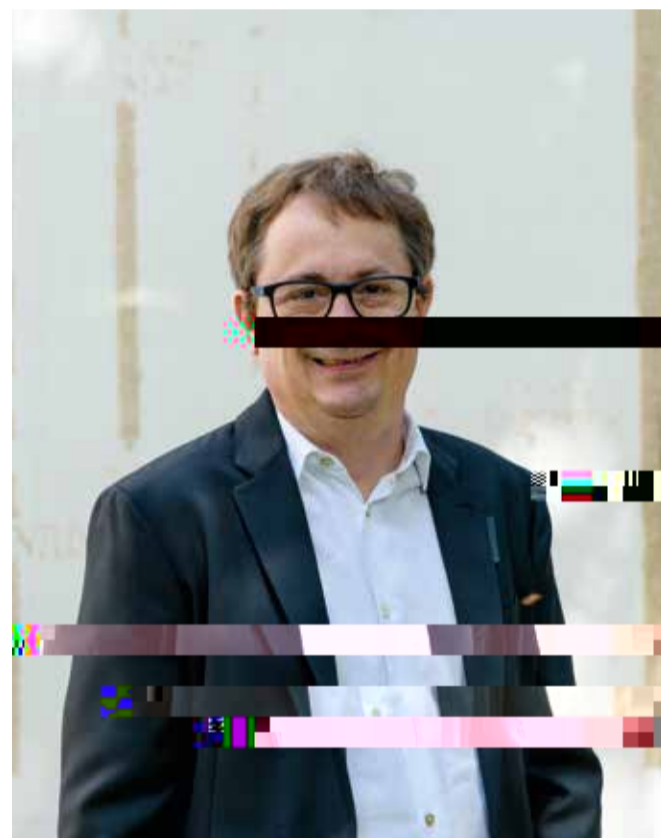


with Orwell Lecturer, **L N**

Welcome back to the UCL Policy Lab



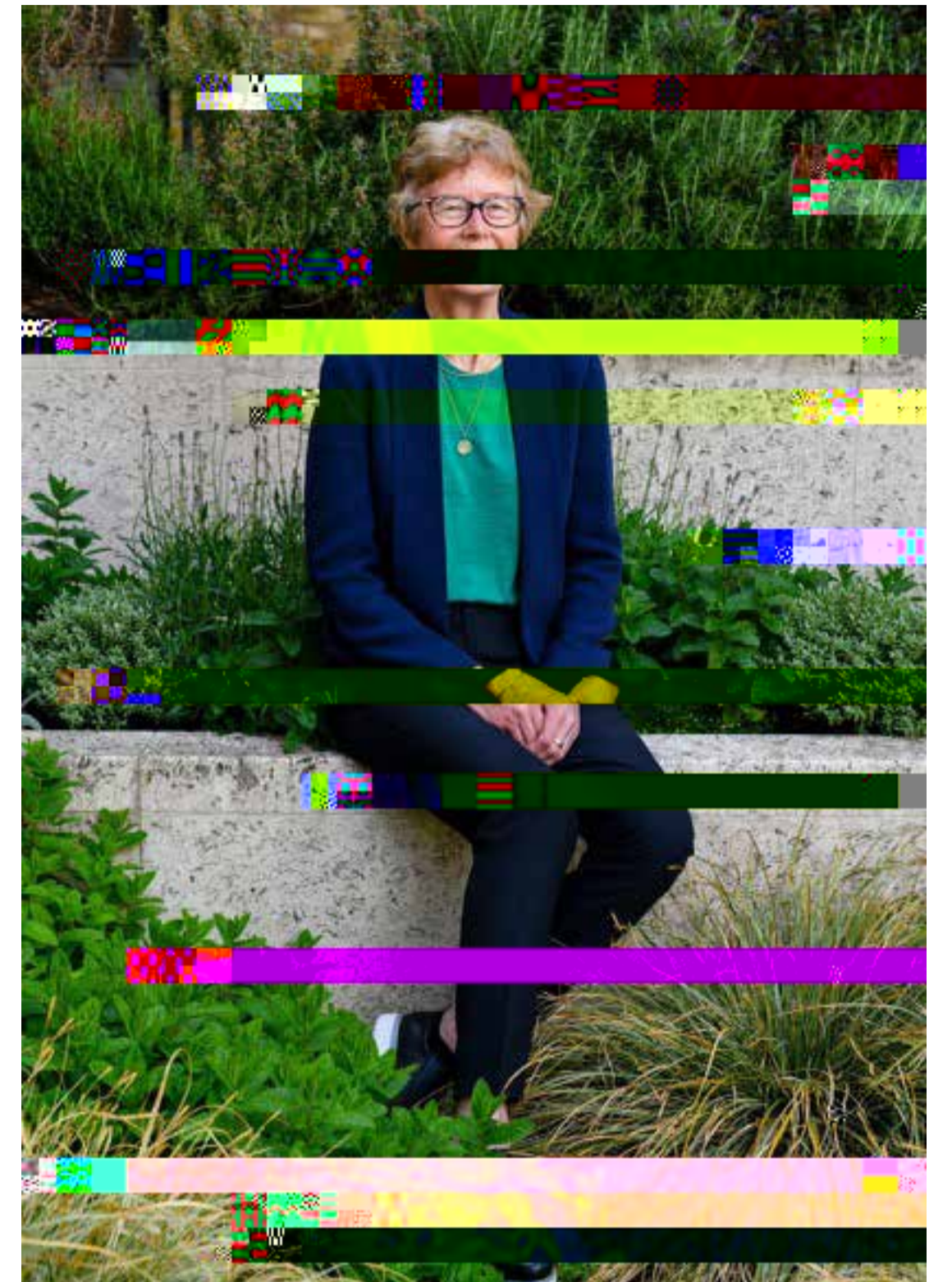
M. S. Director UCL Policy Lab

Find out more about our work and events programme, including to hear about my inaugural lecture in November sign up for our newsletter. We are also very keen to hear from you, about ideas and collaborations.



Please scan to register for Policy Lab updates ucl.ac.uk/policy-lab @UCLPolicyLab

N



Leading experts join the UCL Policy Lab family

The UCL Policy Lab is delighted to announce the appointments of 95 new Honorary Professors of Practice: C. M., Chief Executive of Citizens Advice

A. G., Executive Vice President of Center for Global Development (CDG), CEO of CGD Europe, and Senior Fellow. Amanda has more than 25 years of

M. M., Managing Director at the World Resources Institute and recently the Director General for Africa at the Foreign, Commonwealth and Development

C. G., Economics Editor at the Financial Times. Chris recently spoke at a UCL Policy Lab event Economic expertise in an era of populism and post-truth poli



Humans in the system: the power of humanity in creating change

with Dan Honig

“My work is about how to recognise the human-ness of the humans who work inside government systems, and think about how to support them to do the things they want to do”

D D H is an Associate Professor of Public Policy at UCL and co-lead for the UCL Policy Labs Ensuring Sustainable Development research theme. Here he talks to us about how everyday solutions can tackle complex challenges.

Dan Honig speaks with such clarity that he always allows us to understand the immediate, everyday implications of his research. His work transforms what we know about the effectiveness of bureaucratic systems, helping us govern better.

The technical focus may be on bureaucracies, but at its heart, it's about human relations.

“My work is about how to recognise the human-ness of the humans who work inside government systems, and think about how to support them to do the things they want to do,” he says. “It doesn't have to be that complicated. If somebody really wants to do a good job, then we should probably just enable them to get on with it and do a good job.”

Honig has studied government systems using the very sharpest methodologies. But he believes passionately that research shouldn't remain locked within the academic world.

“I close almost every one of my classes by saying: ‘we're involved in a joint project well beyond this class. The project of trying to make the world a better place. And I hope what we've done in this room can be of some small use to you in that way - and if I can ever be of more, please do get in touch'. It might sound silly - and it might sound overly American or clichéd to say that - but that's what I believe. I see the UCL Policy Lab as part of that larger effort, to make the world better for all of our sakes.”

His research has led him to conclude that often those on the front line of service delivery have the best insights into what can deliver improved outcomes. But too often their views are ignored.

This experience isn't just theoretical but also practical. Honig spent several years working for the Liberian Minister of Finance. Looking at the practicalities of government systems, he soon recognised the power of a government official who truly cared.

Talking about his time in Liberia, Honig says: “I saw time and again that the people doing the best work - the people who were trying the hardest to be helpful and to do good in the world - often spent a lot of their time fighting their own internal systems.”

“I see those lessons from Liberia everywhere I look. I haven't yet found a domain of state experience where rules don't sometimes thwart behaviour which is supposed to be the purpose of the organisation.”

One key to understanding Honig's approach is his time growing up in Detroit, and the insights the city and his friends continue to provide.

“I was back in Detroit talking to a buddy about my next book Mission Driven Bureaucrats. I was explaining what the book was about and he said, ‘Hold on, so the point of the book is that if people really want to do a good job, we should let them do a good job?’ And I said, ‘Yeah, that's basically it.’ And he said, ‘Look, I think it's awesome that you're a professor and that you've got a great job of course... But doesn't everyone know that? How is that a new idea?’ My reply was, ‘I think lots of people know that. I think you know that. I think I know that. I think anyone on the street who we could stop outside this house in Detroit would know that. But you know who doesn't know that? The people who run the system. Because we have a system that doesn't run as if that's true, or doesn't make that possible.’”

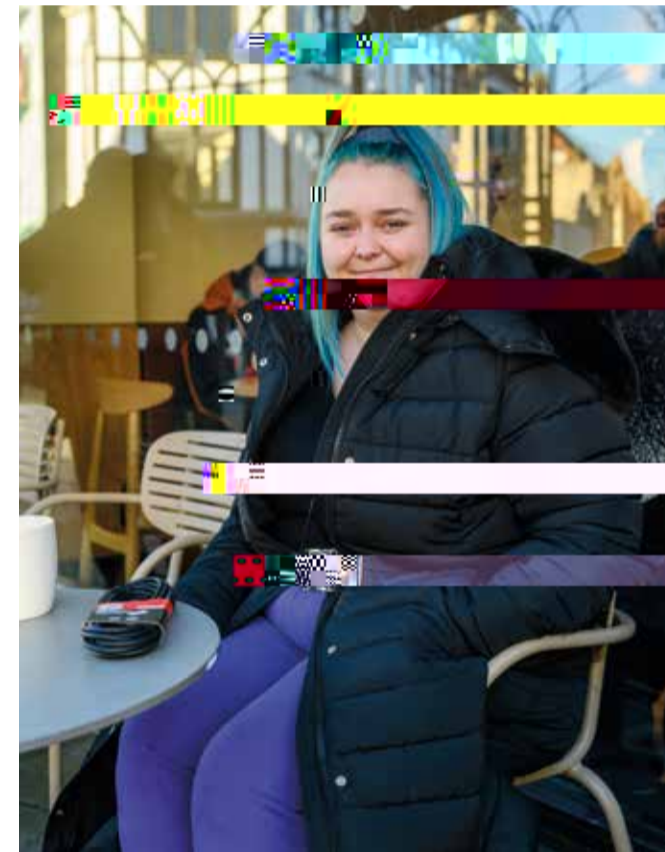
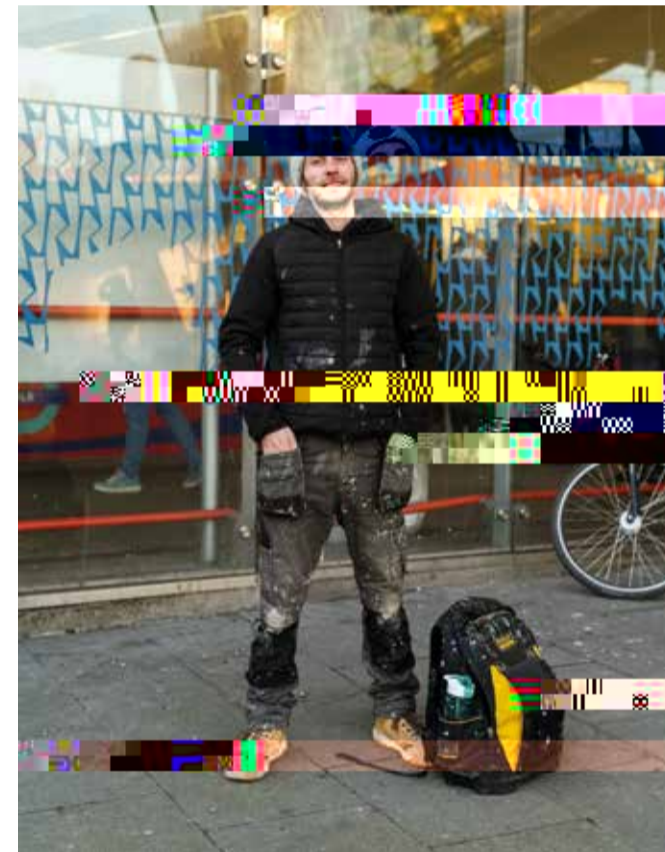
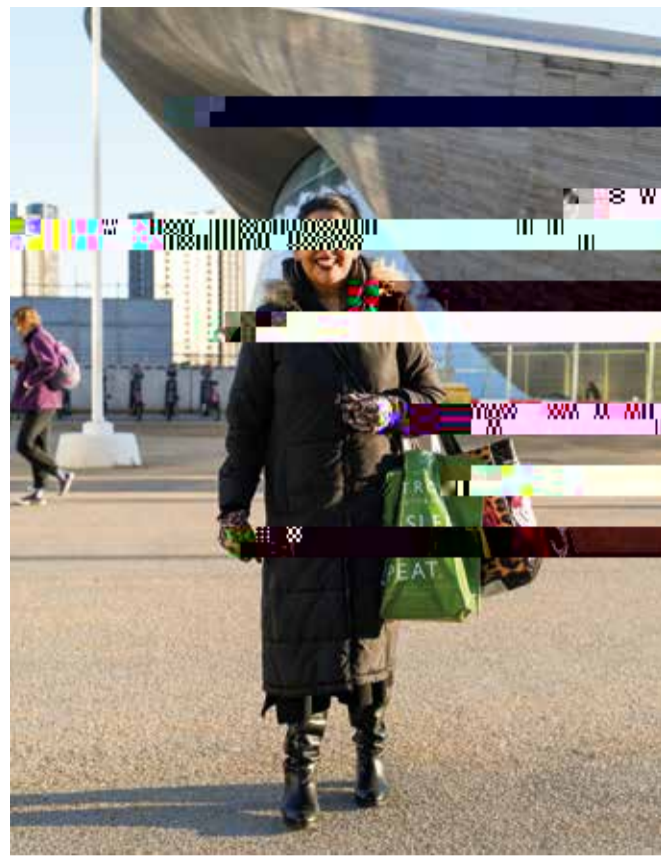
It's these lessons that Honig aims to bring to his work as co-lead for the UCL Policy Lab's Ensuring Sustainable Development research theme. Working with his co-lead, Gabriel Ulysses, he is convening conversations with researchers and policymakers that can help build on what works in driving development progress.

Fundamentally the UCL Policy Lab is about understanding complex challenges so well that we can all grasp the solutions. And that's something Dan Honig gets.

“The UCL Policy Lab provides such a fantastic opportunity for bringing rigorous academic research, insight and the world of practice together. We can do more when we build on stronger foundations. I think that both the worlds of practice and academia are made better by opportunities for both to learn from the other and to put the puzzle together.”

It's a puzzle that Honig invites all to help solve.

In our differences, we find the possibility for change and renewal



As we open our new campus, we are reminded of our role as a civic institution within London, and our duty to serve all Londoners.

A
UCL

A UCL's Pro-Vice-Chancellor for London, reflects on the value of community and collaboration as UCL East opens its doors.

UCL was born in Bloomsbury, in the beating heart of London. It's a place we continue to call 'home'. But just as London changes, so does UCL. It's why we're so excited to be opening our new UCL East campus.

Just like the Bloomsbury campus back in 1826, UCL East sits at the heart of a

new wave of vibrancy and innovation. In recent years, Stratford and east London have been home to momentous change. They have given birth to new ideas and innovation.

As we open our new campus, we are reminded of our role as a civic institution within London, and our duty to serve all Londoners. From teaching to research, from UCL hospitals to international collaborations, we know that all of this work is dependent on the foundations we've built within communities.

Our focus on developing strong collaborations across communities and sectors is central to these foundations. We have more than 300 collaborators across the city, with many more across

the UK. Working with the boroughs of Camden, Newham and Islington, we've aimed to strengthen how we support the places UCL calls 'home'.

Creating greater access to UCL also remains a focal point of this work. An example of this is the partnership between UCL and the UCL Academy, the school founded ten years ago with whom we work extremely closely. This is where we can work directly with young people, driving ambitions and creating opportunities. With the school's support, we run a year-long lecture series each academic year, where school pupils hear from academics across UCL on specialist subjects. We also run the annual full school tour of UCL,

and support the school's sixth form societies.

In the years and months ahead, our city and the UK will face challenges to which we must lend our support to help tackle – working with our partners to understand and meet them.

And so as we embark on yet another chapter in UCL's history, I'm reminded of the individuals and communities that have shaped UCL. As we write this new chapter, I hope we'll continue to work with and collaborate with partners not just in London, but across the UK, to help tackle some of our biggest challenges.



I first spoke with Lucy during the frantic days following the Truss mini-budget. In what seemed like an almost constantly shifting policy landscape, we were trying to provide some expert analysis of the actions taken by the new government.

The sense of turmoil and confusion within the political commentary was real. Expert surprise at the economic content of the policies went hand in hand with puzzlement as to the political motives for reforms that were deeply unpopular with voters. And so Lucy's clear and detailed analysis was vital in providing advice to the media and other partners. This was largely due to the detailed work done by Lucy and colleagues on understanding how voters viewed the kinds of policies being introduced by Truss.

Now, months later, as we sit and chat over a coffee on campus, Lucy helps me make sense of what comes next.

"Economic policymaking has a fascinating Janus face. On the one hand, it's a highly technical domain where can be difficult to engage voters. On the other, the past 10 to 15 years in the UK shows popular opinion can be effectively mobilized, with massive political consequences" she says. "Voters' ideas can be appealed to and emphasised by political parties to varying degrees of success – the Conservatives' ability to capitalize on public aversion to government borrowing after 2009 is a prime example of effective mobilization. But we need to learn from voters' reactions to different economic policies, to understand their (often otherwise latent) preferences and priorities."

MOAZZAM MALIK

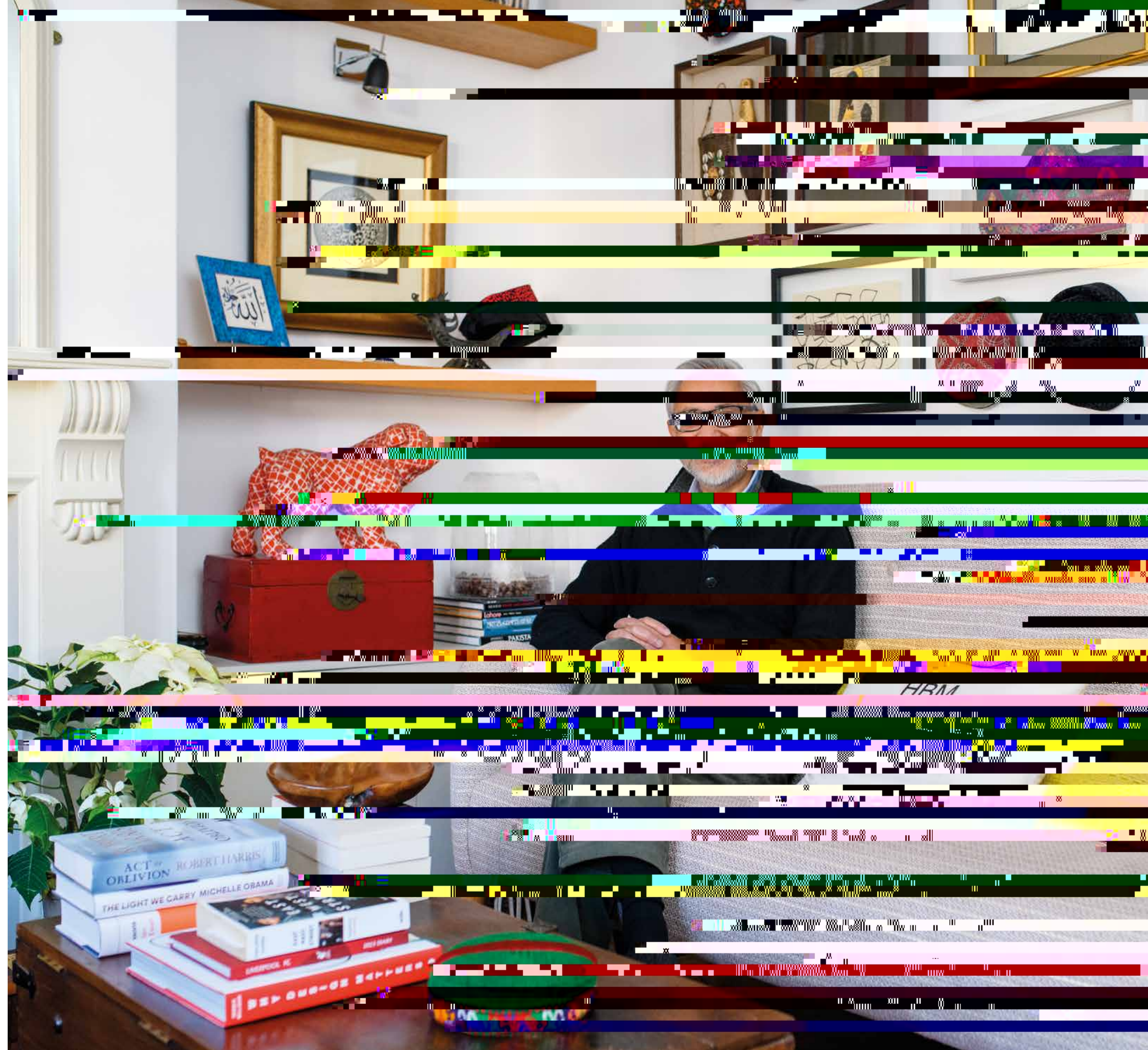
M **M** is Director at the World Resources Institute. He was a former leading British civil servant, having been Director General, Africa at the Foreign, Commonwealth & Development Office (FCDO). He was previously Director General, Country Programmes for the Department for International Development, overseeing the UK's bilateral development partnerships around the world. From 2014 to 2019, he was British Ambassador to Indonesia, Timor-Leste and ASEAN. He recently joined the UCL Policy Lab as an **H** **P**. He spoke to James Baggaley about the future of foreign policy and why he believes the UK can play a positive role in the world.

Moazzam Malik is energised. He has spent more than 40 years representing Britain, working for governments of all stripes to deliver on that oldest of diplomatic missions, 'the national interest.' Today, he believes that mission, the one he's spent a lifetime fulfilling, requires renewal.

He worries that in failing to recognise its strengths, the UK is falling short in its global role.

"Britain's a great place," he says. "We have some of the best universities in the world. We have creative industries – in music, art, and fashion – that are the envy of the world. There's incredible innovation in industry. There is a lot at which we are brilliant. And so, where we will be in 2030 or 2040 is potentially quite exciting."

With Britain facing economic headwinds at home, Moazzam Malik thinks it's important to recognise that British foreign policy has often enabled national renewal. So can foreign policy play a role in transforming Britain for the better? Moazzam certainly thinks the UK is missing an opportunity.



"We can be a country that brings people together, that has an exciting, fresh, modern offering to the world," he says. "But that's different to the Britain of the World Wars, and so in some senses, we need to let go of our past in a way that may be necessary to free our imaginations for the future. Of course, our future is rooted in who we are and what we are, but we must face the future. I think that's a really exciting prospect for us."

Moazzam Malik knows all about what a gift the UK can be, and the inspiring stories it can play host to. His father was born in Lahore, Pakistan and moved to in north London in the late 1950s. The battle against the intolerance and racism of the 1970s wasn't easy. After finishing school and winning a place at university, Moazzam says he recognised the unlikely nature of his family's story. He was determined to do something with his life that could give others the same chance at a better life. "I wanted to create opportunities for change and allow people to realise their aspirations," he says.

He joined the foreign service as an economist and set about developing a new approach to development. But it was in 1997 and the election of a New Labour government that represented Malik's chance to transform lives. And in doing so, transform how Britain and the world did development.

"The Department for International Development (DFID) was a signal that Britain would try and do something different in the world after a long period of conservative rule," he says. "It was a privilege to be part of that movement for change." And he is proud of its achievements. Although widely seen as a British success story, DFID was merged with the Foreign Office in 2020 by Boris Johnson.

Although Moazzam Malik is passionate about all DFID did, he has little time for going back over the debates on the merger. He's focused on the future of both British foreign affairs and development policy.

"The abolition of DFID, or the merger and incorporation of DFID into the Foreign Office, reflects where Britain is today as a country that is going through its difficult Brexit journey," he says. "It reflects the deep uncertainty that we face as a country. We need to reflect on that and work on how we re-bottle that spirit we had in 1997 for a world that has changed."

Malik is clear that DFID reflected what Britain and the world needed, rather than being an imposition on it. Similarly, today he believes it's time to ask big questions about what we want from our Foreign Office. And that's why he seems energised by the conversations he's had in his new role as a Visiting Professor at the UCL Policy Lab.

"The interesting thing about the Lab is that it's a collaboration between different departments in the university. In dealing with these challenges, no single discipline has all the answers," he says. "Bringing people in from different disciplines to talk across their boundaries and learn from each other is key." And it's not just the knowledge of academics that he sees as key. But also, the role of the convener, and its experience and expertise.

"UCL is in London and is a global institution, so it can play a global role in convening these conversations," he says. "We can't just dream up these answers in London; they have to be dreamt up in conversation with people from across the UK and around the world."

What's clear from talking to Moazzam Malik is that he's not given up on Britain, nor its role in the world. Why would he? After all, he's seen Britain at its best. And he seems unwilling to let that best to simply be a thing of the past.



Y G S C A ?

A lot of people look at Global South countries through inward investment and see them as primarily receiving capital. But when I was on the ground doing my fieldwork, I found that a lot of Indian and Brazilian firms are competitive overseas and have investments in the UK, US and Europe. India is the second largest investor in the UK. This story is avoided in conventional economic textbooks, and that's what intrigued me about this project.

W A ?

It is a largely positive trend. When firms from the Global South invest in the Global North, they can get a lot of advantages from it. For example, you get technology knowledge by competing in a developed country, and you get better market access and exports.

T P A B A I R A US A EU I H A UK A ?

In many ways, what the US can do is unique. They have a huge advantage with such a large home market to drive investment in their home-grown industry. But you're right to point out that these larger trading blocs say China, the EU, and the US are all looking to support domestic manufacturing. The UK should of course, support its own industries, but should be careful to avoid a "subsidies war" with the US and other EU countries. Instead, it may be beneficial for the UK to be more targeted in its approach, identify the key industries that add value to the economy, and craft a broad range of policies to promote these sectors.

L H -B B W A UK ?

The events of 2016 perhaps reveal that many individuals or groups were left behind during the period of rapid globalisation. So now we need protections for workers and create strong jobs. One of the core challenges and opportunities for policymakers in the next decade is being global but remaining sustainable and not leaving anyone behind.

Y A DAC A-19 ?

I think Covid-19 really exposed how interconnected the world is now. I think people had a general sense of how these supply chains worked, but perhaps not the extent to which globalisation affects the everyday products we are used to accessing. Moving forward, a lot of firms are trying to make their supply chains more resilient. To do that, we need an active government push, including more information about supply chains and guides for how firms may diversify risk.

F UCL P L H ?

There's a gap between what policymakers need and what academics can provide on their own, so

Economics in the national debate

* TODAY'S SPECIAL *
* JAM ROLL *
* SULTANA PUDDING *
* SYRUP PUDDING *
* APPLE OR CHERRY PIE *
* CROWN WITH CREAM *



A

S. T. C. CVO, business leader and philanthropist, former Chair of the Mayor's Fund for London

H. C., Economics Editor, The Economist

C. J. MBE, Chief Executive and Founder, We Belong

W. M., Chief Economist, World Bank

H. S., Chief Executive, British Academy

S. S., Chief Leader Writer and Columnist, The Observer and associate editor, Prospect

D. J. U., former Chief Executive of the Joseph Rowntree Foundation and the Joseph Rowntree Housing Trust

Q. C.

Chair of the Steering Committee:

J. H. A.

Director:

M. S.

Head of Communications & Engagement:

J. B.

Operations Manager:

P. C.

Academic Co-Director, Political Science:

C. S.

Academic Co-Director, Economics:

M. V. H. A.

Q.

Challenging Inequalities
and Protecting Rights

Promoting Democracy and Peace

Ensuring Sustainable Development

Rethinking Economic Policy
and Decision-Making

C. U

policylab@ucl.ac.uk
www.ucl.ac.uk/policylab
@UCLPolicyLab

Please scan to register for
Policy Lab updates