

Distinction

THE CHEVENING MAGAZINE

EQUALITY IN EDUCATION

*One woman's mission
to improve prospects
for Mayan girls*

EMPOWERING YOUNG VOICES

*How today's youth are
making themselves heard
at the highest levels
of global governance*

Shifting Perspectives

Seeing the world
through fresh eyes

EMPLOYMENT TRENDS 2030

*Alternative skills will be key
to remaining relevant in the
workplace of the future*



CHEVENING



‘Since 1983,
over 50,000
professionals
have studied in
the UK through
Chevening’

TRANSFORMING LIVES

About Chevening

Chevening is the UK government's international awards programme aimed at developing global leaders. Funded by the Foreign, Commonwealth & Development Office (FCDO) and partner organisations, it is a unique opportunity for future leaders, influencers, and decision-makers from across the world to develop professionally and academically, network extensively, experience UK culture, and build lasting positive relationships with the UK. ■



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TURNING BARRIERS UPSIDE DOWN

International scholarships are helping to change lives around the world, says Nigel Adams MP

As the UK's Minister for Scholarships, I am immensely proud of Chevening's global story. Chevening has the power to transform the lives of young people, changing their perception of the world and their own role within it.

International scholarships bring bright, creative people from all over the world to where they can address the biggest global challenges, and create the greatest social impact.

COVID-19 suddenly and significantly upended people's lives around the world. Yet I have been heartened to see so many Chevening Scholars and alumni respond by showcasing resilience, perseverance and true leadership.

As well as bringing the best minds together to create positive social impact, scholarships embolden people to turn cultural, social and economic barriers upside down. Scholars can discover a subject, discover their global neighbours, and – most importantly – discover who they are and who they want to be.

I am delighted to present Chevening's magazine, *Distinction*. The

'Where diverse people converge, ideas blossom'



NIGEL ADAMS MP
Minister of State

theme is 'shifting perspectives'. Across these pages, you will be encouraged to look at the world through fresh eyes. You will be asked to discover something within the familiar that you had not yet perceived. You will read about some of the changes happening around us, and some that have already happened within us.

Ultimately, *Distinction* both celebrates that transformation and affirms the importance of strong transnational relationships.

It is also a token of thanks to our partners – UK universities, corporate partners and the British public – who make these positive changes possible. Where diverse people converge, ideas blossom. Backed by world-class learning institutions, innovative businesses and the best brains from across the globe, together we can create a world that shifts the boundaries of our imaginations.



SHIFTING PERSPECTIVES

Viewed from a different angle

Sky Mirror is a six-metre high, ten-tonne stainless steel sculpture in Nottingham. Angled skywards, it reflects and reshapes its environment, shifting visitors' perspectives. Its sculptor, Anish Kapoor, was born in India and educated in the UK. His iconic installation has captivated people from across the world. ■

‘It was their sacrifice that motivated me’

As the first woman in her family to go to university, Chevening Scholar Christine Coc is helping other Mayan girls follow her lead

My mother couldn't write her own name. When she signed my school report cards, she'd simply use an 'X'. The idea of getting a master's degree from a UK university was unheard of in the Toledo district of Belize where girls didn't go to school. But she and my dad wanted something different for my future.

In Mayan culture, girls are expected to stay at home, marry young, and mind the children. I'm determined to show Mayan girls that it's possible to choose a different path.

NOTHING BUT THE BEST

My parents moved to San Ignacio to give us a better life. As the eldest of three children and the only female, they also went against the grain by enrolling me in primary school.

I fought hard to get into high school and even though financing was not readily available, my parents found a way to make it work. Once I graduated, I secured a scholarship for university but it only covered the tuition fees. Traditionally, if a family has limited finances, the boys will take priority. But my parents chose to invest in my education, selling their property to cover the extra fees. Their sacrifice motivated me to settle for nothing but the best and I completed my degree with honours.

My teachers were also a great inspiration; they saw the leader in me. Whilst interning at Toledo Community College to qualify for my teaching licence, I came to know Dr Cardenas who was both a mentor and friend. She pushed me to my



Main: Christine at the University of East Anglia; and top right: with members of her family



grateful. I was also nervous as I'd never been away from my family or country for that long. But I was ready to embrace the experience.

My education in the UK has been quite different to that in Belize. My teachers take time out to see me and discuss my progress. One teacher has even suggested that I apply to do a PhD. That's my long-term goal, but for now I'm going to finish my master's degree, return to Belize, and do what I have to do.

GREATEST INSPIRATION

There's only two major colleges in Toledo district, including Toledo Community College where I work. Before I came to the UK, I'd spoken to the principal about creating a five-year plan that would give each stakeholder responsibility in moving the college forward. All of the things that I've been learning in the UK – the policies, pedagogy, and reform – are going to help in developing this plan.

Parents can be a student's greatest inspiration, just like mine were, so I'd also like to change how teachers communicate with them. Often when parents come to school meetings, everything's in English and they leave understanding very little indeed. They need to comprehend the importance of educating girls. Someone has to tell them, 'This is how it's going to benefit your family, your future, and your country' in a way that they can relate to.

Being the first woman in my family to get an education has been one of the best things to ever happen to me. It has kept me humble and honest in everything I do. I not only want to prove that I can do it, but that all girls have a right to be given this opportunity. And I want to show other Mayan girls that while it's not going to be easy, it is possible. ■

'In Mayan culture girls are expected to stay at home and marry young'

limits and there were times when I felt like the work was too much. But my fighting spirit never allowed me to quit; when faced with adversity, my passion pushed me forward.

I worked as a teacher in Belize for five years and kept in touch with Dr Cardenas. Based on my own experience, I knew the importance of my role and the profound influence that I would have on my students. However, I soon noticed an imbalance between boys and girls in my classroom, and would often have to ask parents why their daughters were absent from school.

LIFE-CHANGING DECISION

I'd been thinking about doing a master's degree in something that would help my community when Dr Cardenas suggested that I study educational leadership. So I applied for a Chevening Scholarship – a decision that would change my life forever. When my application was successful, I felt both excited and

CHRISTINE COC

A Chevening Scholar (2019) from Belize, Christine is currently studying for an MSc in Education Leadership and Management at the University of East Anglia. When she returns home, she hopes to further educational opportunities for Mayan women.



PHOTOS: LIZ BISHOP



We are. Family

*Chevening unites scholars
across the globe, but for some
the bond goes far deeper*

Nadire and Sabin

NORTH MACEDONIA, KOSOVO

Nadire and Sabin met at a guest lecture at University College London (UCL) in 2016. They soon discovered they were not only on the same scholarship programme but shared a Balkans heritage. Before long, they were arranging frequent study dates and going to social events together, including Chevening ones. As they spent more and more time in each

other's company studying, sightseeing, and supporting one another, their friendship grew. But as their Chevening experience drew to a close, Sabin realised that he might never see Nadire again. He decided to ask her on a date to the National Gallery and their romance blossomed. A year after leaving the UK, they returned for their graduation ceremony. Sabin

Nadire and Sabin's unique Chevening-themed wedding cake

had another question to ask his girlfriend. He proposed to Nadire at the Shard, explaining, 'No other place in London is closer to the limitless sky – our limitless love.' Nadire of course said 'yes' and the happy couple wed on 9 November in North Macedonia.

Eika and Siddharth

INDIA

Eika and Siddharth's Chevening experience inspired one another. Having both built up their international corporate careers, Siddharth enrolled on the Chevening Rolls Royce Science, Innovation and Leadership (CRISP) programme. 'My three months at the University of Oxford were transformational,' he recalls.

During his time there, his wife Eika came to visit him and fell in love with Oxford. 'I was deeply intrigued with the Chevening experience that Siddharth spoke so passionately about,' explains Eika. 'Then a few years later I

was selected for the Chevening Gurukul Fellowship, allowing me to absorb the Chevening experience fully.'

Having both now returned to India, they've enjoyed contributing to the deep sense of Chevening community, partaking in everything from social impact initiatives to alumni efforts. Their desire to make an impact beyond their corporate careers has led them to create a hyper-learning project called '52 Red Pills' where ancient Indian wisdom meets contemporary knowledge to improve health, wealth, and wisdom.



'I was deeply intrigued – he spoke so passionately about the Chevening experience'



Telva, Julieta and Anita

BRAZIL

Telva Barros was 44 when she applied to the UK government's awards programme to study drug prevention at the University of Portsmouth. Back in 1992, the programme was very different and Telva spent six months in the UK as a visiting scholar, leaving her three small children at home in Brazil. It was difficult to be away from them (there was no Skype then) but she knew that this opportunity would benefit her family and country, which at the time was engulfed by an HIV epidemic fuelled by drug use. Inspired by her mother's stories, Julieta was keen to study in

the UK too. After building up her professional knowledge, she received an award to study Air Transport Management at Cranfield University.

It's not surprising that with two strong women to look up to, Julieta's sister Anita then applied for the award, studying Conservation and Rural Development at the University of Kent. To mark her 70th birthday, Telva revisited Portsmouth with Julieta and Anita to meet with her former university supervisor and other staff. 'This is a special week in my life, so we're going to celebrate in England,' she said. ■

THE NEWSREADER WHO SEES WITH HIS FINGERS

Gloria Williston discovers how visually impaired journalist Paul Anomah-Kordieh is challenging people's perceptions of disability

Outwardly perhaps, Paul Anomah-Kordieh wasn't a typical teenager. But despite being born visually impaired, he still had hopes and dreams.

Like many young people in the 1990s, he enjoyed listening to the radio. One day however, he tuned in to his favourite station only to hear the presenters making demeaning 'jokes' about disabled people. To them, it no doubt seemed like a bit of harmless fun. It probably didn't cross their minds that the radio was the easiest way for someone like Paul to consume information about the world he lived in. What they didn't know was that he was deeply affected by those comments.

However, rather than be discouraged by their mockery, the incident strengthened his desire to prove a point to a society that underestimates and ridicules disabled people.

Fast-forward to the present day and Paul is proud to be one of only a handful of visually impaired news readers in the world.




In the studio

Paul tells Gloria how he remained motivated to pursue his dreams

‘When we
accept we
are all one
people, we
can treat each
other fairly’

PAUL ANOMAH-KORDIEH





‘Who would have
thought that a
blind boy would
grow up to read
the news?’

◀ Growing up as one of seven children, Paul had his own ambitions. However he felt he should balance them against the needs of his family, as well as the limitations his circumstances might impose on him. Despite always wanting to be a journalist, a career in broadcasting didn't seem like a viable option for a young blind man in 1990s Ghana, so Paul studied for a degree in education instead.

'I wasn't confident that I'd find a job if I went to media school,' Paul readily confesses. 'Because I come from a poor background, I didn't want to finish my studies only to end up sitting at home unemployed.'

Paul is a lifelong advocate of pursuing education no matter one's physical circumstances. Thinking of teaching as a more secure career path that would still enable him to impart knowledge to others, he took the safer option. But to a hungry lion, even the taste of a captured lizard is no match for the scent of a nearby antelope. Paul followed the scent.

A NEW OPPORTUNITY

Paul carved out an opportunity at a university radio station and soon realised that he was compelled to pursue broadcasting as a career. This was despite being aware of the risks, and despite having no role models who shared his circumstances to look up to.

Motivated to seek a way into the media industry, he made efforts to find a job in the sector. However, as he'd originally feared, his additional needs and society's ingrained perceptions of disabled people rendered his initial efforts to find such a job unsuccessful.

'When we accept that we are all one people, we can treat each other fairly,' Paul says, as he reflects on the importance of providing people with disabilities with equal opportunities. 'Parents, government, and the general public should accept that persons with disabilities are equally a part of society. Where there's inclusion, that can lead to other opportunities.'

For Paul, that opportunity came when Happy FM, a radio station based in Ghana's capital, Accra, offered him an exciting job. Paul took this as a chance to prove that he was no less competent than any other employee,

Trailblazers

Paul isn't the only visually impaired journalist challenging perceptions of disability

 **Abdifatah Hassan Kalgacal**
SOMALIA 



 **Gary O'Donoghue**
UK  

 **Jean-Pascal Somb Lingom**
CAMEROON 

 **Lee Chang-hoon**
SOUTH KOREA 

 **Nas Campanella**
AUSTRALIA 

 **Nuria Del Saz**
SPAIN 

 **T Sriramanujam**
INDIA 

'I needed to let people see our capabilities'

despite having additional needs. And he proved himself right. The teenage boy who used to listen to the radio, was now presenting on it.

This should be the end of the story, but this is Paul Anomah-Kordieh.

TELEVISION HISTORY

At 4:30pm on 15 November 2010, Ghanaians witnessed television history. For the first time in Ghana, probably in Africa, and quite possibly in the world, viewers saw a blind news reader using his fingers to deliver a news bulletin live from their braille script. Speaking of the significance of this momentous occasion, Paul simply says, 'I needed to be there to let people see our capabilities.'

With the support of his co-workers, combined with his own determination and improvisation, Paul proved to be a huge hit amongst colleagues and audiences. Several years and

numerous awards later, he now hosts his own show on e.TV Ghana, which focuses on current affairs and empowerment.

Paul advocates for social inclusion that can elevate the aspirations of disabled children, and believes that parents and teachers are key to building their confidence. There's an urgent need for those disabled children who are mentally capable to be provided with the necessary resources to be included in mainstream schooling. Inclusive societies cannot be forged under a segregated system of education.

'If you give the child with disability the opportunity, you might unearth talents that you never dreamt of,' he explains. 'Who would have thought that a blind boy would grow up to be able to read the news? The opportunity arose because someone thought that, although he's blind, he can still use his fingers to read.'

FULFILLING OUR PURPOSE

As the first visually impaired news reader in Ghana, Paul's sheer determination to change perceptions about people living with disabilities makes him a trailblazer.

Since he first appeared on screen, other newsrooms around the world have also hired visually impaired news readers. Journalism as a profession now seems to be far more accessible to those living with disabilities.

Again, this should be the end of the story, but this is Paul. If meeting him has taught me anything, it's that Paul is not to be underestimated. He now runs a charity that provides children with disabilities with the tools, training, and support that they need to flourish academically and socially.

'Every single child with a disability is capable of realising their potential if they're given the right assistance,' Paul says, asserting his own lived truth in doing so. 'We're created for a purpose and that purpose must be fulfilled.' ■

GLORIA WILLISTON

As a Chevening Alumna (2018) with an MPA in Public Administration from the University of Leeds, Gloria lives with a disability herself. She is passionate about promoting inclusive education for those with disabilities in her home country of Ghana.





Strangers become friends at the Ramadan Tent Project

'My first Ramadan in London surprised me'

Newcomer to the city, Emina Mameledzija feared she'd feel lonely during the Islamic holy month – until she accepted a friendly invite

Before moving to London, I thought double decker buses were only for tourists. I didn't realise that locals use them too.

My naivety about the city didn't end there. Coming from a multicultural and multireligious country like Bosnia and Herzegovina, I was accustomed to open-mindedness and respect for diversity. I didn't expect the same level of tolerance in London.

A SPECIAL TIME

Like many Muslims, Ramadan is the most special time of the year for me. This 30-day period signifies the month when the Qur'an (holy book of Islam) was revealed to the prophet Mohamed. We fast from sunrise to sunset, after which we break our fast with our neighbours, friends, and family at a meal called

an iftar. It's a period of spiritual cleansing, forgiveness, gratitude, and community. In truth, I expected that my first Ramadan in London would be lonely as I didn't have many friends who shared my faith. Then London surprised me yet again – it turned out that there were free iftars organised across the city.

I soon found myself sitting in a tent, surrounded by people from all walks of life: Muslims who, like me, didn't want to spend Ramadan alone; non-Muslims who were there because a Muslim friend invited them or they were just curious; and entire families who were willing to share their homemade food with strangers.

HOME AWAY FROM HOME

This particular event was organised by the Ramadan Tent Project, a community organisation run almost entirely by volunteers. It was started in 2013 by a group of students. They invited international students who were living alone in the UK to break their fast with them during Ramadan. The aim was to provide a 'home away from home' experience, bringing people together and turning strangers into friends. It has since hosted over 100,000 people from all backgrounds around the world and has grown to include anyone in need of a community.

As we sat beneath 6,000 ribbons, each with a verse from the Qur'an in English, I was reminded of another custom observed by Muslims during Ramadan: we re-read the Qur'an one verse at a time.

At first the room was filled with shy questions. Is it hard to fast all day? You don't even drink water? But this quickly turned into lively discussions, ending in the exchange of numbers, inquiries about how to volunteer, and who the speakers would be next time.

KNOW OUR NEIGHBOURS

Inspired by this experience, I joined a street iftar hosted by Finsbury Park Mosque. On the stage, prominently displayed, was a verse from the Qur'an: 'And we have made you into nations and tribes so that you may know each other.' Indeed, the Qur'an celebrates diversity and encourages us to get to know our neighbours. And that was exactly what the free iftars in London were doing.

In the final week of Ramadan, Open Iftar moved to London's landmarks: Westminster Abbey, Wembley Stadium, and on its last evening, Trafalgar Square. That night, my heart was pounding. The Mayor of London, Sadiq Khan, addressed over a thousand people who were sitting on the ground with the iftar served in front of them. The mayor was clearly proud of what he called 'the greatest city in the world'. And I was truly proud to be a part of it as well. ■



Verses from the Qur'an displayed in English

EMINA MAMELEDZIJA

Now working as a lawyer, Emina obtained an MSc in Innovation, Creativity, and Leadership through a Chevening Scholarship at the University of London (2018). She is also a member of Beta Gamma Sigma, the honour society for AACSB-accredited schools.





‘Culture has the power to heal wounds’

BBC reporter Areej Zayat explains how shining a light on acts of hope in war-torn Syria can bring positive change to the lives of survivors



When I first climbed aboard the coach to Palmyra, I had no idea what to expect at my destination. But what finally greeted me, and my fellow journalists, triggered a swell of anger within. There was nothing there. Nothingness, accompanied by the intermittent sound of explosions.

Russian troops had started to clear the trail of landmines that Daesh had left scattered across the ancient Syrian city. It became the soundtrack to my three days there.

I was used to hearing things blowing up in Damascus, so I didn't feel fear; I felt anger. Not a single building had escaped the terrible destruction wrought by Daesh and the subsequent air strikes.

We were accompanied by troops to the city's museum to see what was left of all the artefacts.

'Is this what the museum looks like?' one journalist mumbled, as he stood on the steps gazing in disbelief at the remains of the building. 'I hope God burns them all.'

ANGER AND BETRAYAL

Both the city and its civilians had paid the price of war, and yet the civilians were absent from the narrative. As a journalist brought up in Syria, I was angry at the focus the international media was placing on the destruction of historical sites like the Temple of Bel, at the cost of turning attention away from the shattered livelihoods of the people who had lived in Palmyra.

Left: The ancient city of Palmyra in ruins; and above: BBC Xtra's Areej on camera

Palmyra had been an oasis beating at the heart of Syria. Once a vibrant cultural centre in the ancient world, it had evolved into one of the most mesmerizing tourist sites in the region. Visitors would commonly witness the presence of the Bedouin people of Syria. Traditionally a nomadic people from the deserts of North Africa, the Middle East, and the Arabian Peninsula, many Bedouins had settled in the rural and desert areas in and around places such as Palmyra.

Their fallen city was now empty. There was no electricity. There was no water. There were no civilians. So where were the residents now?





'I try to find stories of hope'

< I spent the next two weeks finding out. Many had travelled 150km westwards to Homs and Hama. I worked to gain their trust so that they felt able to speak to me about their experience living under Daesh occupation for almost a year. Regardless of their political inclinations, they felt angry because they had lost everything, and also betrayed by those that had allowed it to happen.

A resident told me that Daesh would keep their prisoners in cages before taking them to the market square to be publicly executed. Two other former residents revealed how they were forced to go to the Roman amphitheatre en masse to watch public beheadings taking place.

But even during a war, life must go on – a fact that people often forget when they're not the ones living through those circumstances. Some residents of warzones try to live normally as an act of rebellion, borne of a defiant spirit that makes them refuse to cower.

BREAKING STEREOTYPES

So, while I think it's important to talk about war, I think it's also important to share aspirational stories; to remind the world that those residing in the shadow of conflict are normal people with normal ambitions and dreams that they still hope to realise.

I come from a county that's in economic peril and has been blighted by conflict. I now live in Beirut,

Lebanon, a city that's seen mass street protests since October 2017 and has an economy that's equally in turmoil. Every day, there are hundreds, sometimes thousands, of protesters in the square outside my office at the BBC. In spite of this, I take Arabic calligraphy classes, and salsa dance lessons. I recently started volunteering with a group of Syrians helping other Syrians with their education too. I do this because it recharges me and gives me the energy to keep going – and to just feel normal.

I currently work on *BBC Xtra*, a current affairs show targeting young Arabs. It aims to bring viewers together and break stereotypes by unearthing powerful human-oriented stories. Through my work,

REBUILDING LIVES

I've reported on women taking part in 'Yalla Let's Bike' (Come on Let's Bike) – an initiative to ride bicycles in Damascus, a city with no cycling infrastructure. I've spoken to artists reviving folk music, like Ari Jan Sarhan, a Syrian Kurdish musician, and Assa'aleek, a band who've rearranged traditional music from areas like Deir ez-Zur and Raqqa.

RESTORING NORMALITY

Some people might question why we report on subjects like art and culture when they seem relatively trivial against a background of wars, refugees, and economic collapse. Our priorities are questioned, as well as our professional judgement. But I believe the arts, culture, and the media have a role to play in restoring some semblance of normality and joy in the lives of those who've endured conflict. The creative sector has the power to bring the hidden to light, to heal wounds, and to build bridges between people.

In my role, I try to find stories of hope. The best way to achieve this is through solutions-based journalism. While it requires you to present challenges and issues, it also invites you to highlight those who are trying to find a solution. Whether that solution works is almost beside the point. The important thing is to show that there are ordinary people, living in extraordinary circumstances, who are simply trying to improve their lives and their communities. That's where hope is born.



Many historic artifacts have been destroyed



Areej Zayat with fellow BBC Arabic presenter Saif Rebia and guest in the BBC Xtra studio

People who've watched *BBC Xtra* have been pleasantly surprised to see that there are Syrians who are trying to find real solutions to societal problems. As people attempt to rebuild their lives and communities, spreading stories of hope, innovation, and solutions to as wide an audience as possible might just light a candle in someone, somewhere.

SUPPORTING SYRIA

Displacement causes diasporas, with former communities scattered far and wide. But digital technology creates opportunities to establish global networks that can encourage positive changes back home. Syrians know that it is their own people who've played the biggest role in helping displaced Syrians. The number of internally displaced people who've moved to the Syrian capital of Damascus itself is staggering.

Wherever in the world Syrians are, we carry with us a yearning to support our homeland. Oudai Tozan, a Chevening Alumnus, established an association for Syrians who want to develop educational opportunities for Syrians back home and around the world. Elsewhere, Dr Mouhannad Malek, a Damascene born and raised scientist, is a leading figure in cancer cell research. Now based in Germany, he founded a platform for researchers

from Syria and the Middle East to enrich the creation and translation of scientific content in Arabic.

I have my own hopes. Since returning to my home region after studying in London on a Chevening Scholarship, the media landscape in Syria has become harder to work in. Control over local media, and access to international media has tightened. In this kind of environment, it's all the more important to have alternative media platforms that are still trying their best to tell the story of what is truly happening in Syria.

While I'm honoured to have the opportunity to do this from Lebanon with the BBC, it's my hope to one day return to a Syria where media freedom is respected; where I can run a platform for stories from my home nation. My wish is to continue to showcase stories of remarkable people doing extraordinary things from the farthest villages of my country to the rest of the world. ■

AREEJ ZAYAT

A Chevening Alumna from Syria, Areej has an MA in Television Journalism from Goldsmiths, University of London (2015). She now works at *BBC Xtra* in Lebanon.



IN THE MIDST OF AN EPIDEMIC

Harnessing local
leadership to halt
the spread of Ebola
in Sierra Leone

The COVID-19 pandemic has seen elements of everyday life across the globe change beyond recognition. While the word 'unprecedented' has newfound popularity, localised epidemics have continually risen and fallen around the world throughout human history. More recently, the Ebola virus broke out in Sierra Leone, where a Chevening Alumnus was just beginning his journey as a doctor. Here, he talks about his frontline experience – one which parallels the COVID-19 pandemic.

A PUBLIC HEALTH CRISIS

'No one knew how to deal with it when the outbreak first struck – it was chaos. There was no leadership. There seemed to be no coordination with the international agencies. There was no means of social mobilisation to engage with communities and limit transmission of the disease. We lacked equipment and resources and our own healthcare infrastructure was revealed to be very weak. No wonder it spread so fast.'

Chevening Alumnus Alimamy Serry-Bangura had been qualified as a medical doctor for only two years when the Ebola virus hit his home country of Sierra Leone in West Africa, in what the World Health Organisation (WHO) then called 'the most severe acute public health emergency seen in modern times'. He worked with colleagues to treat sufferers in hospital before contributing to community engagement in Kambia District in



Sierra Leone, 2014:
A young patient is
offered a drink from
a health worker at the
Kenema treatment centre



‘People are now much more trusting of the system’

2015, where he also worked as the lead clinician on the Ebola vaccine trial with the London School of Hygiene and Tropical Medicine (LSHTM).

STATE OF EMERGENCY

After an 11-year civil war and a cholera outbreak in 2012, Sierra Leonians were accustomed to crisis and, according to Alimamy, were not inclined to pay attention to Ebola. ‘It was only when the President declared a “state of emergency” in July 2014 that everyone realised it was serious,’ he said. ‘And immediately, everything went into recession. Nobody cultivated the land or went to the markets. They didn’t know where the infection was coming from or who was infected. They didn’t even want to go to hospital because that signalled that they were dying.’ Health workers were stretched thin, often pulled out of other areas to work in Ebola wards, with negative effects on services such as maternity care, immunisation against a range of diseases, and malaria treatment. In addition, the impact on the agricultural sector meant that many people were battling malnutrition.

A CHANGE IN ATTITUDES

Ironically, according to Professor John Edmunds from LSHTM, who specialises in designing control programmes against infectious diseases, Ebola is not very contagious relative to other diseases, such as COVID-19. However, mistrust between the population and the government in Sierra Leone ‘made it difficult for public health messages to get through’. Professor Daniel Bausch, a physician and virologist who directs the UK Public Health Rapid Support Team, agrees that lack of trust was a major problem. Top-down solutions, with an influx of outsider health workers, could be unsettling for people in rural communities, particularly if they were told to change traditional practices, like burial customs. ‘It’s one thing for us to say, “stop doing that because our scientific research shows it can have significant consequences,”’ he said. ‘It’s another thing for people not to continue with something that has significance for them.’

For Alimamy and his colleagues, though, the fact that they were



On duty: Chevening Alumnus, Alimamy Serry-Bangura had only been a doctor for two years when Ebola struck

close to the communities and visibly affected by Ebola themselves (11 of his fellow doctors died) made it easier for them to identify and engage leaders at a local level who could help them change behaviours and support the national response team. ‘With strong local leadership, people took ownership and made it their personal responsibility not to travel and to change what they did to avoid spreading the disease.’

Alimamy has since noticed the beginnings of quiet change in some attitudes. ‘I did some voluntary work with pregnant mothers and young children in one of the rural health clinics,’ he said. ‘I realised that people are now more likely to seek proper medical help.’

A BETTER FUTURE

The COVID-19 pandemic has been a different experience for Alimamy. Due to his studies at the London School of Hygiene and Tropical Medicine, he was only able to be in touch remotely with his colleagues working on the frontline in Sierra Leone. It is the asymptomatic transmissions that he finds has been the greatest contrast to his experience with the Ebola epidemic. While there are many differences between the outbreaks, Alimamy’s goal remains the same: ‘We want to get a critical mass of healthcare workers going back to Sierra Leone to strengthen the system and help create a better a future.’ ■

WORDS: CAROLINE SCOTTER-MAINPRIZE. MAIN PHOTO: GETTY IMAGES

The rise of the youth diplomat

As future leaders, young people really can influence politics and benefit society, says Diego Reyeros

‘**T**hat kid should work on her anger management problem,’ tweeted US President

Donald Trump upon hearing that Greta Thunberg was named *Time* magazine’s 2019 ‘Person of the Year’.

Today’s youth are often painted as apathetic, entitled, and lazy. However, through a decade of academic research, grassroots participation, and diplomatic action, I know that this couldn’t be further from the truth. The question is: are we capable of aligning their untapped potential with established international governance structures?

YOUTH-LED DECISIONS

Youth diplomacy isn’t a common concept in international politics. At best, this is a foolish oversight. At worst, it’s a poor reflection of our views on how youth should fit into the political spectrum.

Youth participation varies greatly depending on where you are in the world. Australia scores the highest in the Youth Development Index, whilst Yemen scores the lowest. Even in the more encouraging cases, youth are only included in policymaking at a consultative level. It’s rare to find truly youth-led decision-making, where they’re invited to raise issues, advocate for them, and lead the



YOUNG VOICES



Natasha, Greta and
Autumn at the World
Economic Forum in Davos

implementation of the solution.

In 1998, UNESCO held the first World Conference of Ministers Responsible for Youth, developing the Lisbon Declaration on Youth Policies and Programmes. There were no measurable outcomes, but it sparked a new wave of efforts to encourage youth participation and various global governance organisations helped to facilitate this.

EMPTY PROMISES?

In 2013, UN Secretary General Ban Ki-Moon created the Envoy on Youth role, tasked with promoting reforms on youth participation and advocacy. During the last two decades, the annual summits of the G20, G7, World Bank, International Monetary Fund, UN Framework Convention, and World Economic Forum have all incorporated youth delegations, developed youth networks, or hosted youth-dedicated summits. Despite this, the decision-making is still mediated by adults.

The road to increased youth participation has been challenging. At the First Global Forum on Youth Policies in 2014, ten commitments were made to further participation, policies, and inclusion. None of these have been achieved. When Jayathma Wickramanayake became the second Envoy on Youth, she inherited

Listen up!

If we are to truly harness young people's potential, we must:

- Help high-profile youth leaders and youth-led organisations get access to power and funds within decision-making bodies.
- Ensure that global governance organisations and governments fulfill their responsibility to include youth in the development, implementation, and evaluation of policies.
- Encourage youth to channel their advocacy efforts and propose solutions through effective actions, such as social enterprises or voting.

The United Nations has set out 17 Sustainable Development Goals to be reached by 2030, when 25% of the population will comprise of young people. If we don't empower the rising youth diplomats of today, and the communities that they represent, it's unlikely we'll achieve the change that these goals require. We must shift the way we address global issues by including youth in the discussions.

\$78K USD worth of debt. Advocacy efforts were put on the backburner whilst fundraising took precedence. We also witnessed the fast rise and fall of the Arab Youth Climate Movement due to limited government support.

A BETTER TOMORROW

Greta Thunberg and the Fridays for Future movement's greatest achievement has been transforming online debates into mass coordinated, and continuous civil disobedience. It has allowed youth a voice on climate change and to be heard at the highest levels of global governance.

Greta, 17, isn't the only young leader taking action. Autumn Peltier, 15, is advocating for water protection and indigenous rights in Canada. Natasha Mwasa, 18, is fighting to end child marriage in Zambia. Youth are finding ways to bring about change. But the real rise of the youth diplomat will occur once we acknowledge their shared ambition: to be involved in the construction of a better tomorrow. ■

DIEGO REYEROS

A Chevening Alumnus from Mexico, Diego studied Public Policy at King's College London (2016). He has an expertise in youth diplomacy, innovation, and social enterprises, and is currently the Country Development Manager in Mexico for makesense.org.



The only way is UP?



Most modern maps show north at the top. But a journey through cartographic history puts a very different spin on our world view

SHIFTING PERSPECTIVES

Why do maps always show north as being up? It seems so obvious now that we hardly think about it: 'Because Europeans made the maps, and they wanted to be on top.' The profound arbitrariness of this cartographic convention was thrown into stark relief when we first saw an upside down map showing Australia at the top (Fig. a, below). The casual acceptance of white, Anglophone perspectives as the global norms had been fundamentally challenged. All without ever stopping to wonder why the map wasn't titled 'Botswana: Back Where It Belongs' or perhaps 'Paraguay Paramount!'

Eagerness to invoke Eurocentrism can lead to exaggerations of the role that Europeans played in depicting our world. In fact, the north's elite cartographic status owes as much to Byzantine monks and Majorcan Jews as it does to any Englishman.

NORTH-SOUTH DIVIDE

There's nothing intrinsically correct about the north being represented as up. Some of the very earliest Egyptian maps show the south as up, presumably equating the Nile's northward flow with the force of gravity. There was a long stretch in the medieval era when most European maps were drawn with the east on the top. The religious significance of this

was emphasised by pious illustrations showing Adam and Eve or Christ enthroned. (Fig. b, overleaf). This east-as-up approach apparently explains not only where the word 'orientation' comes from, but also quite possibly how we get 'north' from an old Germanic word meaning left.

Things changed with the age of exploration. Like the Renaissance, this era didn't start in Northern Europe. It began in the Mediterranean, somewhere between Christian Europe and the Arab-Islamic world. By the fifteenth century, increasingly precise navigational maps of the Mediterranean Sea, called Portolan charts, began to appear. They were designed for mariners navigating

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a. Head-turning

McArthur's Universal Corrective Map Of The World was the first south-up map, published in 1979

< the sea's trade routes with the help of a recently adopted technology, the compass. These maps had no real up or down. Pictures and words faced in all directions, generally pointing inward from the edge of the map. But they all included a compass rose with north clearly taking prominence (Fig. c).

POLE TO POLE

Members of the Italian Cartographic School preferred to mark north with a hat or embellished arrow. Their colleagues from the Spanish-ruled island of Majorca used an elaborate rendering of Polaris, the North Star. These men, who formed the predominantly-Jewish Majorcan Cartographic School, established further mapping conventions of the era, including colouring in the Red Sea bright red and drawing the Alps as a giant chicken foot (Fig. d).

Of course, the arrow of a compass can just as easily point south. Its magnetised metal needle simply aligns with the earth's magnetic field, with a pole at each end. Indeed, the Chinese supposedly referred to their first compass magnets as south-pointing stones. Crucially, though, they developed this convention before they began to use compasses at sea.

STAR POWER

By the time Europeans adopted the compass, they were already navigating by the North Star, the one point in the heavens that remains fixed anywhere in the Northern Hemisphere. Many mariners saw the compass as an artificial replacement for the star on cloudy nights, even assuming it was the pull of the star itself that drew the needle north.

As the north-pointing compass became essential to navigation in the fifteenth century, maps continued to offer a confusing array of perspectives. Some had the east on top, in keeping with European



b. East is up

Left: Jerusalem is at the centre of this thirteenth century map, with Rome just below it

c. A new look

Above: The first compass rose depiction on a map, from the Catalan Atlas

'For reasons that remain unknown, Ptolemy decided to put north up'

tradition, while others preferred the Arab tradition of south.

If the compass gave north a special place on maps, its position on top of the world would only be secured in the sixteenth century – thanks to the work of a Hellenic cartographer from Egypt named Ptolemy. In the second century A.D., Ptolemy laid out a systematic approach to mapping the world. It came complete with intersecting lines of longitude and latitude on a half-eaten doughnut-shaped projection that reflected the curvature of the Earth (Fig. e).

AN OBSESSION

For reasons that remain unknown, Ptolemy decided to put north up. Or at least that's what the Byzantine monks did who reproduced his work and introduced it to the rest of Europe.

Either way, the cartographers who made the first big, beautiful maps of the entire old and new world – men like Gerardus Mercator, Henricus Martellus Germanus, and Martin Waldseemüller – were obsessed with Ptolemy. They drew him into the corners of their work and perpetuated his orientation of the earth.

If the North Star had been in the south, or Ptolemy had drawn the world the other way around, northern Europeans still could have flipped it to feel better about themselves. The fact they didn't have to, though, is a reminder of their contribution to the wider geography of scientific progress.

The orientation of our maps, like so many other features of the modern world, arose from the interplay of chance, technology, and politics in a way that defies our desire to impose easy or satisfying narratives. But at a time when the Global South continues to suffer more than its share of violence and poverty, let's not dismiss the 'upside down' map too quickly. It continues to symbolise a noble wish: that we could overturn the unjust political and economic relationships in our world as easily as we can rotate the maps on our walls. ■

SHIFTING PERSPECTIVES



d. In all directions

Left: This fascinating Portolan Chart was created by Genoese cartographer Canepa

e. Curve of the earth

Below: This 1482 map was based on Ptolemy's original second century drawings

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PHOTOS: RAUNAK SINGH

ART IN FOCUS

Talking walls

Schoolgirls in India are using art to empower young women. The Talking Walls project began as an initiative by Safecity, a social enterprise run by 2017 Chevening Alumna Elsa Marie D'Silva. Teaming up with Sophia College for Women in Mumbai, Safecity held an art workshop to address sexual violence, especially in public spaces. By painting their schools' exterior walls, the girls are sending a message to predatory men that they cannot hide from the law. ■



Communication Error

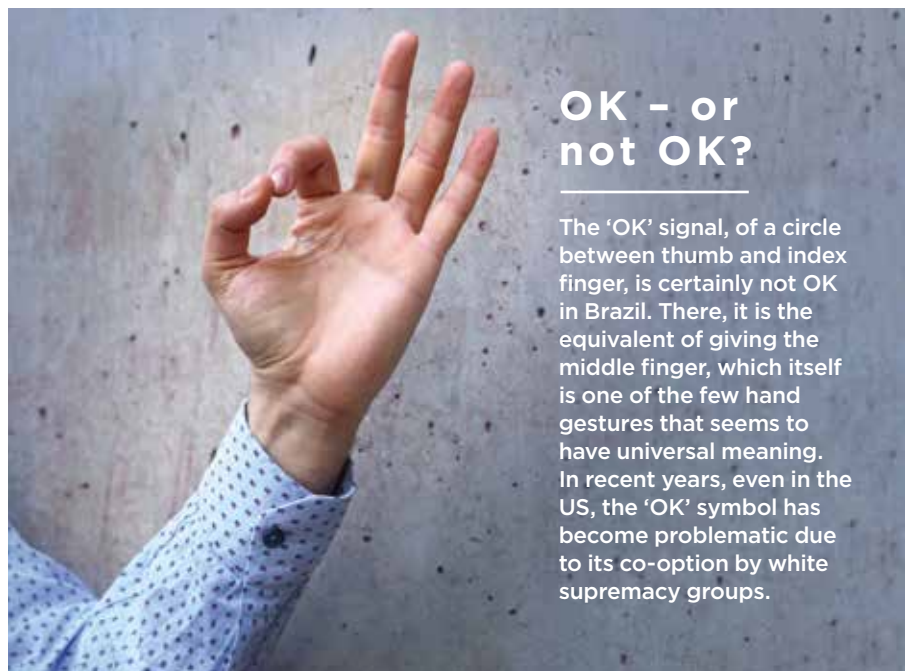
Please check your body language and try again.

Try Again

Walk away

Mind your language

The body speaks volumes. But what has a common meaning in one country can be a cross-cultural faux-pas in another. Three Chevening Scholars explain



OK - or not OK?

The 'OK' signal, of a circle between thumb and index finger, is certainly not OK in Brazil. There, it is the equivalent of giving the middle finger, which itself is one of the few hand gestures that seems to have universal meaning. In recent years, even in the US, the 'OK' symbol has become problematic due to its co-option by white supremacy groups.

WORDS: TONI MARIE FORD AND MARINA CARNWATH. PHOTOS: SEVGI KAYMAK

SILENT WORDS

HEAD SHAKE

This is a classic example of contradictory signalling. In many countries nodding your head is the default action for 'yes' while shaking it signals 'no'. But, in Bulgaria and Greece, these are flipped, so you shake your head for 'yes', and vice versa. In Arab countries, a single upward head movement means 'no'.

KISSING ETIQUETTE

Another greeting to master is the French custom of *la bise*, or the double air kiss. This also works in Southern and Eastern Europe. One kiss is the norm in South America. In Russia and Ukraine, three kisses are appropriate and a light kiss on the lips is also often acceptable.

SHOWING RESPECT

Bowing is not customary in the UK, unless meeting the Queen and even then only men bow; women curtsy. However in India and the Southeast Asian countries of Cambodia, Laos and Thailand, bowing corresponds to saying hello. In Thailand, to show deep respect, the hands come together in a prayer position and are lifted up. It's also worth knowing the Malaysian greeting of clasping the other person's hands then placing one's hands over the heart. There is also the Tibetan custom of sticking out the tongue, the Qatari and Yemeni greeting of bumping noses, and the Zimbabwean tradition of hand-clapping.

Devil horns

Metal enthusiasts are known for using the 'sign of the horns', made by extending the index finger and pinky, with the remaining fingers curled. However, in many countries across Europe and South America, including Brazil, Colombia and Italy, the action is used to mock men whose wives have been unfaithful to them. There's a strong linguistic link between the hand gesture and the meaning: the word for 'cuckold' in Greek, Italian, and Spanish also means 'horned'.



Above, left to right: Rut Einarsdotti, from Iceland, who studies Violence, Conflict and Development; David Doria, from Brazil, who studies Architectural Design; and Talal Ghadri, from Syria, who studies Political Economy of Development

THUMBS UP

This is a friendly sign of approval and acceptance across much of the world. In some European regions it simply means 'one', but in areas of Africa and the Middle East it has the unfortunate association of 'up yours!' Yet another manual synonym for the middle finger.

HANDY HINTS

When it comes to formal greetings, the British aren't known for being tactile and tend to go in for a brisk handshake. In the USA and most western countries, a firm handshake is befitting, while in China it may be seen as confrontational, so a light grip is advisable. In Germany, one solid downward yank will do the trick and in the Middle East, one must only ever shake with the right hand. ■

Making your point

In many countries, pointing with the index finger can be thought offensive or impertinent, particularly when pointing to a person. It can also be seen as an accusatory gesture. Using the left hand to point is taboo in Ghana, while in parts of Asia it's polite to indicate with your chin instead.



Lost worlds

With 30,000 species closer to extinction, will virtual reality be the future? And what is being done to preserve and protect these creatures at risk?

PICTURE THIS...

The boy's small hand rested gently on the glass, gazing at a world he would never know. He'd seen pictures of oceans in books, but never in real life. The watery depths looked to be void of anything but bubbles moving haphazardly toward the top. He peered at his mother over his shoulder, eyes large with wonder, before edging closer to the murky mystery.

Stopping short in front of the glass, he gasped as a spotlight illuminated a large figure circling a school of fish nearby. A quick snap and several of them disappeared into its enormous mouth – the rest retracting into the safety of the coral.

He wandered curiously over to the next display, eyes wide with disbelief that a cat so tawny and large could ever be real. It stretched its front legs out before its face broke into a yawn, exposing a severe set of teeth.

The third setting he recognised to be a jungle, with its lush, exotic greenery. But he couldn't quite identify its hairy inhabitants; a group

of long-limbed creatures swinging from branch to branch. One of them approached him, resting its large human-like hand on the glass. The boy instinctively reciprocated this gesture, feeling a familiarity with the creature as they stared deep into each other's eyes. Suddenly, the hologram flickered and the museum's lights dimmed.

The boy looked dazed; he was devastated to realise that the creatures he'd just seen were merely an illusion. He looked to his mother for an explanation; he needed to know what had happened. She smiled back at him, but there was a sadness in her eyes. She knew that her son would never know the majesty of the animals he had seen that day beyond the illusions captured behind the glass.

This is the reality we might well face if we fail to protect our world's most endangered species. Here's what three Chevening Alumni are doing to ensure that future generations can experience just some of the creatures we've come to know and love.

INTRO BY MARY FARNSTROM



‘They’re classed as
being vulnerable
to extinction’

Thresher shark

Malapascua Island, in the Philippines is the only place in the world so far where thresher sharks can be seen almost daily at recreational depths (30m). With a long tail and doe-like eyes, they’re classed as ‘Vulnerable to extinction’ by the International Union for Conservation of Nature. In 2015, Monad Shoal and Gato Island in the Philippines were declared the country’s first shark and ray sanctuary through an executive order. A year later, international governments voted to ensure the sustainable trade of thresher sharks. All three species of thresher sharks became nationally protected. This means trading, catching, or selling them is prohibited. But this is only the beginning – more research is needed and more resources must be mobilised for law compliance.

ANNA OPOSA

Executive Director of Save the Philippine Seas, Anna grew up in the Philippines and has an MSc in Conservation Science from Imperial College London (2014).



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‘Deforestation is
the greatest threat
to their survival’

Orangutan

With only 15,000 orangutans left in Sumatra, deforestation is the greatest threat to their survival. Combined with a low reproduction rate, a loss of even 1% of the population per year will be disastrous for the species. The orangutan forests provide crucial ecological services. Tearing them down for plantation and development is one of the greatest drivers of climate change. Orangutans do their bit too. As ‘gardeners of the forest’ they help spread fruit seeds in their dung. The Orangutan Information Centre (OIC) educates local people about co-existing with these creatures. They also run a rescue service for the orangutans, and safeguard those that remain via forest patrols and law enforcement operations.

PANUT HADISISWOYO
Founding Director of the
Orangutan Information
Centre, Panut is from
Indonesia and has an MA in
Communication Studies from
University of Leeds (2003).



‘Recently, pumas have been spotted invading towns’

Puma

Pumas, which are only found in the Americas, have recently been spotted ‘invading’ towns. It’s a testament to their ability to adapt to changing environments but also signifies a promising recovery in their numbers. The reasons for their past decline differ across regions. In the US, pumas were once treated as vermin. Now, less hunted, they’ve begun to recover in number. In the 1970s, Brazil’s forests, which pumas inhabited, suffered from deforestation. A decree passed in the 1990s now prohibits timber extraction in the Atlantic Forest. We’re hopeful that scrutinising these examples might offer insights that could aid similarly threatened species. ■

MARCELO MAZZOLLI
Founder of Projeto, Peru,
Marcelo is from Brazil and
has an MSc in Biological
Science from Durham
University (1999).



THE FUTURE OF WORK

In a rapidly changing world, we look at the skills that will shape the workforce of 2030

Before the COVID-19 pandemic, discussions on the future of work focused on trends that would shape the workforce of 2030 and beyond. The pandemic rapidly accelerated some of these trends, condensing a decade of change into a few months.

INTEGRAL HUMAN SKILLS

COVID-19 forced many to work from home. More than a third of companies in the US think that 40% or more of the switch to remote work will be permanent, according to a National Bureau of Economic Research paper. For workers, developing digital empathy, the ability to build relationships and lead in a virtual space, will be key.

Even before the pandemic, McKinsey Global Institute (MGI) research predicted that by 2030 the time workers spend using advanced technological skills would have increased by 50% in the United States, and 41% in Europe. Now, that percentage is likely higher. "If adoption

of automation does accelerate due to COVID-19, then we could expect an acceleration of the retraining requirements that go with it," says Susan Lund, a partner at the McKinsey Global Institute.

According to Terence Tse, a professor at ESCP Europe Business School, acquiring hard tech skills is only half the solution.

"There is a general misconception that quantitative skills and a computer science background will be the best skills to be had," Terence explains.

"But I believe that human skills – empathy, people, and communication – will allow people to stand out."

DEGREES IN DEMAND

The World Economic Forum's Jobs of Tomorrow report stated at the start of 2020 that in the next three years, 37% of jobs in emerging professions will be in the care economy; 17% in sales, marketing, and content; and 16% in data and AI.

New roles will likely emerge in the wake of data privacy and workers'



DATA PRIVACY EXPERT

More than ever, personal data is at risk of being used for profit, making roles in online security increasingly sought after.

rights issues at big tech firms like Facebook, Google, and Amazon. The pandemic has also spawned new health and safety roles, which may become the norm in many companies.

Chevening data shows that even before the pandemic, the most popular degree types among Chevening scholars in 2019 reflected areas undergoing massive change. They were business administration (188 scholars), public policy, social policy, public administration, or public management (157 scholars), and engineering (126 scholars).

GROWING PAINS

We've already seen cashier jobs disappear, and travel agents made redundant. Manufacturing and warehouse jobs are also at

MENTAL HEALTH OFFICER

Good employee mental health is a growing focus for many companies. In future, mental health officers will help promote wellbeing in the workplace.

ILLUSTRATIONS BY MOHAMMAD SABAANEH, A CHEVENING SCHOLAR FROM THE OCCUPIED PALESTINIAN TERRITORIES STUDYING ILLUSTRATION AT THE UNIVERSITY FOR THE CREATIVE ARTS (2019)





DRONE FLEET MANAGER

With an increasing demand for home delivery, individuals will be tasked with controlling and maintaining drones, to streamline the delivery process.

risk – JD.com in China already has warehouses fully automated by robots. This shift will continue, and though many jobs will be replaced by technology, tech can also complement human workers.

Although more work can be done from home, components like onboarding, job training, and negotiation are likely to still take place in the office.

There will be growing pains. The main challenges of remote work include technical infrastructure problems, employee burnout, coaching and performance management, and data security, according to a survey of executives conducted by the McKinsey Corporate Business Functions practice.

EARLY WARNING SYSTEM

The next half of the population to come online live in the developing world. As telecom networks roll out

‘Governments in developing nations must embrace lifelong learning’

across developing nations there will be new roles in the management of online banking and internet moderation. What doesn't change is the necessity of lifelong learning and reskilling. Investment in education and utilising technology for reskilling will be the difference between a workforce that thrives and one that is left behind.

“Increased access to high quality, critical skills training will be essential to enabling success for developing nations in the changing economy. Governments, companies, and universities in developing nations must embrace lifelong learning,” says Leah of Coursera.

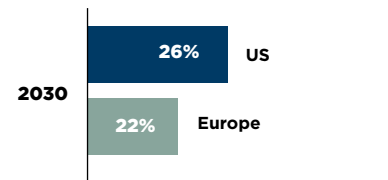
These shifts – accelerated by the pandemic – have the potential to usher in a bright future of work, promising enhanced flexibility and wellbeing.

Successfully adapting to the new ‘normal’ will require a balance between implementing the new world of work and avoiding unequal outcomes. Workers must be allowed to retrain and upskill. The future of work has arrived, and the opportunities it presents shouldn't be missed. ■

Get ready

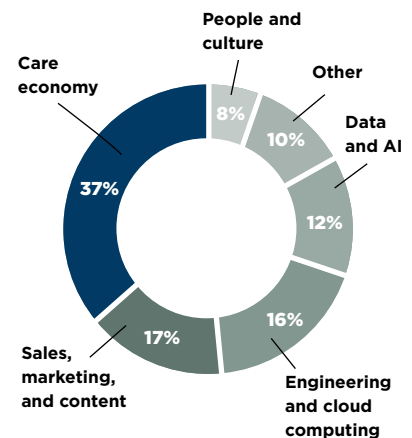
GROWING DEMAND FOR SOCIAL AND EMOTIONAL SKILLS

By 2030, demand will increase across all industries in the US and Europe



MCKINSEY GLOBAL INSTITUTE, 2018

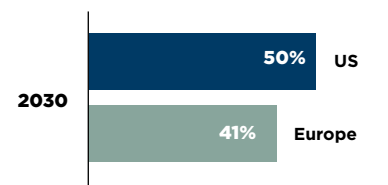
EMERGING PROFESSIONS IN THE NEXT THREE YEARS



WORLD ECONOMIC FORUM, 2018

MORE TIME SPENT USING ADVANCED TECHNOLOGICAL SKILLS

By 2030, time spent employing advanced technological skills will grow



MCKINSEY GLOBAL INSTITUTE, 2018

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'I'm grateful
for this gift –
I hope others
can benefit too'

Dina's year in London

'The Chevening Khazanah Scholarship has helped develop me in immeasurable ways. I've improved my appreciation for the academic world and my knowledge on contemporary security issues in the Malay archipelago. Career-wise, the scholarship has opened up networking opportunities. On my return to Malaysia, I've worked at the BBC World Service, and lectured in a public university. Malaysians are more than capable of competing at a global level. I'm grateful to Khazanah for this once-in-a-lifetime gift. I hope others can benefit too.'

DINA AHMAD MURAD

A Chevening Alumna with an MA in Terrorism, Security and Society from King's College London (2017), Dina interned at the BBC World Service on its flagship *HARDtalk* programme. ■

‘Seeing things
from another’s
perspective can
broaden our
world view’

GOVERNOR MANGANYE

A Chevening Alumnus from South Africa, Governor studied for an MSc in Economics of Monetary and Financial Policy at the University of Nottingham (2019).

