 there have been 18 events as part of the Programme, including 9 public events, 3 Continental Breakfasts/Private Seminars, 3 Civil Service Lectures, 2 outreach sessions to Secondary Schools, and one student seminar.

Notable speakers hosted this year include: **Sir Simon Fraser**, former Permanent Secretary at the Foreign and Commonwealth Office and Head of the UK Diplomatic Service; **Anand Menon**, Director of the UK in a Changing Europe; **Rt Hon Baroness Pauline Neville-Jones**, Conservative Peer and former Minister for Security and Counter Terrorism; **Vicky Pryce**, former Joint Head of the UK Government Economic Service; **Sir Malcolm Rifkind**, former British MP and previous UK Defence Secretary and Foreign Secretary; **Sir Ivan Rogers**, former UK Representative to the European Union; **Dr Norbert Röttgen**, Chairman of the Foreign Affairs Committee in the German Bundestag; **Sir Anthony Seldon**, Vice-Chancellor of The University of Buckingham; and **H.E. Dr Peter Wittig**, German Ambassador to the UK.

Find out more: [lse.ac.uk/ei/brexit-programme](https://lse.ac.uk/ei/brexit-programme)



## MARYAM FORUM: FROM RULERSHIP TO LEADERSHIP

This year saw the formation and launch of the Maryam Forum by the School of Public Policy and Institute of Global Affairs. Introduced on the global stage in Davos during the World Economic Forum in January 2020, the Maryam Forum aims to encourage the shift towards evidence-informed, transparent, accountable, and inclusive leadership. It is a collaboration between policymakers, academics, business leaders, students and the media that engages LSE across departments and disciplines.

The virtual 'London Launch' of the Maryam Forum took place on Thursday 2 July 2020, entitled '*From Rulership to Leadership: What Lessons from the COVID-19 Pandemic?*'. Fifteen sessions throughout the day, with speakers from across the globe, took stock of the global response to the intertwined medical emergency and economic crisis - how COVID-19 intersects with several other global emergencies, and how it manifests itself in different regions of the world.

This followed a dedicated webinar series held weekly from March, which examined the pandemic and its policy implications. Even before COVID-19, it was clear that many of the challenges we face today demand system change that cannot be achieved by self-interested rulers. There is an urgent need to overcome this leadership gap.

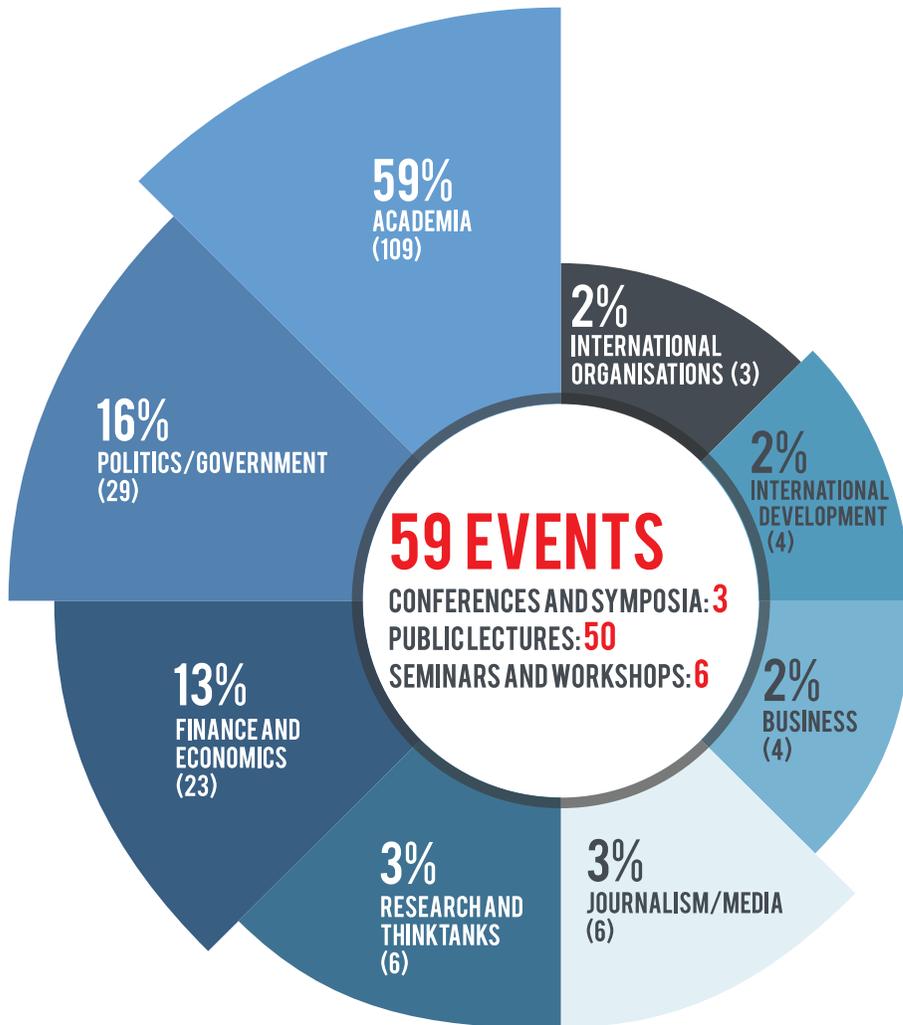
Building on insights from these discussions, and together with our students – the leaders of tomorrow – we will convene Maryam Co-Labs, leading up to our first Annual Global Forum in December alongside our media partners The New York Times, Caixin Media and content partner Kite Insights.

We will chart a new and ambitious trajectory through action-oriented research, a fellowship programme, and an online platform for knowledge sharing and executive leadership courses. Working with policymakers, we will find ways to apply the latest research on existing and emerging global challenges, from public health and climate to growth policy, populism, migration, and sustainable democracy.

Find out more: [lse.ac.uk/iga/Maryam-Forum](https://lse.ac.uk/iga/Maryam-Forum)

# OUR EVENTS

The School of Public Policy frequently hosts public and private events encompassing a broad range of public policy topics, both of a national and international focus.



## EVENT HIGHLIGHTS

### Protecting All: risk sharing for a diverse and diversifying world of work

*Speakers: Professor Nicholas Barr, Dr Francesca Bastagli, Truman G. Packard, Michal Rutkowski, Dame Minouche Shafik*

Drawing on the World Bank white paper, thought-leaders convened in a discussion on the need to restructure risk-sharing policies to help people manage risk and uncertainty from drivers of disruption - such as technology, economic integration, social and demographic changes, and climate change - and protect them from impoverishing losses.

[Find out more.](#)

### Windows of Opportunity: how nations create wealth

*Speaker: Lord David Sainsbury*

*Introduction: Rt Hon Gordon Brown*

David Sainsbury presented his newest book, setting out a theory of economic growth which seeks to explain why G7 countries have experienced slowing rates of labour productivity over the last twenty five years - the so-called 'productivity puzzle'. His theory focuses on a role for government in 'picking winners' at the level of technologies and industries, rather than individual firms. [Find out more.](#)



## Financing the SDGs – Can the World Avoid Failure?

*Speakers: Sir Suma Chakrabarti and Amina J. Mohammed*

The Addis Agenda – which provided a global framework, leading to the Sustainable Development Goals (SDGs) – is now five years old, and COVID-19 has set those long-term objectives, already off-track for delivery, back further. In light of this, EBRD President Sir Suma Chakrabarti and UN Deputy Secretary-General Amina J. Mohammed discussed how we can re-inject momentum into the Addis Agenda and create a sustainable and resilient world. [Find out more.](#)



## BEVERIDGE 2.0: REDEFINING THE SOCIAL CONTRACT

**Beveridge 2.0 Redefining the Social Contract** is an initiative pursuing collaborative cross-disciplinary research, in response to new challenges that are putting strain on social sustainability and forcing us to reconsider the conditions underpinning the social contract. Alongside hosting several public events, this year the programme has published the inaugural volume of the LSE Public Policy Review, an interdisciplinary journal that concentrates on a wide range of themes in public policy. Volume one focuses on populism, and includes an article by Professor Andrés Velasco, entitled ‘Populism and Identity Politics’.

Find out more: [sticerd.lse.ac.uk/\\_new/research/beveridge](https://sticerd.lse.ac.uk/_new/research/beveridge)



**PODCASTS**

[lse.ac.uk/school-of-public-policy/podcasts](https://lse.ac.uk/school-of-public-policy/podcasts)

## POLICY IN PRACTICE SEMINAR SERIES

The Policy in Practice seminars are aimed at engaging with professionals, policy actors and practitioners involved in public policy in various capacities in order to bring together practice and academia and to deepen the learning experience of SPP students. These seminars are organised by Adnan Khan, Professor in Practice at the School of Public Policy.

This year we hosted five Policy in Practice seminars, each with a distinguished guest speaker:

**Hugh Cole**, Director of Policy and Strategy at the City of Cape Town, presented on **'Cape Town Water Crises: How the city government responded and the role of data in building future resilience'**.

*All cities face crises, but the City of Cape Town is unique in emerging economies in using data and analytics to respond to the crises and to build future resilience. Hugh Cole provided a fascinating account of how the city government dealt with the unprecedented water crisis it faced in recent years and how it is using data analytics to improve future policies.*

**Baroness Shriti Vadera**, Chairman of Santander UK and Senior Independent Director of BHP, spoke on **'Reflections on Policymaking: From the World Financial Crisis until Today'**.

*Public leadership is much needed but is challenging because of the complexity of public space that is marked by multiple constraints and principals. It not only entails the technical challenge of adopting good policies but also the immense challenge of communication, framing policy issues and presenting to citizens through a compelling narrative. Yet the future of liberal democracy depends on how public leadership is exercised today. Baroness Vadera shared her perspective and reflections on policymaking in times of crises.*

**Rachel Glennerster**, Chief Economist at the Department for International Development, UK Government, discussed **'Evidence-based policymaking: how do you make it work in practice'**.

*More effective use of data and evidence in policy decision-making can dramatically improve outcomes, from better health to higher incomes. But with so many competing pressures on politicians and bureaucrats, how can we make sure that high quality evidence feeds into decision-making? Drawing on her experience advising governments, including as Chief Economist at the Department for International Development, Rachel Glennerster discussed practical approaches to making decision making processes more evidence based.*

**Robert Chote**, Chairman of the Office for Budget Responsibility, examined **'The Office for Budget Responsibility: external watchdog, executive agency, or both?'**

*The UK Office for Budget Responsibility was created in 2010 and is one of around 40 official but independent fiscal institutions around the world. As the lone official forecaster of the public finances, the OBR is unusual in acting both as an external watchdog and as a functional part of the Executive, playing a key role in the Budget-setting process. Robert Chote discussed the origins and design of the OBR and assess how in practice it has tried to reconcile these two potentially inconsistent roles.*



Dame Minouche Shafik



Dr Mo Ibrahim

**Dr Mo Ibrahim**, Founder and Chair of the Mo Ibrahim Foundation, spoke on **‘The Craft of Governance for Development in Africa’**.

*Nowhere in the world is good governance needed more than in Africa where unfortunately it is also in short supply. Dr Ibrahim shared his unique perspective and experience in improving governance in Africa through the ‘Mo Ibrahim Foundation’.*

**Dame Minouche Shafik**, LSE Director, gave a talk on **‘Being a Policymaker’**.

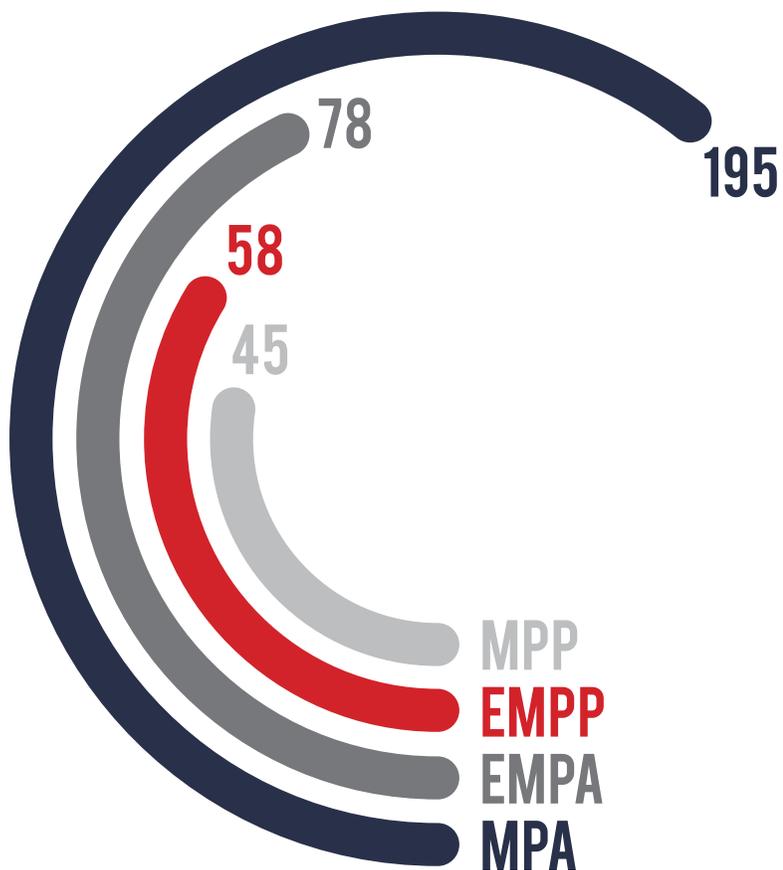
*Drawing on her stellar career in the policy world at the World Bank, IMF, UK’s Department for International Development and the Bank of England and currently as Director of the LSE, Dame Shafik provided a candid reflection on the policy, professional and personal challenges of being a policymaker.*



Baroness Shriti Vadera

# OUR STUDENTS

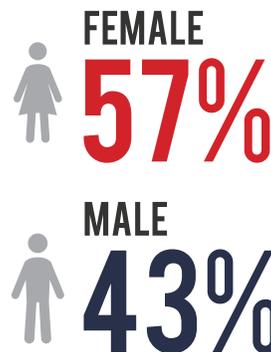
## SIZE OF PROGRAMME COHORTS



## TOTAL STUDENTS



## GENDER SPLIT



## OVERVIEW OF EACH PROGRAMME

### Master of Public Administration (MPA)

The MPA is an interdisciplinary two-year degree covering the broad field of public policy and administration in a global context. The degree places a special emphasis on rigorous empirical training, particularly in economics, econometrics and political science - necessary for addressing today's most pressing public policy problems. While giving scope for a policy specialism, it also offers a Capstone project to allow students to work on a real-world policy challenge with an external client.

### Master of Public Policy (MPP)

The one-year MPP was launched this year. It teaches the 'craft of government', offering grounding in many key specialisms of policy-making, with the aim of giving mid-level or senior-level policy-makers the training needed to make 'good' policy. The degree allows students to take a career break and quickly return to the workplace equipped to take on new challenges.

### **Executive Master of Public Administration (EMPA)**

The 19-month EMPA attracts our most experienced students. It runs in a modular format, with students attending teaching for 8 intensive blocks, allowing them to remain in their jobs and combine work with study. Students have at least five years of post-degree professional experience and often substantially more, creating a network of contacts to drive career progress at the senior levels.

### **Executive Master of Public Policy (EMPP)**

The EMPP equips senior and high-potential civil servants with the cutting-edge analytical tools required to deliver effective policy. It is the first programme of its kind to be commissioned by a cross-government policy community in the UK. Available only to members of the UK Civil Service, the EMPP follows a similar curriculum to the EMPA and is aimed at developing people with the talent and drive to reach the very highest levels of the Civil Service Policy Profession.

## **CAPSTONE PROJECTS**

Undertaken by second year MPA students, the Capstone project is designed to ensure that students have an intensive and closely supervised experience of working in a group on a real-world public policy project. Capstone teams carry out analysis and research in order to address a practical policy issue relevant to the client organisation, allowing students to apply what they have learnt whilst undertaking the MPA.

### **NHS Improvement**

*Perspectives from primary care on increased prescribing of opioids and antidepressants in England*

Over the last two decades, England has faced a rapid increase in the prescription rates of opioids and antidepressants, the majority of which are prescribed by general practitioners (GPs). These drugs can be associated with adverse side-effects and withdrawal symptoms. Based on the review of documents and interviews with GPs, this report seeks to explain what drives these trends, what influences GP's prescribing choices, and how such practices can be addressed to improve the health and wellbeing of NHS patients.

### **The European Investment Fund /The European Investment Bank (EIB) Group**

*An empirical assessment of the factors contributing to the emergence of new FinTech companies across the EU*

FinTechs are increasingly becoming an integral part of the financing landscape for small and medium sized enterprises. The term FinTech generally refers to companies that use technological innovations in the delivery of financial services. This project identifies the driving factors behind the development of a FinTech sector. It thus contributes to a greater empirical understanding of factors and conditions necessary to initiate and maintain a thriving local FinTech ecosystem. The project draws on the database developed by the MPA students in an earlier Capstone project.

## **World Vision International**

### *Estimating aid spending towards ending violence against children*

There is currently limited knowledge about the level of resources spent on the policy objective of ending violence against children (EVAC). This project offers analysis of the 2017 overseas development assistance and estimates total aid spending invested towards EVAC. The report assesses the nature of financial assistance along various categories of assistance, e.g. legal issues, socio-cultural norms, education and others. This information was not available previously and it helps establish benchmarks for assessing policy-specific dimensions of development assistance.

## **UNESCO**

### *Making education accessible for all: The Cases of Uganda, Malawi and Tanzania*

The 2030 Agenda for Sustainable Development aims to promote inclusive and equitable quality education for all. However, many developing countries continue to exhibit high rates of education exclusion. This report focuses on private (out-of-pocket) expenditure as a key factor that enables and constrains access to education. It examines how household and individual characteristics influence private expenditure on primary and secondary education in three low-income sub-Saharan African countries: Uganda, Malawi and Tanzania. The analysis draws on the representative data from the most recent panel surveys of the World Bank's Living Standards Measurement Study (LSMS). The report provides policy recommendations for tackling barriers to education.

## **BEYOND THE CLASSROOM**

### **MBA Impact Investing Network and Training (MIINT) competition**

A team of five MPA and MPP students participated in the 2020 global MIINT investment competition, which is designed to give postgraduate students a hands-on education in impact investing.

The SPP's team spent seven months getting to know various start-ups, navigating the uncertainty of evolving business models, the meticulous demands of fundraising, and experiencing the impact of the COVID-19 pandemic on business first-hand. They eventually chose Tandem – a start-up working to end transport poverty in small cities and towns – which they pitched to a panel of angel investors for a potential

investment of US\$50,000-100,000. While Tandem was not chosen for investment by the panel, the SPP team received an honourable mention for the quality of their due diligence.

### **Global Public Policy Network (GPPN) Conference**

The SPP was proud to host the 2020 GPPN Annual Conference, with students and staff visiting from leading public policy schools in Tokyo, New York, São Paulo and Singapore to participate in the competition. Unfortunately, due to the early stages of COVID-19, the School of Public Affairs at Sciences Po, Paris and the Hertie School of Governance, Berlin were unable to attend.

Twenty groups of students presented their innovative public policy project ideas to an audience of School Deans and over 100 students. This was accompanied by a skills training session in ‘decision-making, nudges and biases’.

The SPP successfully put forward five teams: **Diciottinobond (18 Bond)** – addressing equality of opportunity in Italy – (achieving First Place); **UELCOME** - empowering Hispanic communities through education – (achieving Best Presentation); **Countaxi** – solving the public service gap of rural areas; **Improving Outcome for Victims of Domestic Violence in Mongolia**; and **Training for Taxes** – a scheme to improve Peru’s human capital.



### The Public Sphere Journal

The Public Sphere is a journal of international policy studies produced by SPP students. In 2019-2020, the PSJ welcomed editors from the inaugural MPP programme, brought its podcast into the second year, and continued its blog – providing a platform for creative and insightful discussion of emerging issues. It also joined a network of journals united by the Houghton St Press, which included the launch of a new website: [psj.lse.ac.uk](http://psj.lse.ac.uk).

The publication of the PSJ Volume 8 joins a massive and growing movement to better-understand and tackle inequality. The ten articles in this year’s publication represent multidisciplinary perspectives on the many facets of inequality – from inheritance tax optimisation to a queer critique of Brazilian social welfare.

### SPP Women’s Network

The SPP Women’s Network seeks to provide an inclusive space for all genders to connect, collaborate, and network on issues pertaining to gender and policy. Through the three pillars, the Women’s Network pursues one common goal: to make the world a more inclusive space. As policymakers at LSE, SPP students will be the ones designing and implementing policies in the future to ensure just that.

Highlights from the 2019-2020 year include the first Gender and Policy Conference, featuring a two-day series of panel discussions and student-led workshops; a speech by Margaret Trudeau, author and former Canadian First Lady, on the topic of mental health; and a panel discussion led by global expert in gender and organisations, Dr Michelle Penelope King.



# OUR ALUMNI

Our alumni community is a global network of over 1300 policymakers, changemakers and leaders, based in over 80 countries. The diverse expertise, rigorous ambition and global outlook of our alumni is rooted in the common values and training they received while at the SPP.

We seek to engage all our alumni in a lifelong connection with the SPP and each other, and each year they prove to be a vital force within the SPP family: offering advice, connecting with students and offer-holders, and returning to campus to engage in events and activities.

The last academic year was a particularly unusual time; owing to the disruption of COVID-19, all alumni activities were moved online from late March. However, this did mean that our overseas alumni could join us.



## Highlights from this year include:

- Sector-based networking lunches on the topics ‘The World of Founding Your Own Business’ and ‘The World of Working in Government’.
- A collaborative open-house discussion on global COVID-19 policy responses, with opening reflections from Professor Andrés Velasco and Professor Tony Travers. Alumni offered national perspectives from India, Brazil and the UK; organisation perspectives from the UN World Food Programme and OECD; and sector perspectives on a green recovery and the role of social enterprises.
- A networking evening with alumni, current SPP students and faculty.
- A virtual inter-departmental social

The testing nature of the past few months has really shown the strength of the SPP alumni family, and we are looking forward to strengthening these connections in the upcoming year.



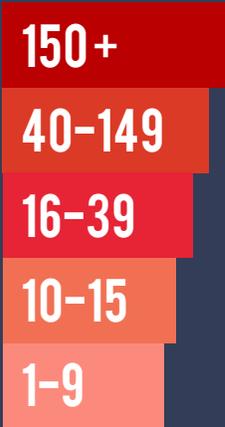
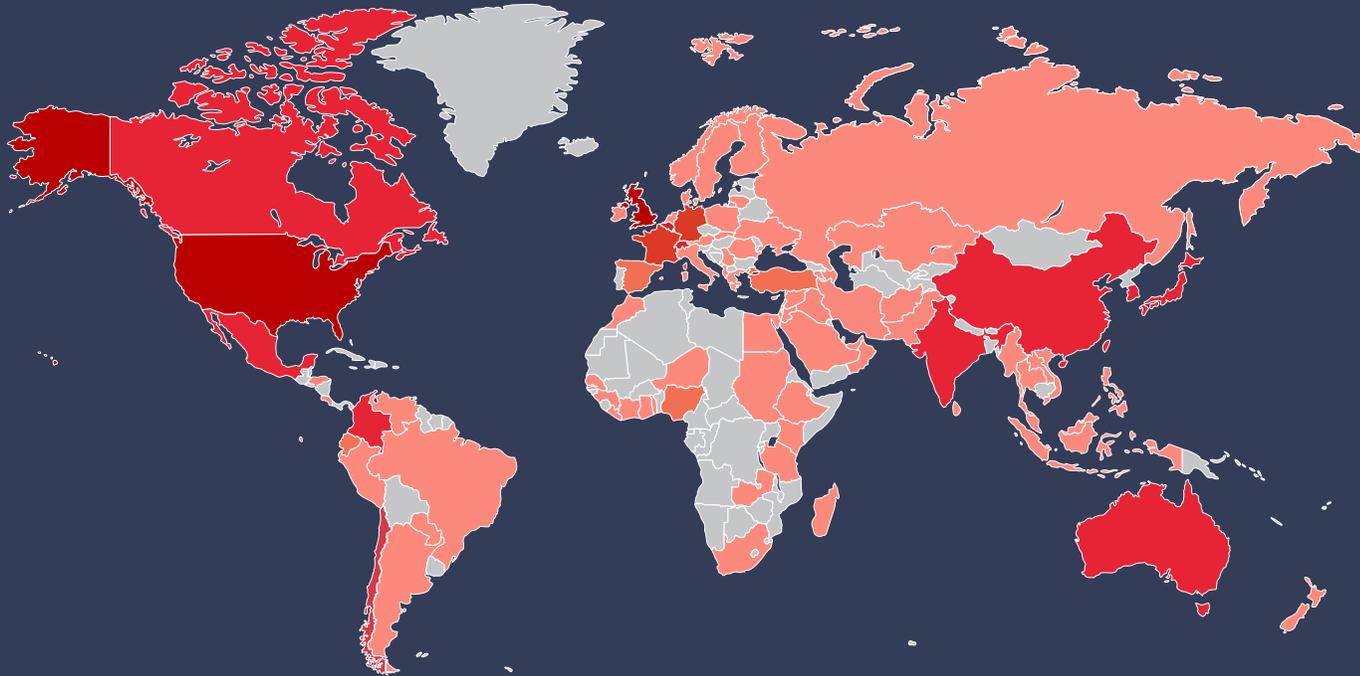
ALUMNI



CURRENTLY BASED IN



COUNTRIES



## ALUMNI IN THE SPOTLIGHT



### **Nando Rivarola** **MPA graduate, class of 2019**

**Cabinet Coordinator and Main Advisor  
for the Paraguayan Minister of Finance.**

“The MPA at LSE’s School of Public Policy represents one of the best experiences in my life. It made me grow up, not only in the academic aspect, but also in shaping my temper, my character, and proving myself to be resilient enough to face major challenges. Pressure became one of my best allies once I learned how to deal with it, and the LSE community was always there to support my learning process.

Before beginning the MPA I was working at the Central Bank of Paraguay as a technician involved in National Accounts Statistics. One of the main reasons for choosing the MPA at the SPP was its thorough curriculum, and the complexity of courses that complemented each other. The diversity of the students’ backgrounds also made the MPA very attractive; at LSE you learn not only in classes, but through sharing formally and informally with fellow students.

My job at the Paraguayan Ministry of Finance, in addition to the day-to-day work of a Finance Ministry, involves me in major national projects which I have to coordinate. Among them: a reengineering of the National Budget, with a focus in Sustainable Development Goals in a joint project with the Sustainable Development Solutions Network (SDSN) and Jeff Sachs team; the National Transformation of the Educational System (a huge participative, political and technical endeavour); and the National Innovation Strategy as a key trigger for the development of Paraguay.

Now I am aware that the only way to change my country’s reality is to implement sound public policies that will lead to its development; thus, it is a first condition to gather, analyse, and interpret data sufficiently, in order to understand the big picture. The MPA legacy for myself was to always navigate deeper in order to “know the cause of things”.”



**Mollie Foust**  
**MPA graduate, class of 2013**

Senior Counselor at the Office  
of the Governor of Illinois.

“The training I obtained as part of the MPA has, without a doubt, helped to save lives. As part of Governor Pritzker’s COVID-19 response team, I have been leading Illinois’ efforts to increase testing capacity for COVID-19 across the state. In practice, this involves working with hospital and commercial laboratories to understand their constraints, developing relationships with manufacturers of supplies needed for testing, and monitoring and leveraging best practice in research and strategies emerging from across the globe.

At the start of this crisis, my first calls were to former classmates all over the world to learn what they had already experienced. I was able to learn quickly about approaches that seemed promising, and to use my evaluation training to vet studies on approaches that the media touted by did not have significant evidence to invest time into. I also utilised my econometric skills to assess the benefits and costs of various policy options on which we had to make quick decisions. Both

LSE and the MPA helped me think critically and use evidence to drive policy decisions.

In four weeks, Illinois was able to start up an entirely new testing and supply chain infrastructure that has been cited as a ‘poster child’ by leaders across the United States. We saw the largest growth in testing out of the ten largest states, and now perform more tests per capita than 90% of states in the US.

My time at LSE transformed my understanding of the role of government and lead me to pursue a career in local service. Illinois has a particularly poor history of public leadership and I was inspired to use my education to help transform government institutions – and, hopefully, provide some improved outcomes and faith in the systems.”

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