



AIG-IMOUKHUEDE
FOUNDATION



AIG PUBLIC LEADERS PROGRAMME



The AIG Public Leaders Programme offers emerging African public sector leaders a unique opportunity to develop their leadership capacity and acquire the skills and knowledge necessary to drive change. Run in conjunction with the University of Oxford's Blavatnik School of Government, the programme offers an immersive, world-class executive education experience, led by some of the world's leading governance experts and teachers.

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Executives ascending the ranks of government departments, agencies and ministries must maintain exemplary performance in their current role while developing the new skills and perspectives needed to take on a top leadership role.

The AIG Public Leaders Programme is designed to ensure these senior public leaders, and those moving into senior leadership in the public sector over the next three to seven years, master a range of new skills as quickly as possible.

This elite educational programme offers participants an unparalleled opportunity to develop the conceptual frameworks and practical tools they need to meet the challenges of today's rapidly changing and complex world.

The teaching faculty on the programme includes some of the world's leading governance experts and teachers, who directly influence policy at international organisations such as the World Economic Forum, the World Health Organization, and the United Nations Development Programme. Programme participants therefore have the opportunity to develop a worldwide network of high-ranking, forward-thinking mentors and colleagues.

The experience is intense and demanding, engaging participants through classroom discussion, practical exercises, simulations, and group work. This programme aims to give participants the skills they need to build transformative cultures of excellence, effectiveness and integrity throughout the public institutions they lead, and across the broader public sector. Their success is their country's benefit.

Participants will work on these critical skills:

- Communicating effectively
- Harnessing digital technology
- Reducing cognitive bias in decision-making
- Strengthening organisational effectiveness
- Maintaining personal integrity

To ensure each participant can get the most out of the course, there are opportunities to pull together the skills and conceptual frameworks learned in each session, including through project work and group reflection.

ADMISSIONS CRITERIA

Only the best public sector executives from across Africa will be selected to participate in this programme. Candidates will be chosen based on their public sector experience and achievements, proven leadership qualities, intellectual abilities, personal motivations and ambitions.

To be eligible for consideration candidates must:

- Be citizens of any African country and actively working within the public sector in Africa
- Have a minimum of 7 years of active service in the public sector
- Be at Directorate level
- Provide evidence of game-changing leadership qualities and abilities
- Be endorsed by the Head of Ministry/ Department/ Agency where the candidate works

Please note that the final decision on the selection of participants rests with the Blavatnik School of Government, University of Oxford

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1

LIVE CLASSES

The programme starts with four days of live online classes, with the opportunity for meetings with faculty on the fifth day.

2

ONLINE LEARNING

The next four weeks consist of self-paced online learning, with Teaching Assistants facilitating the online discussion boards.

3

RESIDENTIAL PROGRAMME

The one-week residential programme in Abuja is the most demanding part of the programme, with Blavatnik School faculty teaching live at the venue and via video.

4

PROJECT DEVELOPMENT

After the residential week, there is a window of time during which you will develop your capstone project.

5

PROJECT REVIEW

In this final part of the programme, a review of the projects will take place, as well as the final closing activities and awards.

PROGRAMME DETAILS

- Programme fee: This programme is offered at no cost to eligible public sector employees who are successful in the application process
- Please note that the final decision on the selection of participants rests with the Blavatnik School of Government, University of Oxford
- Session dates: October 2022 to March 2023
- Location: Online and Abuja, Nigeria
- Application deadline: Thursday, 7 April 2022

OUTCOMES

Graduates will be transformed by the skills and insights they acquire – skills they need to effectively and efficiently perform their roles in the public service. They will gain the know-how to share these skills and insights within their organisation and with the broader public

sector, and will strengthen their ability to respond to six challenges that face all leaders of public institutions:

- Making tough decisions while managing the biases that distort decisions made under pressure
- Improving the ability of their organisation to deliver outcomes that matter to the people they serve
- Building a culture of integrity in their organisation and sector
- Communicating effectively within the organisation they serve, across government, and with diverse public audiences and partners
- Creating effective partnerships with businesses with social-sector organisations and negotiating internationally across sectors to deliver better services, produce better outcomes, and advance the public interest.
- Adapting to changing digital technology and harnessing its benefits while managing the challenges of cyber threats

The programme will conclude with each participant developing and implementing a practical reform in their own organisation or department, practising the art of change management in their home settings.

GOVERNING IN TIMES OF CHALLENGE AND CHANGE

Recognising the speed and depth of change in today's world, these sessions offer participants a stronger set of communication skills and a fresh understanding of the role of storytelling as a fundamental part of leadership.

The coursework sees participants engage with several of the forces driving the rapid change that characterises today's world: technological, social, political and environmental. Students will examine how public service leaders can help their colleagues and the broader public understand the implications of the changes taking place, and work to harness the benefits of these changes.

In the programme's residential segment, participants will learn to weave a narrative that is anchored in their organisation's values, and to communicate with clarity the necessity of crafting messages that command attention amid a jumble of competing voices.

HARNESSING DIGITAL TECHNOLOGY

Exploring the myriad challenges of today's ever-changing technological developments, these sessions look at how to manage technology. Participants will examine, among others, questions of cybersecurity, and threats newly enhanced by artificial intelligence, without losing sight of public interest.

These sessions will examine the complex political, regulatory and technological challenges public services face, worldwide, through a case study on the development of 5G technology. This case study seeks to equip students with the ability to maintain focus on the public interest without becoming overwhelmed by the details of new technologies. It also provides more general lessons for structuring partnerships with commercial enterprises.

THE PITFALLS IN DECISION-MAKING

While senior decision-makers pride themselves on using the best information and advice available, there is plenty of evidence that our decisions are too often coloured by our psychological biases. Participants will explore framing bias, confirmation bias, overconfidence bias and sunk-cost bias, as well as examples of groupthink. They will consider the consequences for decision-making and test some simple techniques to overcome these biases in individual and group decisions.



INTEGRITY IN PUBLIC LIFE

These sessions will explore how public leaders can build and promote integrity within their own organisations and what it means for an organisation to be trustworthy. Participants will examine how difficult it can be to recognise integrity, the factors that cloud our ethical decisions, and the long-term damage to one's leadership that can flow from a single misjudgement.

The theme of integrity runs across the entire programme, and the integrity-focused sessions will examine classic and contemporary texts on the ethical challenges leaders face. Working with their classroom peers, participants will develop a personal moral language for understanding ethical challenges, and so develop greater confidence in handling the complex pressures brought to bear on senior public servants.

STRENGTHENING PUBLIC ORGANISATIONS

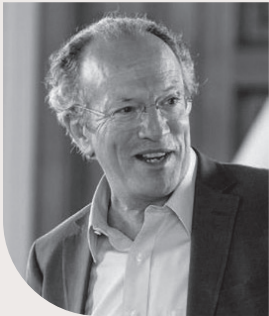
Participants will explore what it means to lead an effective organisation. They will consider who sets an organisation's goals and values, and what counts as high performance. They will also look at the trends and cycles in organisational reform, and what evidence there is to support strategies of radical reform or incremental improvement. Participants will examine the tools that different administrations use to improve performance, including target-setting, data generation and outsourcing.

Participants will also examine their own experiences, and what the evidence tells us about how they respond to different incentives and management approaches. Further sessions will consider how the relationships public-service institutions build are critical to understanding citizens' needs, and to responding with outcome-focused services.



PROGRAMME FACULTY

Participants will be guided by the Blavatnik School's core faculty, as well as by leading practitioners and renowned experts drawn from the wider university. Some of the Blavatnik School faculty who contribute to the programme are:



CHRISTOPHER STONE (PROGRAMME CO-CHAIR)

is Professor of Practice of Public Integrity at the Blavatnik School. Chris has blended theory and practice throughout a career dedicated to justice sector reform, good governance and innovation in the public interest, working with governments and civil society organisations in dozens of countries worldwide. Chris began his career as a criminal trial lawyer in Washington, DC and has since served as a confidential adviser to police leaders, public prosecutors and human rights advocates. He assisted at the development of the Crown Prosecution Service of England and Wales, the National Prosecuting Authority of South Africa, and the Office of the Prosecutor of the International Criminal Court.



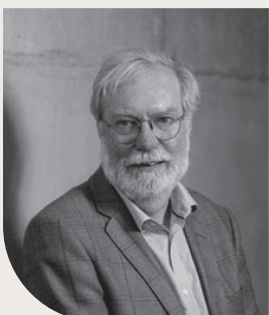
KATE ORKIN (PROGRAMME CO-CHAIR)

is a Senior Research Fellow in Behavioural Science at the Blavatnik School. Kate is a behavioural and labour economist working mainly in Kenya, South Africa and Ethiopia. She designs and tests new public policy interventions with African NGOs and governments, in particular cash transfer programmes or programmes to increase employment and earnings. She also works closely with governments directly to advise on the design of new programmes, particularly the Kenyan and South African ministries responsible for social protection. At the Blavatnik School of Government, Kate teaches on the Evidence in Public Policy and Economics courses.



PROFESSOR NGAIRE WOODS CBE

is founding Dean of the Blavatnik School, and teaches several parts of the programme. Ngaire's research focuses on the challenges of globalisation, global development, the role of international institutions and global economic governance. She advises governments worldwide, and also multilateral organisations including the International Monetary Fund, the Asian Infrastructure Investment Bank, the African Development Bank, the United Nations Development Programme and the Commonwealth Heads of Government. She has presented many documentaries for radio and television and authored numerous books.



SIR PAUL COLLIER

is Professor of Economics and Public Policy at the Blavatnik School. Paul is a world expert on development who has conducted internationally renowned research over several decades and has also served as director of the Research Development Department of the World Bank (1998 to 2003). He advises governments and transnational bodies around the world and is a bestselling author of books including *The Bottom Billion* and *Exodus*.

PROGRAMME FACULTY



CIARAN MARTIN

is Professor of Practice in the Management of Public Organisations. Prior to joining the Blavatnik School, Ciaran was the founding chief executive of the National Cyber Security Centre (NCSC). Ciaran led a fundamental shift in the UK's approach to cybersecurity and advocated for a more interventionist posture, leading to the creation of the NCSC in 2016 under his leadership. Alongside secure technology, a constant theme of his has been the promotion of responsible, values-based government, whether in the UK's Treasury, Cabinet Office or the security services.



CALUM MILLER

is COO and Associate Dean of Administration at the Blavatnik School. Prior to joining the school, Calum was a senior UK civil servant who worked in the Treasury, the Cabinet Office, the Foreign Office and the Department for International Development, and served as principal private secretary to the head of the UK civil service (2009 to 2010) and to the deputy prime minister (2010 to 2012).



TOM SIMPSON

is Professor of Economic Policy at the Blavatnik School and is an economist with a focus on African development. He was chief economist of the UK's Department of International Development, the government department in charge of the UK's aid policy and spending, between 2011 and 2017. His current research examines the psychological challenges of poverty, the political economy of development, the challenges and opportunities of new technologies, and how to organise and finance responses to natural disasters and protracted humanitarian crises.



MARTIN J WILLIAMS

is an Associate Professor in Public Management at the Blavatnik School of Government, and Research Fellow at Green Templeton College. His research is on policy implementation, public service delivery, and bureaucratic reform, mostly in low- and middle-income countries. He also teaches and conducts research on the roles of evidence, context and external validity in policymaking.

PROGRAMME FACULTY



ELEANOR CARTER

leads the research agenda of the Government Outcomes Lab. Her research focuses on innovations in social policy and outcomes-based commissioning. Before moving to Oxford, Eleanor gained experience from the policy-maker perspective working as an advisor for the Social Investment and Finance Team in the UK's Cabinet Office and through collaborative research projects with the Department for Work and Pensions.



MARGARITA GÓMEZ

is the inaugural executive director of the People in Government Lab, the Blavatnik School's innovation-in-government project aiming to improve the motivation, responsiveness and effectiveness of people working in government. She has more than 12 years of experience working to build better governments and to design more effective public policies. Margarita was a principal advisor to the Minister of Public Safety in Mexico, where she led three major projects: the design and implementation of the new professionalisation programme of the police, the restructuring of the federal police organisation, and the creation of a technological security platform.



MAYA TUDOR

is Associate Professor of Government and Public Policy at the Blavatnik School of Government, where she is also the Director of Graduate Studies. Maya's research investigates the origins of stable, democratic and effective states across the developing world, with a particular emphasis on South Asia. She has held fellowships at Harvard University's Belfer Center for Science and International Affairs and Oxford University's Centre for the Study of Inequality and Democracy. Before embarking on an academic career, Maya worked as a Special Assistant to Chief Economist Joseph Stiglitz at the World Bank, at UNICEF, in the United States Senate, and at the Bangladesh Rural Advancement Committee.



DAPO AKANDE

is Professor of Public International Law at the Blavatnik School of Government, and Co-Director of the Oxford Institute for Ethics, Law and Armed Conflict. Dapo works across a wide range of issues in international law, including the law of armed conflict, international criminal law, the law of international organisations (especially the United Nations), the law and practice of international tribunals, and human rights law. He is one of the authors of *Oppenheim's International Law: The United Nations* (2017, OUP), which was awarded the 2019 Certificate of Merit by the American Society of International Law.



HOW TO APPLY



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for information about how to apply to the
programme.

Admission to this elite programme is selective and
based on professional achievements, organisational
responsibilities and personal motivation.



If you require further information about the
programme, please contact us at:
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