



UCL Global Governance Institute

Annual Report
2017–2018





Situated within the Department of Political Science/ School of Public Policy at University College London (UCL), the Global Governance Institute (GGI) is a leading research and public policy centre in this vital field of inquiry.

The GGI undertakes in-depth, cross-disciplinary study of pressing issues in governance, in order to explore the nature of the problem, the processes, structures, and institutions involved and to identify solutions. It provides a crucial link between academic researchers, leaders in the wider society, as well as the general public. It also actively seeks to engage and support the next generation of global policy-makers within our student body.

Unlike many other governance research and policy centres, with its rare breadth of scholarly excellence, the GGI is uniquely placed to draw upon UCL's world-leading expertise across a wide span of disciplines – from economics, law, political science, public policy and anthropology, to medicine and public health, engineering and disaster risk management. The GGI strives to reflect UCL's guiding ethos of cross-disciplinary collaboration, facilitating connections among diverse colleagues and interested parties to promote informed public debate on possible solutions to global societal challenges.

GGI Objectives

- Establish UCL as a world leader in this important new field of scholarship and global public policy and practice
- Engage diverse viewpoints and enable the widest possible participation in Institute activities to promote innovation of thought and gain novel insights
- Establish a robust network of research and strategic partnerships within UCL, based on shared goals, as well as forge links with external partners in the worlds of government, commerce and the third sector
- Serve as a hub and facilitator for innovative research collaboration within and across disciplines
- Provide an independent source of impactful public policy research
- Work with partners in the public and private sectors to apply academic analysis to current problems of governance, with a focus on how potential solutions can be adapted to tackle 'real world' problems.

The Director, David Coen, and Deputy Director, Tom Pegram, of the GGI can be contacted by email at d.coen@ucl.ac.uk and t.peggram@ucl.ac.uk.



Image above (GGI Staff, from left to right): Monica Barbone, Professor David Coen, Dr Lisa Vanhala, Dr Tom Pegram, Professor Kristin Bakke, Julia Kreienkamp, Dr Michael Walls, Dr Lauge Poulsen

2017-18: A Year in Review

The need for global governance is well-established. As the world becomes increasingly interconnected, many essential public goods can no longer be adequately provided without effective global cooperation. From global health to sustainable urbanisation, climate change to emerging technologies, the list of unresolved global challenges is long and growing. But while global governance is urgently needed, it is less clear how it can be delivered in times when traditional multilateral policy-making appears to have stalled across a range of issue areas.

As Professor Harlan Cohen (University of Georgia) remarked at a recent GGI keynote lecture, reading the news risks elevating the blood pressure of anyone working on global governance: “Almost every day it seems that there is a new threat to the rules-based multilateral order that we have grown used to.” It is increasingly clear that to galvanise effective collective action on an unprecedented scale, the search for solutions must go beyond multilateralism and legalised intergovernmental organisations. To understand blockages and ways through, academic research needs to be ambitious, imaginative and unafraid of crossing boundaries.

The UCL Global Governance Institute (GGI) aims to play a key bridging role in this endeavour. It is at the forefront of a new generation of global governance researchers working across issue-areas and disciplinary terrain to identify innovative and transferable tools, mechanisms, and theories that can underpin realistic solutions to major global public policy challenges. Beyond this problem-solving imperative, researchers and policy-makers also need to grapple with the normative dimensions and distributive effects of global governance as evidenced in mounting signs of global power fragmentation, legitimacy deficits and populist contestation.

In 2017-18, a key priority for the GGI has been to consolidate and expand its broad network of UCL-based and external partners. In June 2018, we brought together experts across UCL for a workshop on ‘Innovating Global Public Policy’ to explore shared research interests and potential for further collaboration. In November 2017, we hosted the inaugural meeting of the ‘UK Network on the Prohibition of Torture’, a platform for fostering cross-sectoral exchange on issues of torture prohibition,

prevention and redress. The GGI is also an active member of the ‘International Network of Global Governance Institutions’ and has developed strong ties (and ambitious funding bids) with key institutions and individuals working in the climate change and human rights field.

Promoting informed public debate on global governance remains integral to GGI activities. In 2017-18, our busy events programme has featured leading global governance scholars, such as David Held, Ann Florini and Mathias Koenig-Archibugi (to name but a few) as well as prominent public figures, such as Lord Peter Mandelson, who joined us in October 2017 to weigh in on the consequences of Brexit for UK trade policy. We were also delighted to welcome our first Senior Visiting Fellow, Professor Virginia Haufler from the University of Maryland, who delivered a public lecture and a student master class on ‘Private Authority and Public Policy in Global Governance’ during her two week stay in London in March 2018.

In addition, the Institute continues to engage policy-makers, civil society representatives and other stakeholders through its event and publication activities. The GGI Thematic Directors – Kristin Bakke (global security), Ilan Kelman (global environment), Lauge Poulsen (global economy), Lisa Vanhala (global justice) and Michael Walls (global public policy) – have made an invaluable contribution in this regard, organising workshops and public events on a wide range of issues, from trade policy and Arctic governance to the role of informal institutions in fragile and conflict-ridden states.

We are also immensely grateful for the support we continue to receive from our colleagues at the School of Public Policy (SPP) and across UCL as well as the

MSc in Global Governance and Ethics (GEE) students who have contributed regularly to our website by writing commentaries, conducting interviews or reporting on GGI events. It has been a great pleasure to collaborate with this year's GGE Society, which has organised an exciting programme of GGI-affiliated activities, including a fantastic end-of-year panel discussion on 'The Role of the State in Just Green Transformations' in June 2018.

The GGI is now an established hub for global governance research and practice and we look forward to building on this year's achievements in 2018–19. Going forward, a key strategic focus will be to expand the GGI network further, beyond the UK and Europe. Central to our ambition moving forward is to sustain cross-disciplinary learning, collaboration and policy engagement, with a view to devising global public policy interventions that actually work.

Image right, top: Professor Harlan Cohen (University of Georgia School of Law) at a GGI keynote lecture in June 2018.

Image right, middle: In March 2018, the GGI's first Senior Visiting Fellow, Professor Virginia Hafler (University of Maryland), delivered a lecture on 'Producing Global Governance in the Global Factory'.

Image right, bottom: This year's Global Governance and Ethics (GGE) student society organised a wide range of activities with support from the GGI.



Research Overview

At a GGI keynote lecture in October 2017, Professor David Held (Durham University) argued that “global interdependence has now progressed to the point where it has altered our ability to engage in further global cooperation”. Growing multipolarity, fragmentation, diverging interests and distributive conflicts over relative gains are among the factors grinding the post-war multilateral order into gridlock. The resulting inability to respond to pressing global challenges has, in turn, provoked an anti-global backlash and spurred the rise of nationalist and populist movements across the world.

In light of these challenges, the question ‘What works?’ remains the central focus of GGI research activities. A viable global governance model will have to respond to the full complexities of global public policy making and delivery, accounting for the plurality of actors involved and underlying power structures. Global governance research also has a lot to gain from being more attentive to the domestic, shifting the focus from global decision-making processes to the actual sites of implementation and the complex steps that separate the two.

In addition to the practical challenge of achieving collaborative action in the face of gridlock, global governance scholars need to grapple with a number of normative questions. With decision-making increasingly uncoupled from domestic constituencies, current efforts to manage global problems are plagued by serious legitimacy deficits. Global governance scholarship also needs to be more attuned to its own blindspots, taking seriously the implications of unequal power, distributive outcome, and a prevalent Western-centric, liberal orientation.

The GGI is particularly well-placed to drive forward the search for coherent, realistic and just responses to global public policy challenges, drawing on its extensive network of experts at UCL and beyond. Prompting a significant departure from existing approaches in global governance scholarship, the GGI advances an explicitly cross-disciplinary research culture. It brings the distinctive strength of UCL to this enterprise, namely the ability to integrate disciplines that draw from both a material base (disciplines such as engineering, disaster risk management, health and environment) and from a social science and humanities perspective.

Image below: Professor David Held (Durham University) at a GGI keynote lecture in October 2017.



Image above: The GGI is based at the UCL Department of Political Science, 29-31 Tavistock Square.

The GGI is spearheading efforts to advance a new generation of global governance scholarship that seeks to work across disciplinary and issue-specific silos. Some of the questions the Institute will be focusing on in 2018–19 include:

- What works? How do we move from bad to good governance? Are there common trends that we can observe across all or a number of policy domains? What are some of the transferable tools, innovative mechanisms, and theories which can underpin a viable global public policy delivery model?
- What design principles could strengthen existing governance structures or guide the development of new ones in response to rapidly changing circumstances?
- What is the nature, source and distribution of power, and what are the structural conditions which enable or impede regulation? What does the political economy of global public policy making and delivery look like?
- How can cross-disciplinary and cross-thematic collaboration on global governance drive innovation and what are the challenges involved? Which areas would profit most from more exchange across disciplinary and issue-area boundaries?
- How can global governance research balance the pragmatic imperative for problem-solving with normative concerns for fairness, participation and representation? How can researchers and policy-makers navigate difficult political climates and respond to the challenges posed by rising populism, nationalism and eroding public trust?



Publications

Coen, D. and Pegram, T. (2018). Special Issue: Towards a Third Generation of Global Governance Scholarship. *Global Policy*, 9 (1), pp. 1-7.

Coen, D. and Pegram, T., eds. (2018). *Major Works Collection: Global Governance II*. London: Routledge Press.

Image below, left: In June 2018, the GGI hosted a workshop on ‘Innovating Global Public Policy: Cross-Disciplinary Research and Collaboration’, in collaboration with the UCL Global Engagement Office and UCL Public Policy.

Image below, right: In November 2017, the GGI hosted the inaugural meeting of the ‘UK Network on the Prohibition of Torture’, in collaboration with the UCL Institute of the Americas, UCL Laws and the Centre for Human Rights Law at SOAS.



Active Research Areas

Arctic governance

Business ethics and supply chain governance

Climate governance after the Paris Agreement

Climate change and human rights

Disaster risk governance

Global public policy

Global health risks

Governance for sustainable development

Hybrid governance structures

Informal institutions and authority structures

International human rights institutions

Laws of war and transnational security

The future of multilateralism

The global crackdown on civil society

Torture prohibition and prevention

Trade policy and the future of the global economy

Science, technology and security

Small island nations and climate change.



Thematic Directors

Throughout 2017–18, the five GGI Thematic Directors have made an invaluable contribution to GGI institution-building, research and policy engagement activities as well as the events programme. Individual activities include:

Global Economy

Dr Lauge Poulsen

Lauge Poulsen is a Senior Lecturer in International Political Economy at UCL. Throughout 2017, he ran a series of 12 seminars, bringing together participants from across Whitehall departments and leading trade policy experts and practitioners to discuss the technical aspects of the UK's trade policy after Brexit. In addition, Dr Poulsen has organised several public events, including a discussion with Lord Peter Mandelson on the trade implications of Brexit.

Global Justice and Ethics

Dr Lisa Vanhala

Lisa Vanhala is a Reader in Political Science at UCL. Her recent work explores the role of NGOs in environmental politics, the intersection of climate change and human rights, and the global politics of climate change loss and damage. She has been involved in a number of GGI activities, including a workshop on 'Implementing the Paris Agreement: Comparative Lessons from the Global Human Rights Regime', hosted in collaboration with the European University Institute (EUI) in Florence.

Global Environmental Sustainability

Dr Ilan Kelman

Ilan Kelman is a Reader in Risk, Resilience and Global Health at the UCL Institute for Risk and Disaster Reduction and the UCL Institute for Global Health. As Director of the GGI's Environmental Sustainability theme he has organised a number of workshops and public events throughout 2017-18 on issues related to disaster risk reduction, climate change and vulnerability in small island states, and Arctic governance.

Global Security

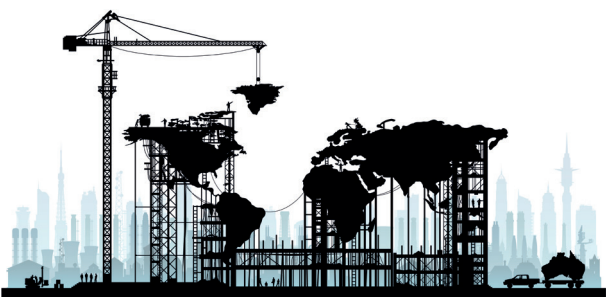
Professor Kristin M. Bakke

Kristin Bakke is Professor of Political Science and International Relations at UCL. In 2017–18, she organised two workshops on 'Institutions in Conflicted and Fragile States' and 'Working with Informal Institutions during and after War', bringing together a diverse mix of researchers, policy-makers, and practitioners. Prof Bakke also organised a public keynote lecture on the 'New Cold War' with Professor Gerard Toal (Virginia Tech).

Global Public Policy

Dr Michael Walls

Michael Walls is Senior Lecturer at the Bartlett Development Planning Unit (DPU) at UCL. His research and contribution to GGI activities focuses, among other things, on state formation in developing countries, post-conflict reconstruction, state- and market led approaches to development and the role of informal institutions in development. He has established a particular regional focus on the Somali Horn of Africa.



Institute Achievements

2017–18

The GGI, now in its fifth year of operation, has become an established institution in global governance research and policy debates, able to draw on a broad network of partners and collaborators at UCL and beyond. A key objective in 2017–18 has been to consolidate and widen this network further, including through a UCL-wide workshop on global public policy and continued engagement with the International Global Governance Network. Advancing impactful policy dialogue and public debate on issues of global governance has also remained a core aim of the Institute, as reflected in its busy events and workshop programme. In addition, the GGI has made its mark on global governance scholarship through major publications, research workshops and reports, its Senior Visiting Fellowship programme, as well as the preparation of ambitious funding bids in collaboration with international partners.

Institutional Strengthening

- Close collaboration with the five GGI Thematic Directors on a range of research/policy workshops and public events
- Continued engagement with the International Global Governance Network, including through a successful joint Horizon 2020 proposal
- Continued expansion of the GGI Academic Steering Board (including Arthur Petersen, STEaPP, and Iris Chiu, UCL Laws)
- Continued engagement with GGI Advisory Board members, including a keynote lecture with Daniel Franklin (The Economist), a panel discussion on green finance, chaired by Karina Luchinkina (PwC / BioEnergy) and a panel discussion on the role of the state in enabling green transformations, featuring Sharon Turner (European Climate Foundation)
- Sustained collaboration with a number of institutes across UCL – including UCL Laws, the UCL Institute for Risk and Disaster Reduction, the UCL Institute for Global Health and the UCL Institute of the Americas – and initiation of new collaborations with colleagues across UCL at a cross-disciplinary workshop on global public policy in June 2018

Image below: Professor Ann Florini (Singapore Management University) spoke about 'The Promise and Pitfalls of Collaborative Governance' at a GGI keynote lecture in November 2017.





Image above: Jos Delbeke (European Commission), Michael Grubb (UCL Institute of Sustainable Resources), Sharon Turner (European Climate Foundation) and Mariana Mazzucato (UCL Institute for Innovation & Public Purpose) at a panel discussion on 'The Role of the State in Just Green Transformations', co-hosted by the GGI and the GGE Society in June 2018.

- Hosted the first GGI Senior Visiting Fellow, Professor Virginia Haufler (University of Maryland), who delivered a public lecture and a master class for UCL postgraduate students
- Issued invitations for Senior Visiting Fellows in 2018-19, including Amitav Acharya (American University), Michael Barnett (George Washington University), Judith L. Goldstein (Stanford University), Jan Wouters (KU Leuven) and Michael Zürn (WZB)
- Initiated collaboration with Global South partners, e.g. through an event with Professor Ann Florini (Singapore Management University), funded by a UCL Global Challenges grant
- Continued collaboration with the UCL Global Engagement Office (GEO) / Office of the Vice-Provost (International) and UCL Public Policy / Office of the Vice-Provost (Research), including on a comprehensive audit of global public policy activities at UCL and a subsequent workshop.

Summary output: The GGI has continued its process of institutional consolidation, expanding its network of supporters and launching strategic partnerships with leading global universities in the field of global governance and global public policy. Going forward, a key strategic priority will be to expand this network further, beyond the UK and Europe.

Global Governance Research

- Publication of a Major Works Collection on Global Governance by Routledge Press, edited by the GGI directorship
- Publication of a Special Issue on global governance in the leading journal *Global Policy*, edited by the GGI directorship
- Organisation of a roundtable at the annual International Studies Association (ISA) conference in San Francisco, 4-7 April 2018, which brought together leading scholars to discuss the current state of global governance research and priorities for future research agendas
- Organisation of a roundtable at the IPSA World Congress of Political Science, 'Bringing the State Back In (Again): Private Authority, Transnational Governance and the State', Brisbane, Australia, 21-25 July 2018
- Inaugural meeting of the 'UK Network on the Prohibition of Torture', hosted jointly by the GGI, the UCL Institute of the Americas, UCL Laws and the Centre for Human Rights Law at SOAS
- Workshop on 'Implementing the Paris Agreement: Comparative Lessons from the Global Human Rights Regime', co-hosted with the European University Institute (EUI) in Florence
- UCL-wide workshop on 'Innovating Global Public Policy: Cross-Disciplinary Research and Collaboration' and preparation of a comprehensive workshop report
- Ongoing research outputs and activities by the five GGI Thematic Directors.

Summary output: The GGI remains committed to making a major intellectual contribution to global governance scholarship, including through major publication efforts, high-level workshops and roundtables, and cross-disciplinary research networks. The GGI has been the driving force behind advancing a 'third generation' of global governance scholarship, distinguished by a concern for the complexity of global public policy delivery and the potential for more systematic inter- and cross-disciplinary learning.

Public Outreach and Public Policy Impact

- Staged or co-hosted a total of 23 public events this year, highlighting important issues in global governance and featuring high-profile scholars, policy experts and prominent public figures, such as Lord Peter Mandelson
- Event commentaries, videos, interviews, and other outputs routinely available via the GGI website and social media channels
- Implementation of the GGI's new social media strategy which has helped to increase the number of Twitter followers by more than 40%
- Publication of three widely-circulated GGI Policy Briefs on 'Responding to the Global Crackdown on Civil Society', 'The Prohibition of Torture: Future Priorities for Research, Policy and Practice' and 'Innovating Global Public Policy – Cross-Disciplinary Research and Collaboration'
- Inaugural meeting of the 'UK Network for the Prohibition of Torture', which brought together leading practitioners, policy experts and academics working on torture prohibition, prevention and redress
- Research and policy interface workshop on the potential for learning and procedural borrowing from the international human rights regime to accelerate implementation of the Paris Agreement, co-hosted with the European University Institute (EUI) in Florence
- Two policy and research interface workshops on the role of (informal) institutions in fragile and conflict-ridden states, led by Professor Kristin Bakke (GGI-Global Security)
- High-level seminars with government representatives and cross-sectoral experts on the future of UK trade policy post-Brexit, led by Dr Lauge Poulsen (GGI-Global Economy)
- Policy workshop on 'Climate Change and Vulnerability in Small Island States', led by Dr Ilan Kelman (GGI-Global Environmental Sustainability).

Summary output: Throughout 2017-18, the GGI and its Thematic Directors have hosted a number of workshops that aimed at transcending policy-research siloes and engaging a diverse group of practitioners, policy-makers, civil society representatives and other stakeholders. The Institute has also used its events, website and social media channels to promote informed public debate on key global governance issues.

Image below, left: In May 2018, the GGI and the European University Institute (EUI) in Florence co-hosted an international workshop on 'Implementing the Paris Agreement: Comparative Lessons from the Global Human Rights Regime'.

Image below, right: Lord Peter Mandelson, former European Trade Commissioner and British First Secretary of State, in conversation with Steven Adams, Senior Director at the Global Counsel and GGI Senior Fellow, at a GGI event in October 2017.



Education and Student Engagement

- MSc Global Governance and Ethics (GGE) students continued to support GGI activities, regularly serving as event rapporteurs and commentators or conducting interviews with event participants
- Publication of five new GGI Working Papers, all authored by former GGE students
- Continued collaboration with the student-led Global Governance and Ethics (GGE) society on a number of social and public events, including a well-attended documentary screening with award-winning filmmaker Fiona Lloyd-Davis
- Organisation of a high-level public panel discussion on 'The Role of the State in Just Green Transformations', co-hosted with the GGE society, featuring Jos Delbeke (European Commission), Michael Grubb (UCL Institute of Sustainable Resources), Mariana Mazzucato (UCL Institute for Innovation & Public Purpose) and Sharon Turner (European Climate Foundation)
- Delivery of a masterclass on 'Private Authority and Public Policy in Global Governance' (for GGE and other UCL postgraduate students) by GGI Senior Visiting Fellow Virginia Haufler
- Career networking and engagement event organised in conjunction with the Director of the MSc in Global and Ethics Programme and the student-led Global Governance and Ethics Society
- Helped facilitate student-led journal *International Public Policy Review* 2018 edition.

Summary output: GGE students continue to provide invaluable support to the Institute's event programme, including by serving as event rapporteurs and commentators. 2017–18 has been a particularly active year for the GGE Society, which organised a wide range of activities with support from the GGI, including a lecture, a documentary screening, a student networking event and a high-level public panel discussion.

Funding

- Awarded a Horizon 2020 grant – 'Global Governance and the European Union: Future Trends and Scenarios' – together with nine other institutions in Europe and globally
- Awarded a British Academy Small Grant to undertake research on how peer-review grading impacts national human rights institutions' policy reform ('Who Guards the Guardians? Global Monitoring, Performance Assessment and National Human Rights Institutions')
- Awarded a UCL Grand Challenges Small Grant to support a cross-disciplinary workshop on 'The Global Challenge of Antimicrobial Resistance'
- Invited to submit a full application for the Open Research Area for Social Science (ORA) call with a research project on the 'Emergence of Transnational Hybrid Governance', developed in collaboration with VU Amsterdam
- Submitted an application for the UCL Engagement Funds to engage with partners in Australia, the Netherlands and the UK and organise a workshop on 'Global Governance Through State Transformation (GGST)' (rejected)
- Ongoing engagement with UCL benefactors and the UCL Development and Alumni Relations Office.

Summary output: Securing external funding continues to be a key priority for the Institute. The GGI can draw on a diverse network of partners across UCL and beyond to jointly develop ambitious and high-quality research proposals in 2018–19.

Looking towards 2018–19

The GGI is increasingly recognised as a key reference point for global governance scholarship and practice in London, the UK and internationally. It is regularly engaging with diverse colleagues across UCL and beyond and is currently developing a strategic approach to growing and leveraging this network, building on a recent UCL-wide workshop on global public policy and continued engagement with the ‘International Network of Global Governance Institutes.’ Moving into 2018–19, the GGI will seek to advance on various ambitious initiatives already underway, including major funding opportunities. We will continue to work closely with collaborators across UCL’s Vice-Provost offices as well as the Development and Alumni Relations Office to bring our important work to a wider audience and expand our pool of potential supporters. The following table (overleaf) itemises the main outputs to be achieved over the next reporting cycle.

Institutional Strengthening

	Main outputs to be achieved	Lead responsible
Advisory Board	<ul style="list-style-type: none"> • Organise and plan Board meeting (Term 1 or 2) • Define strategic objectives of Board • Consider further expansion of Board • Keep Board members informed on GGI activities, e.g. through bi-annual newsletter • Add profiles of Board members to website. 	DC/TP/JK/MB
Academic Steering Committee	<ul style="list-style-type: none"> • Consider further expansion of Committee • Add/update Committee members' profiles on website • Organise and plan next Committee meeting (Term 1 or 2) • Keep Board members informed on GGI/each other's activities, e.g. through monthly newsletter. 	DC/TP/MB
Partnerships and collaborative projects	<ul style="list-style-type: none"> • Advance external partnership strategy • Showcase partnerships (internal and external) on the GGI website • Expand collaboration with other UCL institutes and departments, building on the UCL global public policy audit and workshop • Identify new opportunities for collaboration with institutions and individuals in the Global South and East • Launch of Jean Monnet Network in Spring 2019, with partners in Spain, Belgium and China. 	DC/TP/JK
Engagement with senior UCL colleagues	<ul style="list-style-type: none"> • Consultation with Provost and Vice-Provost International • Consultation with David Price, Vice-Provost Research and Grand Challenges • Consultation with Dean of SLASH (Laws, Arts and Humanities, and Social and Historical Sciences). 	DC/TP

Public Outreach and Public Policy Impact

	Main outputs to be achieved	Lead responsible
Workshops and public events	<ul style="list-style-type: none"> • Ongoing GGI keynote lecture series featuring leading global governance experts and high profile external speakers (e.g. Judith L. Goldstein, Sir Tom Phillips, Dame Sally Davies) • Seek suggestions (Steering Committee/Thematic Directors) for other high profile speakers and develop list of potential high-profile speakers, in particular women • Event recordings and reports to be posted on the GGI website • GGI/Thematic Director high-level policy workshops (e.g. UK Trade Policy seminars) • UCL collaborative events (e.g. UCL European Institute, STEaPP, Laws) • Policy workshop on the global challenge of antimicrobial resistance, in collaboration with the UK Department of Health and Social Care and the UCL Institute for Global Health. 	DC/TP/MB/JK/ Thematic Directors/ Academic Steering Board/ Various UCL-GGI Associates
Policy interventions	<ul style="list-style-type: none"> • Build upon policy impact in alliance with UCL Grand Challenges and UCL Public Policy • Build upon policy impact in alliance with UCL Laws • Build upon policy impact in corporate social responsibility in alliance with Stephen Rubin and Pentland Groups • Policy briefs and meeting reports based on high-level policy seminars. 	DC/TP/Various UCL-GGI Associates
Policy networking	<ul style="list-style-type: none"> • Identify new collaborators within and outside UCL (e.g. Institute of Fiscal Studies, Chatham House) • Strengthen existing external collaboration (e.g. WZH, Leuven, EUI and ESADE) • Continued engagement with the UK Prohibition of Torture Network. 	DC/TP/Advisory Board
Website	<ul style="list-style-type: none"> • Overhaul website in light of the transition to the Drupal content management system • Make the website more dynamic, responsive, user-friendly and visually attractive with the aim of increasing site visits • Integrate more and diverse resources on the website (e.g. develop interview section further / feature info charts). Consider introducing creative commons license. 	JK/MB
Social media	<ul style="list-style-type: none"> • Update/implement social media strategy to further increase number of Twitter and Facebook followers • Experiment with more live tweeting. 	JK/MB
Media strategy	<ul style="list-style-type: none"> • Build media strategy and target media and relevant online platforms with articles/op-eds (e.g. The Guardian, The Conversation, openDemocracy, E-International Relations, etc.). 	TP

Innovative Global Governance Research

	Main outputs to be achieved	Lead responsible
Publications	<ul style="list-style-type: none"> • Explore opportunity to produce a handbook on global governance with a leading university press • All research publications (incl. those by Thematic Directors) to be highlighted on GGI website (e.g. on news/blog section). 	DC/TP/JK
Research events and platforms	<ul style="list-style-type: none"> • Official launch event – International Network of Global Governance Institutes (towards Term 2, 2018–2019) • Research workshops and conferences • DC/TP/Thematic Directors 	DC/TP/Thematic Directors
Senior Visiting Fellowships	<ul style="list-style-type: none"> • Coordination of Senior Visiting Fellows in 2018–19, including Amitav Acharya (American University), Michael Barnett (George Washington University), Judith L. Goldstein (Stanford University), Jan Wouters (KU Leuven) and Michael Zürn (WZB) • Seek suggestions (Steering Committee/Thematic Directors) and send out invitations. 	DC/TP

Education and Student Engagement

	Main outputs to be achieved	Lead responsible
Education and training	<ul style="list-style-type: none"> • Flagship module for MSc in Global Governance and Ethics. 	TP
Student engagement	<ul style="list-style-type: none"> • Facilitate activities of student-led Global Governance and Ethics (GGE) Society • Recruit student volunteers to assist with website content, policy briefs, interviews and event management • Support 2018–19 editorial team of the student-led International Public Policy Review (IPPR). 	TP/Avia Pasternak/JK/Assistant to the Departmental Manager

Funding

	Main outputs to be achieved	Lead responsible
Grant applications	<ul style="list-style-type: none"> • Update list of opportunities regularly. Include grant deadlines in GGI calendar • Large grant preparation and submission (e.g. ESRC Climate Change Centre Grant, ERC, Leverhulme Research Centre Grant, Leverhulme Research Grant) • Review small grant preparation (British Academy, Leverhulme) • Project grant applications which incorporate the GGI as a partner. 	DC/TP/MB/JK/ Theme Directors
Other sources	<ul style="list-style-type: none"> • Investigate further avenues for external funding and alternative funding opportunities, e.g. private sponsorship for events. 	DC/TP/Academic Steering Committee

Resources and Budget

Current and forecast budget summaries are available and constantly monitored (2013–2019). The Institute leadership is actively exploring funding opportunities from a variety of external sources, including alumni, foundations and trusts to sustain the core business of the Institute.



Annex I

ANNEX I: Institute Output

2017–18

To view event videos: www.bit.ly/EventVideosGGI

To view research publications and policy briefs:
www.ucl.ac.uk/global-governance/research-articles

To view event blogs and commentaries:
www.ucl.ac.uk/global-governance/commentaries

To view interviews with event participants:
www.ucl.ac.uk/global-governance/interviews

Public Events

- ‘The Role of the State in Just Green Transformations’, panel discussion with Jos Delbeke (European Commission), Michael Grubb (UCL Institute of Sustainable Resources), Mariana Mazzucato (UCL Institute for Innovation & Public Purpose) and Sharon Turner (European Climate Foundation), co-hosted with the GGE society, 20 June 2018
- ‘Global Public Policy and the Role of Experts’, panel discussion with Wendy Carlin (UCL Economics), Sarah Hawkes (UCL Institute for Global Health), Chris Rapley (UCL Earth Science) and Uta Staiger (UCL European Institute), hosted in collaboration with the UCL Global Engagement Office / Office of the Vice-Provost (International) and UCL Public Policy / Office of the Vice-Provost (Research), 13 June 2018
- ‘Multilateralism’s Life Cycle’, Harlan Cohen (Gabriel M. Wilner/UGA Foundation Professor in International Law at University of Georgia School of Law), 5 June 2018
- ‘The Affective Geopolitics of the New Cold War’, Gerard Toal (Gearóid Ó Tuathail) (Professor of Government and International Affairs, Virginia Tech), 24 April 2018
- ‘Reclaiming Civic Space: Resistance, Resilience and Resources’, launch of the 26th edition of the *Sur International Journal on Human Rights*, hosted in collaboration with Conectas, the Fund for Global Human Rights, the Human Rights Consortium at the UCL School of Advanced Study, the Centre for Applied Human Rights, University of York, the Funders’ Initiative for Civil Society, and the Human Rights Researchers’ Network, 28 April 2018
- ‘Human Rights During Armed Conflict: A Military Perspective of Law, Policy and Practice’, General Sir Nicholas Carter (Chief of Staff of the UK Army), hosted in collaboration with the UCL School of Public Policy (SPP) and the Institute for Human Rights, 21 March 2018
- ‘Producing Global Governance in the Global Factory,’ Virginia Haufler (Associate Professor in the Department of Government and Politics at the University of Maryland, College Park), 20 March 2018
- ‘Private Authority and Public Policy in Global Governance’, masterclass for UCL postgraduate students, Virginia Haufler (Associate Professor in the Department of Government and Politics at the University of Maryland, College Park), 19 March 2018
- Documentary Screening ‘Under the Shadow,’ Global Governance and Ethics (GGE) Society event with Fiona Lloyd-Davis (photojournalist and documentary maker), 15 March 2018
- ‘Marketcraft: How Governments Make Markets Work?’ Steven Vogel (Il Han New Professor of Asian Studies and Professor of Political Science, UC Berkeley), 5 March 2018
- ‘What Has Been Delivered by International Criminal Justice?’ Book launch with Daniele Archibugi (Research Director at the Italian National Research Council and Professor of Innovation, Governance and Public Policy at the University of London, Birkbeck College) and Alice Pease (freelance researcher), 27 February 2018

- ‘Visible Hands: Government Regulation and International Business Responsibility,’ Jette Steen Knudsen (Professor of Policy and International Business, Fletcher School of Law and Diplomacy, Tufts University), in collaboration with UCL Faculty of Laws, 19 February 2018
- ‘The World in 2018’, Daniel Franklin (Executive Editor of The Economist), 12 February 2018
- ‘The US and its Emerging Arctic Interest’, Alice Rogoff (Publisher and Owner of ArcticToday.com), hosted in collaboration with the Polar Research and Policy Initiative, the UCL Institute for Risk and Disaster Reduction and the UCL Institute for Global Health, 24 January 2018
- ‘Assessing the Green Finance Boom: Prospects for a Market-led Sustainable Future?’, panel discussion with Kari Aina Eik (Co-Chair of U4SSC, United for Smart Sustainable Cities), Pooma Kimis (Managing Director, OMFIF), Isabelle Laurent (Deputy Treasurer and Head of Funding of EBRD) and Karina Luchinkina (GGI Advisory Board Member and Co-Founder of BioEnergy Connect), hosted in association with the Official Monetary and Financial Institutions Forum (OMFIF), 23 January 2018
- ‘Human Rights, Basic Freedoms and Crimes Against Humanity in Asia: Stories from the Frontlines’, Global Governance and Ethics (GGE) Society event with Benedict Rogers (Christian Solidarity Worldwide, East Asia Team Leader), 10 January 2018
- ‘The World of Trade and Trade Policy in 2017,’ panel discussion with Jessica Gladstone (Partner and trade specialist, Clifford Chance), Bill Schomberg (European Economic Editor, Reuters), Allie Renison (Head of Europe and Trade Policy, The Institute of Directors), Edward Barker (Director of Strategy, UK Department of Trade) and Stephen Adams (Global Counsel), 11 December 2017
- ‘Finland 100: Finland and Arctic Governance’, Timo Koivurova (Research Professor and the Director of the Arctic Centre, at the University of Lapland), hosted in collaboration with the Polar Research and Policy Initiative, the UCL Institute for Risk and Disaster Reduction and the UCL Institute for Global Health, 30 November 2017



Image above: Sir Malcolm Evans (University of Bristol / UN Subcommittee for the Prevention of Torture), Carla Ferstman (REDRESS) and John Wadham (UK National Preventative Mechanism) at a GGI public panel discussion on ‘The Prohibition of Torture: Still a Valid Concern for UK Policy and Practice’ in November 2017.

- ‘The Promise and Pitfalls of Collaborative Governance,’ Ann Florini (Professor of Public Policy, Singapore Management University), 14 November 2017
- ‘The Prohibition of Torture: Still a Valid Concern for UK Policy and Practice?’, panel discussion with Sir Malcolm Evans (University of Bristol / UN Subcommittee for the Prevention of Torture), Carla Ferstman (REDRESS) and John Wadham (UK National Preventative Mechanism), hosted in collaboration with the SOAS Centre for Human Rights Law, the UCL Institute of the Americas, and UCL Laws, 2 November 2017
- ‘Elements of a Theory of Global Politics: From the Holocaust to the Present Day’, David Held (Professor of Political Science, Durham University), 31 October 2017
- ‘New Prospects, Hard Choices: UK Trade Policy and Brexit,’ Lord Peter Mandelson (Co-founder and Chairman of the Global Counsel / former European Trade Commissioner and British First Secretary of State) in conversation with Stephen Adams (Global Counsel), 30 October 2017
- ‘Indigenous Chiefs, Regional Legislators, and Nation States: Who Rules the Arctic in the 21st Century?’, Tony Penikett (former Premier of Yukon), hosted in collaboration with the Polar Research and Policy Initiative and the UCL Institute for Risk and Disaster Reduction, 17 October 2017

- ‘Could a World Parliament Strengthen the Democratic Legitimacy of Global Governance?’, Mathias Koenig-Archibugi (Associate Professor of Global Politics, London School of Economics and Political Science), 10 October 2017.

International Conferences and Research Workshops

- ‘Innovating Global Public Policy: Cross-Disciplinary Research and Collaboration’, UCL-wide workshop, 13 June 2018
- ‘Conflict and Governance: Working with Informal Institutions during and after War’, workshop organised by Prof Kristin Bakke (GGI-Global Security), 5 June 2018
- ‘Implementing the Paris Agreement: Comparative Lessons from the Global Human Rights Regime’, two-day workshop organised in collaboration with the European University Institute (EUI) in Florence, 11-12 May 2018
- ‘Sustainable Development Goals (SDGs) in the Arctic: 5th High-Level Dialogue on SDGs in the Arctic,’ organised by Dr Ilan Kelman (GGI-Global Environmental Sustainability), hosted in collaboration with the Polar Research and Policy Initiative, Guggenheim Partners, the Inuit Circumpolar Council, the International Institute for Environmental Studies at Trent University, and the UCL Institute for Risk and Disaster Reduction, 22 February 2018
- ‘Climate Change and Vulnerability in Small Island States’, full-day workshop organised by Dr Ilan Kelman (GGI-Global Environmental Sustainability), hosted in collaboration with the UCL Institute of Advanced Studies, the Ramphal Institute and the UCL Institute of the Americas, 26 January 2018
- ‘Post-Brexit Trade and the Environment’, policy seminar with Fiona Smith (Leeds School of Law), organised by Dr Lauge Poulsen (GGI-Global Economy), 4 December 2017
- ‘Brexit, Trade and the Media’, policy seminar with Alan Beattie (European Leader Writer, Financial Times), organised by Dr Lauge Poulsen (GGI-Global Economy), 28 November 2017
- ‘Post-Brexit Trade and Data’, policy seminar with Rosemary Jay (Hunton & Williams; former UK Information Commissioner), organised by Dr Lauge Poulsen (GGI-Global Economy), 21 November 2017
- ‘The Future of International Economic Governance: Lessons from the WTO, G20 and Investment Reform’, policy seminar with Denis Redonnet (Director, DG Trade, European Commission), organised by Dr Lauge Poulsen (GGI-Global Economy), 7 November 2017
- ‘UK Network on the Prohibition of Torture’, inaugural workshop, hosted in collaboration with the UCL Institute of the Americas, UCL Laws and the Centre for Human Rights Law at SOAS, 2 November 2017
- ‘Institutions in Conflicted and Fragile States’, workshop organised by Prof Kristin Bakke (GGI-Global Security), 25 October 2018.

Selected GGI Community Research Publications

- Bakke, K. M. (2017). ‘Critical Dialogues.’ Review of Nationalist Violence in Postwar Europe by Luis De la Calle. *Perspectives on Politics*, 15 (3), pp. 786-790
- Coen, D. and Pegram, T. (2018). Towards a Third Generation of Global Governance Scholarship. *Global Policy*, 9 (1), pp. 107-113
- Coen, D. and Pegram, T., eds. (2018). *Major Works Collection: Global Governance II*. London: Routledge Press
- Coen, D. and Vannoni, M. (2018). The Strategic Management of Government Affairs in Brussels. *Business & Society*, pp. 1-30
- Moncada, S., Briguglio, L. P., Bambrick, H. and Kelman, I. (2018). Development and Climate Change in Small Island Developing States. *International Journal of Climate Change Strategies and Management*, 10 (2), pp. 214-216
- Gertza, G., Jandhyalab, S. and Skovgaard Poulsen, L. N. (2018). Legalization, Diplomacy, and Development: Do Investment Treaties De-politicize Investment Disputes? *World Development*, 107, pp. 239-252

- Linos, K. and Pegram, T. (2017). What Works in Human Rights Institutions? *American Journal of International Law*, 111 (3), pp. 628–88
- Pegg, S. and Walls, M. (2018). Back on Track? Somaliland after its 2017 Presidential Election. *African Affairs*, 117 (467), pp. 326–337.

Policy Briefs and Working Papers

- ‘Innovating Global Public Policy – Cross-Disciplinary Research and Collaboration.’ GGI Policy Brief. By Julia Kreienkamp (GGI Research Assistant), 17 August 2018
- ‘Making the World Great Again: Using Global Public Goods to Enhance Global Governance Outcomes.’ GGI Working Paper. By Matthias Mueller (former MSc Global Governance and Ethics), 11 April 2018
- ‘Unlocking the Riddle of UN Reform for the 21st Century and Beyond: The Keys to Legitimate Governance.’ GGI Working Paper. By Jacob Goodison Burgess (former MSc Global Governance and Ethics), 9 April 2018
- ‘Basic Income, Labour Automation and Migration – An Approach from a Republican Perspective.’ GGI Working Paper. By Yannick Fischer (former MSc Global Governance and Ethics), 20 March 2018
- ‘An Empirical Study on the Finance-Growth Nexus in Brunei Darussalam – A Target for Economic Diversification.’ GGI Working Paper. By Andi Haji Alliasim (former MSc Global Governance and Ethics), 12 March 2018
- ‘An Inhumane Response – The Humanitarian Consequences of Sanctions: A Case Study of Syria.’ GGI Working Paper. By Byron Andronik (former MSc Global Governance and Ethics), 26 February 2018
- ‘The Prohibition of Torture: Future Priorities for Research, Policy and Practice.’ GGI Policy Brief. By Julia Kreienkamp (GGI Research Assistant), 20 December 2017
- ‘Responding to the Global Crackdown on Civil Society.’ GGI Policy Brief. By Julia Kreienkamp (GGI Research Assistant), 25 September 2017.

Blogs and Event Reports

- ‘Policy for Transformations: The Role of the State in Just Green Transformations.’ On the GGI panel discussion with Jos Delbeke, Michael Grubb, Mariana Mazzucato and Sharon Turner. By Adrienne Buller and Arne van Stiphout (MSc Global Governance and Ethics), forthcoming
- ‘The Role of Experts in Global Public Policy.’ On the GGI panel discussion with Wendy Carlin, Sarah Hawkes, Chris Rapley and Uta Staiger. By Julia Kreienkamp (GGI Research Assistant), 2 July 2018

Image below: Dr Mathias Koenig-Archibugi (London School of Economics and Political Science) at a GGI keynote lecture in October 2017.



Image above: Professor Steven Vogel (UCL Berkeley) at a GGI keynote lecture in March 2018.

Blogs and Event Reports (cont'd)

- 'Does Multilateralism Have a Life Cycle?' On the GGI Keynote Lecture with Harlan Cohen. By Alexander Lee (MSc Global Governance and Ethics), 21 June 2018
- 'Towards a Third Generation of Global Governance Scholarship.' On the International Studies Association (ISA) Roundtable with Michael Barnett, Ann Florini, Virginia Haufler, Miles Kahler, Beverley Loke, Tom Pogram and Michael Zürn, 21 May 2018
- 'The Affective Geopolitics of the New Cold War'. On the GGI Keynote Lecture with Gerard Toal. By Alexander Lee (MSc Global Governance and Ethics), 15 May 2018
- 'Producing Global Governance in the Global Factory'. On the GGI Keynote Lecture with Virginia Haufler. By Nicole Watson (MSc Global Governance and Ethics), 11 April 2018
- 'Marketcraft: How Governments Can Build and Renovate Market Institutions'. On the GGI Keynote Lecture with Steven K. Vogel. By Julia Kreienkamp (GGI Research Assistant), 15 March 2018
- 'Assessing the 'Green Finance' Boom: a Green Gold Rush or just Greenwashing?' On the GGI panel discussion with Kari Aina Eik, Pooma Kimis, Isabelle Laurent and Karina Luchinkina. By Adrienne Buller (MSc Global Governance and Ethics), 12 March 2018
- 'The World in 2018'. On the GGI Keynote Lecture with Daniel Franklin. By Nicole Watson (MSc Global Governance and Ethics), 5 March 2018
- 'International Corporate Social Responsibility: What Role for Governments?' On the GGI Keynote Lecture with Jette Steen Knudsen. By Julia Kreienkamp (GGI Research Assistant), 22 February 2018
- 'The Prohibition of Torture: Still a Valid Concern for UK Policy and Practice?' On the GGI Panel Discussion with Malcolm Evans, Carla Ferstman and John Wadham. By Charlotte Bell (MSc Global Governance and Ethics), 5 December 2017
- 'The Promise and Pitfalls of Collaborative Governance'. On the GGI Keynote Lecture with Ann Florini. By Giulia Ragosa (MSc Global Governance and Ethics), 27 November 2017
- 'Moving Through and Beyond Multilateral Gridlock.' On the GGI Keynote Lecture with David Held. By Tommaso Bernabo (MSc Global Governance and Ethics), 21 November 2017
- 'New Prospects, Hard Choices: UK Trade Policy after Brexit'. On the GGI Discussion with Peter Mandelson. By Lily Hosking (MSc Global Governance and Ethics), 20 November 2017
- 'Institutions in Fragile and Conflicted States'. Workshop Report. By Christopher Rickard (UCL PhD Candidate), 3 November 2017
- 'Could a Global Parliament Strengthen the Democratic Legitimacy of Global Governance?' On the GGI Keynote Lecture with Mathias Koenig-Archibugi. By Nicole Watson (Msc Global Governance and Ethics), 25 October 2017.

Image below: Wendy Carlin (UCL Economics), Uta Staiger (UCL European Institute), Sarah Hawkes (UCL Global Health) and Chris Rapley (UCL Earth Science) at a GGI panel discussion on 'Global Public Policy and the Role of Experts' in June 2018.



Image below: Karina Luchinkina (BioEnergy Connect), Pooma Kimis (OMFIF), Kari Aina Eik (U4SSC) and Isabelle Laurent (EBRD) at a panel discussion on 'Assessing the Green Finance Boom: Prospects for a Market-led Sustainable Future?', co-hosted by the GGI and the Official Monetary and Financial Institutions Forum (OMFIF) in January 2018.



Annex II

Annex II: UCL-GGI Research Collaborators

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