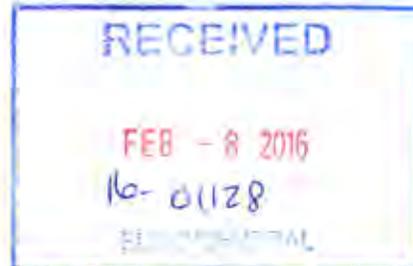


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S. [unclear]*



H.E. Mr. Ban Ki-moon
Secretary-General
United Nations
New York, N.Y. 10017
U.S.A.

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2 February 2016

Dear Mr. Secretary-General,

It is with great pleasure that I write to invite to deliver the Keynote Address at the Challenges of Government Conference, to be held 19-20 May 2016 at the Blavatnik School of Government, University of Oxford.

Your Cyril Foster Lecture at the University of Oxford in February 2011 has inspired and engaged students, faculty, and members of the Oxford community, and we would be truly honoured if you were able to join us again and share your reflections at the end of your tenure as Secretary-General of the United Nations. From the latest climate change deal in Paris to the upcoming World Humanitarian Summit to be held in Istanbul, your vision and leadership has guided the United Nations into the 21 century, and we would like to honour and pay tribute to your legacy and achievements on this occasion.

This year's conference will focus on government reform and how leaders can best build the capacity of governments to anticipate and meet the challenges of our time. Given your immense experience in steering the UN over the past decade, we can think of no one better to give the Keynote Address on how accountable, responsive, and inclusive government is key to achieving the Sustainable Development Goals (SDGs) and improving people's day-to-day lives across the world.

This year's conference will be the inaugural event for the Blavatnik School of Government in its beautiful new building designed by Herzog & de Meuron. Our audience of over 300 will include ministers and senior advisors from across the globe, academics of the highest distinction, and global heads of business. We have already confirmed delegations from China, Malaysia, and the UK governments. The event will also receive considerable media attention that can help build momentum behind the World Humanitarian Summit, which will take place on 23-24 May 2016.

Furthermore, the Blavatnik School of Government was founded in 2010 to help strengthen and improve governments the world over, and is already established as a leading global centre of research and teaching. Our flagship programme is a one-year Master of Public Policy (MPP), which seeks to equip future world leaders with the academic and practical skills necessary to have a real and positive impact through their public service. Our school is truly an international school, resembling the United Nations in many ways, with students from 88 countries and territories studied so far.

We would be delighted if you were able to accept our invitation. If you, or your staff, have any further questions or would like to discuss this further, I can be reached at dean@bsg.ox.ac.uk.

Yours sincerely,

Professor Ngairi Woods
Dean of the Blavatnik School of Government