

**Stellungnahme zum
Kiel Institut für Weltwirtschaft – Leibniz Zentrum zur Erforschung
globaler ökonomischer Herausforderungen**

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Vorbemerkung

Die Einrichtungen der Forschung und der wissenschaftlichen Infrastruktur, die sich in der Leibniz-Gemeinschaft zusammengeschlossen haben, werden von Bund und Ländern wegen ihrer überregionalen Bedeutung und eines gesamtstaatlichen wissenschaftspolitischen Interesses gemeinsam außerhalb einer Hochschule gefördert. Turnusmäßig, spätestens alle sieben Jahre, überprüfen Bund und Länder, ob die Voraussetzungen für die gemeinsame Förderung einer Leibniz-Einrichtung noch erfüllt sind.¹

Die wesentliche Grundlage für die Überprüfung in der Gemeinsamen Wissenschaftskonferenz ist regelmäßig eine unabhängige Evaluierung durch den Senat der Leibniz-Gemeinschaft. Die Stellungnahmen des Senats bereitet der Senatsausschuss Evaluierung vor. Für die Bewertung einer Einrichtung setzt der Ausschuss Bewertungsgruppen mit unabhängigen, fachlich einschlägigen Sachverständigen ein.

Vor diesem Hintergrund besuchte eine Bewertungsgruppe am 24. und 25. September 2025 das *Kiel Institut für Weltwirtschaft – Leibniz Zentrum zur Erforschung globaler ökonomischer Herausforderungen* (kurz: *Kiel Institut*, bis September 2025 *IfW Kiel*). Ihr stand eine vom Institut erstellte Evaluierungsunterlage zur Verfügung. Die wesentlichen Aussagen dieser Unterlage sind in der Darstellung (Anlage A dieser Stellungnahme) zusammengefasst. Die Bewertungsgruppe erstellte im Anschluss an den Besuch den Bewertungsbericht (Anlage B). Das Kiel Institut nahm dazu Stellung (Anlage C). Der Senat der Leibniz-Gemeinschaft verabschiedete am 24. März 2026 auf dieser Grundlage die vorliegende Stellungnahme. Der Senat dankt den Mitgliedern der Bewertungsgruppe und des Senatsausschusses Evaluierung für ihre Arbeit.

1. Beurteilung und Empfehlungen

Der Senat schließt sich den Beurteilungen und Empfehlungen der Bewertungsgruppe an.

Das Kiel Institut widmet sich der Erforschung globaler ökonomischer Zusammenhänge und Entwicklungen. Klassische zentrale Themenfelder wie Handel und Finanzen werden ebenso bearbeitet wie die ökonomischen Auswirkungen klimatischer und seit wenigen Jahren auch geopolitischer Entwicklungen. Das Institut hat sich mit der Auswahl seiner wissenschaftlich und gesellschaftlich hochaktuellen Themen international hervorragend positioniert.

Das Institut erzielt international rezipierte **Forschungsleistungen**, in den vergangenen Jahren waren dies z. B. Arbeiten zur Kreditvergabe Chinas an andere Staaten und zur Simulation der Wirkung handelspolitischer Maßnahmen. Der **Wissenstransfer** in öffentliche Diskussionen und politische Entscheidungsprozesse gelingt ausgezeichnet. Hervorzuheben ist u. a. die Beteiligung an der *Gemeinschaftsdiagnose*, die der Bundesregierung eine wesentliche Orientierung für die Haushalts- und Finanzplanung bietet. Inzwischen spielen auch die **Dateninfrastrukturen** eine große Rolle. Sie wurden in den vergangenen Jahren wie empfohlen ausgeweitet und im *Kiel Institute Data Hub* übersichtlich gebündelt. Unter den Diensten ragt der äußerst sichtbare *Ukraine Support Tracker* heraus, der Finanz- und Militärhilfen für die Ukraine

¹ Ausführungsvereinbarung zum GWK-Abkommen über die gemeinsame Förderung der Mitgliedseinrichtungen der Wissenschaftsgemeinschaft Gottfried Wilhelm Leibniz e. V.

kartiert und sich in Politik, Wissenschaft und Medien international als Standard-Referenz etabliert hat. Beeindruckend sind auch Datensätze zu Immobilienpreisen und zur Bewegung von Frachtschiffen. Es sind sehr gute Maßnahmen zur Datensicherheit etabliert. Der Senat bittet zu prüfen, inwieweit eine NFDI-Mitwirkung sinnvoll ist.

Diese Leistungen des Instituts werden in fünf **Forschungszentren** zu Makroökonomie, internationalen Finanzmärkten, Außenhandel, internationaler Entwicklung und globaler Transformation erarbeitet. Zwei dieser Zentren werden als „exzellent“ und drei als „sehr gut bis exzellent“ eingeschätzt. Die Themenfelder Afrika, China, Globalisierung und Geoökonomie werden zentrenübergreifend über „Initiativen“, ein 2019 eingeführtes Format, koordiniert und sichtbar gemacht. Im Anschluss an die bisher einzelfallbezogenen Entscheidungen zur Etablierung sollten Initiativen nun zu einem strukturell klar definierten strategischen Instrument der Querschnittsarbeit entwickelt werden. Die Geoökonomie-Initiative wird zu einem sechsten Forschungszentrum ausgebaut werden, nachdem Bund und Länder im Oktober 2025 entschieden haben, dafür ab 2027 die institutionelle Förderung zu erhöhen.

Die wissenschaftlichen Leistungen am Kiel Institut sind auch vor dem Hintergrund von **Führungswechseln** positiv hervorzuheben. 2019 ging der langjährige Präsident in den Ruhestand, sein Nachfolger wechselte nach nur zwei Jahren an eine Einrichtung im Ausland. Ab 2021 führten zwei leitende Wissenschaftler das Institut erfolgreich durch eine Interimsperiode, bevor im Juni 2023 der derzeitige Präsident die wissenschaftliche Leitung übernahm.

Auf seine Initiative hin wurden die wissenschaftlichen Arbeiten kurz nach Amtsantritt neu strukturiert. Der ausgesprochen dynamische, am Institut breit unterstützte **Veränderungsprozess** ist noch nicht abgeschlossen. Das Institut war bis vor kurzem in kleinere Gruppen mit einer dauerhaften Personalausstattung gegliedert. An diese Stelle tritt ein grundlegend neues System: Die Arbeiten sind nun in fünf größeren Forschungszentren organisiert, denen als Grundausrüstung jeweils ausschließlich Professuren zugeordnet sind, die das Zentrum gemeinschaftlich leiten. Diese neue Struktur setzt Mittel frei, die bisher für promovierte Beschäftigte verwendet wurden und nun für gemeinsame Berufungen mit universitären Partnern eingesetzt werden. Dies führt zu einer deutlichen Zunahme an gemeinsamen Berufungen mit universitären Partnern. Derzeit gibt es elf dieser Professuren, von denen sieben seit 2023 neu besetzt wurden. Vier zusätzliche Berufungen mit der Universität Kiel und drei mit Berliner Partnern sind im Verfahren oder geplant; weitere sind in Vorbereitung. Der Senat erwartet, dass dies zu einem höheren Anteil von Wissenschaftlerinnen in Führungspositionen führt.

Das **Personalkonzept** für die Forschungszentren führt dazu, dass das Kiel Institut künftig deutlich mehr Tenure-Track-Professuren anbietet und auf permanente Stellen für promovierte Beschäftigte prinzipiell verzichtet. Diesen Grundsatz sollte das Institut mit Blick auf bestimmte Daueraufgaben nicht zu eng handhaben. Der Senat begrüßt, dass das Kiel Institut inzwischen auch ein zweijähriges Programm zur Förderung von Postdocs vorsieht. Am Institut sind derzeit rund 40 Promovierende tätig. Das 2024 eingerichtete strukturierte Promotionsprogramm entspricht internationalen Standards der Wirtschaftswissenschaften und umfasst zu Anfang ein anspruchsvolles Methodencurriculum von 16 Monaten. Das Programm sollte aus der fachübergreifenden Sicht des Senats so gestaltet werden, dass die Promotionsdauer von derzeit im Median 5,1 Jahren verkürzt wird. Das Institut muss auch die hochwertige Qualifizierung der Promovierenden im Blick behalten, die dort aus fachlichen Gründen nicht einbezogen sind.

Durch die gemeinsamen Berufungen mit Berliner Universitäten möchte das Kiel Institut das **Berliner Büro** stärken, das 2023 im Zuge der organisatorischen Veränderungen eingerichtet wurde. Es wird vornehmlich für die Verbindungen zu politischen und anderen externen Akteuren genutzt. Durch die Anbindung von Professuren an verschiedenen Berliner Hochschulen werden zudem die Forschungsaktivitäten des Kiel Instituts in Berlin gestärkt. Dabei muss das Institut gut darauf achten, einen engen Austausch zwischen dem Hauptstandort in Kiel und der Berliner Außenstelle zu gewährleisten. Das Sitzland ist sich seiner Verantwortung für die dauerhafte Finanzierung der Zusatzkosten für das Büro bewusst und sollte gemeinsam mit dem Institut dafür eine langfristige Lösung erarbeiten.

Seit 2021 wird das Institut nicht mehr allein durch einen Präsidenten, sondern durch einen **Vorstand** geführt. Wie vom Präsidenten vorgeschlagen, ernannte das Aufsichtsgremium 2024 erstmals einen wissenschaftlichen Vizepräsidenten. Die Position des administrativen Vorstandsmitglieds ist seit September 2025 vakant, das laufende Besetzungsverfahren steht kurz vor dem Abschluss, wie die Fachressorts im SAE erläuterten. Seit der vergangenen Evaluierung wurde der **Wissenschaftliche Beirat** internationaler aufgestellt. In Zukunft sollten Kooperationspartner nicht mehr Mitglied im Wissenschaftlichen Beirat werden.

Das Kiel Institut verzeichnete 2022–2024 im jährlichen Schnitt 10,3 M€ an **Erträgen** aus institutioneller Zuwendung. In jedem dieser Jahre wurden 1,8 M€ zur Verwendung in das Folgejahr übertragen, vor allem, weil mehrere Professuren seit einigen Jahren unbesetzt blieben. Zudem verfügt das Kiel Institut seit langer Zeit über Rücklagen in Höhe von derzeit mehr als 6 M€. Der vom schleswig-holsteinischen Landtag eng begleitete Abbauprozess ist bis 2030 angelegt. Es ist plausibel, dass die Rücklage und Teile der SB-Mittel eingesetzt werden, um die vom Präsidenten angestoßenen Veränderungen zügig zu implementieren, z. B. über vorgezogene Nachbesetzungen. Drittmittelerträge für Projekte und Dienstleistungen betragen 2022–2024 im Jahresdurchschnitt 5,7 M€ (ca. 30 %). Insbesondere die Erfolge bei der Einwerbung von EU-Mitteln sind bemerkenswert; sie umfassen zwei ERC-Grants und zwei Konsortialführerschaften. In Zukunft sollte es regelmäßig gelingen, die DFG-Abgabe wieder einzuwerben.

Die wichtigsten institutionellen **Kooperationspartner** sind die Universität Kiel sowie seit kurzem die Universität Hamburg. Mit beiden bestehen mehrere gemeinsame Berufungen und Projekte. Wichtig ist auch die neue Beteiligung im Netzwerk CEPR, die dem Institut vielfältige Möglichkeiten zur Zusammenarbeit eröffnet und vor allem über das Berliner Büro organisiert wird.

2. Zur Stellungnahme des Kiel Instituts

Der Senat begrüßt, dass das Kiel Institut beabsichtigt, die Empfehlungen und Hinweise aus dem Bewertungsbericht bei seiner weiteren Arbeit zu berücksichtigen.

3. Förderempfehlung

Der Senat der Leibniz-Gemeinschaft empfiehlt Bund und Ländern, das Kiel Institut als Einrichtung der Forschung und der wissenschaftlichen Infrastruktur auf der Grundlage der Ausführungsvereinbarung WGL weiter zu fördern.

Annex A: Status report

Kiel Institute for the World Economy – Leibniz Center for Research on Global Economic Challenges

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1. Key data, mission, and organisation

Key data

Year established:	1914
Admission to joint funding by Federal and <i>Länder</i> Governments:	1977
Admission to the Leibniz Association:	1990
Year of last statement by the Leibniz Senate:	2019
Legal form:	Public Foundation (Stiftung öffentlichen Rechts)
Responsible department at <i>Länder</i> level:	Ministry of General Education and Vocational Training, Science, Research and Culture, Schleswig-Holstein (MBWK)
Responsible department at Federal level:	Federal Ministry of Economic Affairs and Energy (BMWE)

Revenue (2024)

€ 10.9m revenue from institutional funding

€ 3.8m revenue from project grants

€ 0.9m revenue from services

Number of staff (as of 31/12/2024)

88 individuals “research and scientific services”

34 individuals “science supporting staff (laboratories, technical support etc.)”

32 individuals “science supporting staff (administration)”

Statutory mission

§2 Law on the Establishment of the Foundation “Institute for the World Economy”:

“(2) The foundation is dedicated in particular to

1. applied, evidence-based, economic research with a global economic perspective,
2. the contribution to the economic policy discussion and the consultation in global economic issues,
3. the implementation of research projects and research cooperations, also in the area of basic research,
4. the implementation of participation in scientific events,
5. training and continuing education, especially for young scientists,
6. the transfer of knowledge, provision of research results, data and information by means of publications, events and other media to science, business, politics, administration and the public, and
7. the collection of data.”

Organisation

Management

Board of Directors Prof. Dr. Moritz Schularick President, Executive Scientific Director Prof. Dr. Christoph Trebesch Vice President Birgit Austen Executive Administrative Director	Board of Governors State secretary Guido Wendt Head Dr. Stefan Profit Vice Head Staff Units Legal Services Controlling	Scientific Advisory Board Prof. Isabelle Méjean, Ph.D. Head Prof. Dr. Gernot Müller Co-Head
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Research Centers

Macroeconomics Prof. Dr. Lena Dräger Prof. Dr. Stefan Kooths Prof. Dr. Moritz Schularick Prof. Dr. Kaspar Zimmermann	Trade Prof. Dr. Dirk Dohse Prof. Holger Görg, Ph.D. Prof. Dr. Julian Hinz	Global Transformation Prof. Dr. Wilfried Rickels Prof. Dr. Dr. Ulrich Schmidt
International Development Prof. Dr. Tobias Heidland	International Finance Prof. Sebastian Horn, Ph.D. Prof. Dr. Christoph Trebesch Prof. Dr. Cathrin Mohr	

Research Initiatives

Kiel Institut Africa Initiative Prof. Dr. Rainer Thiele	Kiel Institut China Initiative Prof. Dr. Andreas Fuchs	Kiel Centre for Globalization Prof. Holger Görg, Ph.D.
Kiel Geoeconomics Initiative Prof. Dr. Christoph Trebesch		

Communications and Research Coordination

Communications Mathias Rauck	Research Coordination and Development Prof. Dr. Sonja Peterson	Outreach Elisabeth Radke
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Service Units

Research Grants Michael Doberschütz	Central Services Sandra Martini Korinna Werner-Schwarz	Financial Management Michael Doberschütz
IT Stefan Rieber	Human Resources Sabine Melchert	Procurement and Real Estate Management Guido Bartsch

2. Overall concept and core results

Overall concept

The Kiel Institute researches global economic affairs, aiming to combine cutting-edge research with visible and lasting impact on national and international policy debates. Its goal is to understand and shape the world economy.

The institute defines three main objectives for its academic work: fostering research excellence and intellectual openness; achieving societal impact by producing policy-relevant research and providing research-based policy advice; and following its global ambition to be a node in the research and policy networks in international economics.

The research and think tank activities are structured in the five Research Centers (RCs) *Macroeconomics*, *Trade*, *Global Transformation*, *International Development*, and *International Finance*. The RCs typically combine multiple Research Groups (see chapter 7 in detail) that are led by individual professors, many of whom are jointly appointed.

Four Initiatives bring together cross-cutting topics within the IfW and with Kiel University. Coordinated by different IfW and affiliated professors, they function as platforms for collaboration and network creation:

- The *Geoeconomics Initiative* fosters the production and dissemination of research on the geopolitical shifts that are increasingly leaving their mark on the global economy.
- The *China Initiative* is designed to help close the gap in economic research on China. The Initiative coordinates and bundles the institute's work on the Chinese economy and China's role in the global economy.
- The *Africa Initiative* aims to generate synergies within the institute by coordinating research and policy advice, organizing events, and enhancing the IfW's global visibility on Africa-related topics.
- The *Kiel Centre for Globalization* initiative bundles the expertise on global supply chains. The initiative studies the economic, social and ethical consequences of the proliferation of global supply chains.

Core results

Research

The following can be highlighted from the research results of the IfW and its Research Centers:

- The RC Macroeconomics studied the economic consequences and international spillovers of war. It identified the effect of the 2022 Russian invasion of Ukraine on inflation expectations, studied the cost of wars for non-belligerent countries through trade, migration and other linkages and - contributing to the institute's focus on defence spending - the role of financial resources in determining which side gains the upper hand in conflicts.
- The RC Trade studied the effectiveness of sanctions. It studied for example the effects of the 2014 sanctions against Russia and Russia's retaliation. It showed that the embargo led to significant price increases for affected goods and that the shock propagated through the economy via input-output linkages, which laid the foundation for the KITE model (see below).
- The RC Global Transformation measured the extent to which countries have produced economic output in the past at the expense of future climate damage, essentially borrowing wealth from the future. The study showed that Japan, Germany, and the United States have increased their borrowing relative to gross and net capital investment. This quantifies in how far past carbon emissions challenge sustainable development.
- The RC International Development showed how migration can be predicted in real time with digital trace data. It demonstrated that online search data, such as Google queries

about visas and destination conditions, serve as an early indicator of migration intentions. Unlike surveys, this method enables real-time predictions ahead of official statistics, enhancing the accuracy of migration models.

- In a series of papers and policy reports that contributed to the China and geoeconomics initiatives, the RC International Finance uncovered the scope of China’s overseas lending to developing countries. It was documented that half of China’s lending was missing from the “gold standard” debt statistics collected by the IMF and the World Bank. Based on that, the term “hidden debt” was coined.

Numbers of publications	2022	2023	2024
Articles in peer-reviewed journals	55	102	77
Monographs	0	1	2
Working and discussion papers	35	34	27
Other (contributions to edited volumes, other journals)	4	9	3
Independently published data sets in data journals or repositories	5	10	9

The IfW points out that it has increased its publications in top-5 economic and top-3 finance journals as well as in top field journals, and it stresses that the excellence of its research was acknowledged by a Gossen Prize in 2024 and two ERC Consolidator Grants.

Research infrastructures

The IfW has consolidated its data resources into a **unified data hub** that counts >100,000 visits per month and integrates many research data sets created by the institute. From its research infrastructure, the IfW highlights the following core results:

- Shortly after the beginning of Russia’s war on Ukraine, the IfW launched the **Ukraine Support Tracker**, which lists and quantifies the military, financial and humanitarian aid provided to Ukraine by more than 40 countries. According to the IfW, this has become a standard global reference point on Ukraine aid (for data sets and page views see below).
- It developed the **KITE trade policy model and new data sets** to provide model-based assessments of trade policy in real time. KITE is a quantitative tool to analyze trade policy changes, incorporating intra- and international input-output linkages to model the effects of trade policies in general equilibrium. It provides analyses of tariff proposals and other trade policy measures. An open-source version is in use at several central banks. This is complemented by the **Kiel Trade Indicator**, which uses an AI-driven algorithm to analyze ship movement data and provide real-time information on trade flows.

Key regularly updated datasets	2022	2023	2024
Ukraine Support Tracker			
Page views (main page)	125,027	154,709	185,387
Download (dataset)	8,780	9,092	8,103
Kiel Trade Indicator			
Page views (main page)	17,957	5,940	6,633
Download (csv data files)	2,627	851	844
German Real Estate Index (GREIX) – since 2023			
ifw-kiel.de (page views news & publications)		2,866	5,865
Page views greix.de (available since Feb 24)		<i>n. a.</i>	23,639
Downloads (all paper & data files combined)		<i>n. a.</i>	3,918
Africa Monitor (hosted externally, launched in May 2022)			
Average monthly downloads (estimated/rounded)	700	700	700
Page views (estimated/rounded)	<i>n. a.</i>	<i>n. a.</i>	564,000
Fellow programme			
Fellows		34	77
Short stays (up to 14 days)	<i>n. a.</i>	4	9
Longer stays (14 days to 13 months)		11	18
Review of World Economics Journal			
Submissions / published articles	364/33	420/31	507/50

Knowledge transfer

From the area of knowledge transfer, the IfW highlights the following results:

- The IfW has contributed to the national debate on **defence investments** and their financing. It issued a report that outlined comparative research on the economic and financial implications of increasing investment in European security against the background of rising geopolitical risk and led the debate on the exemption of defence spending from the German debt brake. In 2024 and 2025 it contributed sessions on defence economics to the Munich Security Conference.
- Over the past years, the IfW has built on its in-house **expertise in forecasting and business cycle analysis** to react quickly to unforeseen policy challenges and provide real-time advice. For instance, when conventional top-down models for forecasting proved unsuitable to analyze the Covid-19 shock, a bottom-up pandemic forecasting model was developed that relied on high-frequency indicators (such as numbers of pedestrians in cities). Such work reaffirmed the IfW's participation in the German government's Joint Economic Forecast (*Gemeinschaftsdiagnose*).
- As part of its **transfer activities within the Africa Initiative**, the IfW organized workshops at the German Ministry of Finance on topics such as the "Compact with Africa" and proposed an African Rating Agency. It integrated African scholars and institutions in its activities. For example, researchers from the African Development Bank helped disseminate a policy paper on the impact of Russia's attack on Ukraine on food exports to African countries.

Policy contributions	2022	2023	2024
Expert reviews on behalf of federal ministries	13	11	7
Hearings	3	14	8
Short policy contributions	112	79	58
Longer policy reports	16	15	12
Media products (rounded figures)			
Newsletter (12 p. a.) (number of subscribers)	2,800	3,000	3,400
Media information and statements by IfW experts (page views)	77,400	59,600	87,000
Social Media (number of followers)	24,700	30,300	35,800
Media Clippings (of selected set of media outlets)	3,300	2,800	3,400
Conferences			
annual conferences (total on-site participants/remote views, rounded)	181/700	142/2,000	686/3,600

3. Changes and planning

Development since the previous evaluation

In 2019, the long-standing President of the institute retired. His successor, who took office in 3/2019, left the institute in 9/2021 to head a research institute in his native Austria. Together with the Executive Administrative Director, two senior researchers assumed interim leadership of the IfW. The new President took office in 6/2023.

At the time of the last evaluation, the IfW was organized into seven research areas and two policy centers. They have since been transformed into five **Research Centers (RCs)**, each combining scientific research and policy-oriented work on a given field; a new RC on Trade was established in 2019. The individual RCs now comprise several research groups and are jointly led by these groups' heads. Since the last evaluation in 2018, eight new individual professors that are still at the institute, including the President, were jointly appointed with university partners and have formed their research groups at the IfW. While parts of these positions were refilled to replace former leading scientific staff, others were newly created (see chapter 5).

Since 2019, the IfW has bundled cross-cutting work on China and Africa, as well as the former Leibniz Science Campus Kiel Centre for Globalization, in so-called Initiatives. In 2021, the IfW launched a **Geoeconomics Initiative**. It is a response to the new global environment in which economic, geopolitical, and security issues are closely intertwined. The IfW has established an interdisciplinary global research network on the topic, including an annual conference, and a research policy network with CEPR. Moreover, via its **Africa Initiative**, the IfW has extended its work on Africa, e.g. by compiling data sets such as the Africa Debt Database and by introducing an annual conference series.

In 2023, a **Berlin branch** was created to serve as an international hub in the capital and as a link to the federal political landscape, both for the institute and for the CEPR network (see chapter 6). Core activities in Berlin are three annual flagship conferences (on geoeconomics, Africa and China) and regular workshops with CEPR on current issues in international economics.

In 2024, the IfW developed its long-standing one-year Advanced Studies Program (ASP) into a five-year **structured PhD program in international economics** (see chapter 5). Courses are taught by leading international economists and internal faculty. 80 % of the first two cohorts of ASP students are female.

Strategic work planning for the coming years

The IfW will orient its work toward the major structural changes in the global economy and their repercussions on Germany and Europe. Across RCs, the growing politicization of international economic relations will be the unifying background theme.

A major topic in the institute's **research agenda** will be geoeconomics. The IfW has submitted plans for additional institutional funding to establish a new RC, which are currently being evaluated in a separate procedure within the Leibniz Association. Subject to positive evaluation, funding will start in 2027.

The institute also plans to monitor and analyze the ongoing reorganization of the global division of labor. While the future of China in global supply chains will be a topic of particular interest, the IfW will also study the changing positions of countries such as India, Vietnam and Indonesia. In connection with this, the IfW recently set up a government-funded Industrial Policy Lab and will conduct evidence-based research in this field.

Research will also focus on climate, behavioral and development economics as well as questions of governance. Three professorships in the areas of global transformation, political economy and behavioral approaches to global challenges are in the process of being appointed. In order to strengthen the institute's competence in the areas of international macroeconomics, migration and development, as well as security and conflict, there are plans to fill additional **professorships** both with established university partners in Hamburg and Kiel and new ones such as Hertie School Berlin (see chapter 5).

The work oriented towards **policymaking and general public** will emphasize timely and evidence-based communication. To simulate the effects of policies, the institute plans to further develop its toolbox of quantitative trade models. New international macro models with heterogeneity will help understand the transmission of aggregate shocks between countries and the role of monetary and fiscal stabilization policies.

The work program will entail the production of new data sets, empirical analyses, and the application of theoretical models to address and respond to the key issues and developments in the global economy. This will include new **research data** as well as facilitating easier research access to existing data.

4. Controlling and quality management

Organisational and operational structure

The **Board of Directors** (Executive Board) consists of a President (Executive Scientific Director) and an Executive Administrative Director, who has been the budget officer since 2021. They are appointed for a renewable term of five years by the Board of Governors. Optionally and since 2024 in place, there is a Vice President (second Scientific Director), who is appointed

for a renewable term of three years by the Board of Governors upon proposal by the President. The office holder is tasked with coordinating the academic network and the PhD program (ASP). In accordance with its Rules of Procedure, the Board meets at least once a month to discuss day-to-day affairs and decide on issues of strategic importance. There are regular meetings of the heads of research groups and administrative units with the Board to discuss issues of common interest.

All research group heads form the **Professorial Committee**. It meets approximately every six weeks at the invitation of the President. The committee advises the President and discusses issues related to research, the strategic direction of the Research Centers, and current issues. The heads of the **administrative** units report to the Executive Administrative Director. They meet approximately every six weeks.

The head of the **Berlin office** and coordinator of the activities reports directly to the President. About 15 staff members have their primary workspace in Berlin, and Kiel-based staff frequently uses the additional flexible workstations and travel to Berlin for outreach events. Berlin-based staff regularly commutes to Kiel to attend events or collaborate. Regular institute-wide events and retreats facilitate personal contact and close collaboration between the two locations.

Internal communication is supported by digital newsletters, a web-based information portal, and regular meetings of the President with junior researchers.

Financial resources

Institutional funding

The institute is largely financed by federal and *Länder* funds that are allocated annually.

Up to 20 % of the institutional funding may be carried forward to the following year as self-management funds (SB-funds). These funds currently include direct research expenditure funds pledged to the President as part of his appointment, funds for the renewal of the corporate design and branding, and funds for maintaining the building infrastructure.

Overview: Institutional funding

		2022	2023	2024
		k€	k€	k€
A	Contribution of institutional funding for the respective year			
I.	<u>Contribution according to AV-WGL</u>	10,252	10,453	11,876
1.	Contribution for ongoing measures (without DFG fee)	10,227	10,428	10,851
2.	Contribution for construction investments	25	25	25
B	Contributed funds according to AV-WGL that were not used in the year but were made available for use in the following year	2,641	2,850	2,763
I.	Funds designated by the Land contributing the funding by Federal and Länder Governments for use by the Leibniz institution in the following year, <i>incl. further funds available for subsequent years (approx. € 725k)</i>	2,641	2,850	2,763
	<i>of which SB-funds</i>	1,800	1,850	1,800

Revenue

The IfW Kiel focuses on high quality, competitive third-party project funding sources, in particular the DFG and the ERC. Among these there are two DFG projects and two ERC Consolidator Grants (the one, awarded to the President for housing research, was transferred to the institute upon appointment, and the other to the Vice President for research on geopolitics and finance).

Further third-party funding sources are targeted that allow projects to be designed in line with the research strategy, e.g. the Federal Ministry of Research, Technology and Space and the Leibniz Competition. The institute is involved in several Horizon projects, for two of which it acts as coordinating institution (one on global supply chains and one on immigration policy).

In 2022–2024, third-party funding for projects made up about 30 % of the IfW's revenues. Most of it came from federal and Länder governments (41 %), including Schleswig-Holstein's Excellence and Structural Fund, the EU (27 %), and foundations (18 %). The figures in the table below include outliers for 2022, when the IfW received larger lump sums for two EU projects and from the Gates Foundation. The IfW expects third-party funding to remain on about the same level, although a slight increase is expected as the proportion of professorial staff rises (see chapter 5). In addition to project funding, revenues from services, mostly commissioned work, contributed 5 %.

Federal and *Länder* Governments pay a "DFG fee" for each Leibniz institution, amounting to 2.5 % of the institutional funding. This enables the Institute to submit proposals to the DFG. The most recent contribution stood at € 276,000 (2024).

Revenue		2022			2023			2024		
		k€	%	%	k€	%	%	k€	%	%
Total revenue (sum of I., II. and III.)		17,321			16,376			16,359		
I.	Revenue (sum of I.1., I.2. and I.3)	16,614	100		15,751	100		15,613	100	
1.	REVENUE FROM INSTITUTIONAL FUNDING (EXCLUDING CONSTRUCTION PROJECTS AND ACQUISITION OF PROPERTY) BY FEDERAL AND LÄNDER GOVERNMENTS ACCORDING TO AV-WGL	9,552	57		10,403	66		10,926	70	
2.	REVENUE FROM PROJECT GRANTS	6,200	37	100	4,558	29	100	3,771	24	100
2.1	DFG	304		5	120		3	203		5
2.2	Leibniz Association (competitive procedure)	288		5	180		4	165		4
2.3	Federal, <i>Länder</i> governments	1,916		31	1,649		36	1,238		33
2.4	EU	1,678		27	1,725		38	501		13
2.5	Foundations	1,423		23	250		5	927		25
2.6	Excellence and structural fund of the State of Schleswig-Holstein	276		4	399		9	493		13
2.7	Other sponsors	315		5	235		5	244		6
3.	REVENUE FROM SERVICES	862	5		790	5		916	6	
3.1	Commissioned work	807			741			859		
3.2	Revenue from ASP courses	18			11			26		
3.3	Revenue from publications	37			38			31		

II.	Miscellaneous revenue	707		625		746	
1.	Funds drawn from reserves	0		0		0	
2.	Reimbursement from ZBW for administrative personnel ¹	578		424		468	
3.	Revenue from rental services	43		48		91	
4.	Other miscellaneous revenue	86		153		187	
III.	Revenue for construction projects	0		0		0	

Internal budget management / Expenses

The annual research programmes, laid down in the program budget, are planned by the Board of Directors and approved by the Board of Governors. In this they are supported by the heads of the research groups and advised by the Scientific Advisory Board. The program budget includes medium-term financial planning over a five-year period (eight years for the personnel budget). A Finance Working Group (Executive Directors, heads of Financial Management, Human Resources Management, and Controlling) meets at least every two months to discuss developments and new risks. The organizational units are allocated annual resource budgets that are partly performance-based. Each research unit has defined goals for external funding and publications, along with key performance metrics like publications per staff member and the number of top-tier publications.

Expenditures		2022	2023	2024
		k€	k€	k€
Total Expenditures		17,321	16,376	16,359
1.	Personnel	10,644	11,088	11,368
2.	Material	123	315	446
3.1	Depreciation for fixed assets	0	0	0
3.2	Allocation to special reserve for fixed assets	0	0	0
4.	Construction projects, acquisition of property	0	0	0
5.	Other operating expenses	4,003	3,977	4,281
6.	Allocation to a designated reserve	2,551	996	264

Infrastructural equipment and its usage

Spatial provisions and room situation

The IfW premises in Kiel include a main building and the Haus Welt-Club (HWC), at about 150 m distance. They are owned by the state of Schleswig-Holstein and let to the institute free of charge. With a combined 162 offices, there is a total of 212 workspaces. In the wheelchair-accessible main building, there are a modern lecture room (80 participants), a new combined lounge and meeting room with video conferencing facilities, social meeting rooms on every floor, and a newly added lounge area in the entrance hall. The HWC, which was renovated in 2023 to improve accessibility, comprises a larger meeting room, another lounge, and approximately 25 guest rooms for, e.g., Advanced Studies Program (ASP) students and other guests. The IfW cooperates with the adjacent Leibniz Information Centre for Economics (ZBW) in providing conference rooms.

Since 2023, office space in Berlin with a total of up to 25 flexible workstations has been rented.

¹ Before 2022, there was a joint administration for the IfW and ZBW – Leibniz Information Centre for Economics. The two institutions regularly cooperate in administrative matters, as is provided for in their statutes.

Research infrastructure equipment

A dedicated digitalization unit, together with the in-house IT Services and other departments, aims to ensure that processes are not constrained by device, location, or time. IT Services maintains ca. 260 accounts, most employees are equipped with mobile devices.

Cybersecurity efforts were enhanced in recent years, in response to emerging threats to research institutions. A patch management system for all devices has been implemented. Multi-factor authentication is mandatory for all core IT services. System backups are periodically stored in a separate location isolated from the operational systems. Emergency procedures for disaster scenarios have been developed, and staff is trained annually. The IT baseline protection approach of the German Federal Office for Information Security (BSI) is implemented; as part of it, an information security policy is being developed and it is planned to appoint an information security officer. A cloud strategy is in place to diversify risks and continue critical operations in case of a service or supplier failure.

Sustainable use of equipment

IfW's largest sustainability project was to derive the institute's Corporate Carbon Footprint (CCF) for the base year 2022 supported by the Leibniz presidium's Strategy fund. This is meant as a starting point for achieving further CO₂ reductions with the goal to achieve climate neutrality until 2035. Individual measures, bundled in an in-house initiative to reduce energy and resource consumption, include the use of motion detectors and LEDs, the compensation of business air travel, and refurbishing IT equipment.

Quality assurance of the scientific work

Ensuring scientific integrity

The in-house Guidelines for Good Scientific Practice implement the DFG and Leibniz Association stipulations on good scientific practice. An ombudsperson and a vice-ombudsperson are appointed from senior staff members. The guidelines and any new information are communicated to all researchers every year.

The IfW has implemented overarching Ethics Guidelines. They establish an Ethics Committee that provides guidance to the Board of Directors on ethical issues, including for research involving human subjects. Acquisition of grants and, in particular, of commissioned reports and projects follows the Guidelines for Contract Research. For communication, the Guidelines for Good Science PR developed by Wissenschaft im Dialog and the Bundesverband Hochschulkommunikation are implemented. An IT Travel Policy for travel to countries with increased security risks is in place. An anonymous reporting platform has been set up to report violations of the law.

Quality assurance of publications

The publication strategy was recently revised to ensure more publications in leading economics, and interdisciplinary journals. It now includes a reduced list of target journals, which is based on a qualitative assessment of reputation in the respective fields, supported by quantitative impact measures (in particular, the "top-5" and "top-field" journals in economics with a

high international reputation and a very selective review process). The institute aims at increasing the share of scientific publications in such journals. Publication targets are included in professors' appointment agreements and thus linked to tenure and/or bonus decisions. Publication targets for RCs are discussed annually. Per full-time research position, there is a target of at least one publication in a refereed journal annually.

The institute is committed to open access. Researchers are continuously informed about developments in the area and options for open access publishing, e.g. the selection of journals and the publication path. They are also informed about legal issues and supported in applying for funding. Since 2020, the IfW has participated in the DEAL transformation contracts negotiated for access to research publications. The institute also provides funding for open access publications.

The IfW publishes the *Review of World Economics* journal that strives to maintain the highest level of integrity in the content it publishes, including anonymous peer review. It has adopted standards and procedures for competing interests, research reporting, dealing with misconduct, and plagiarism.

Quality assurance of research data

Data output targets researchers in academia, international and national institutions, and the private sector, including journalists and data scientists. The data are consolidated into a unified Kiel Institut Data Hub that is accessible online (see chapter 2). The IfW does not operate its own research infrastructure; instead, it makes use of cloud-based services, which it considers more efficient in terms of financial, personnel, and energy resources.

The IfW adheres to the FAIR criteria for handling research data. Researchers are trained and supported through, e.g., internal events and workshops, guidelines on handling data, individual support and repository access, and others. RADAR is used as a primary data repository. A service contract with its provider, the FIZ Karlsruhe – Leibniz Institute for Information Infrastructure, is in place and guarantees a minimum of 25 years of data availability.

The IfW is committed to continuous service improvements and maintains an active presence within the research data management community, e.g. through engaging with relevant networks, such as the Leibniz Working Group on Research Data.

Quality assurance of knowledge transfer

The IfW's transfer activities are targeted at policymakers at the Länder, federal and international levels, but also at decision-makers in international organizations, in the private sector and in non-governmental organizations and the general public. Activities include publications, commissioned studies, a data hub, conferences and other events as well as media activities.

There are four in-house publication series: *Kiel Policy Briefs* provide concise and easy-to-read insights into current policy issues. The *Kiel Economic Outlook* series comprises the regular macroeconomic forecasts of the IfW. *Kiel Reports / Kieler Beiträge zur Wirtschaftspolitik* are policy-relevant reports, partly prepared in the context of commissioned studies. The *Kiel Focus* series presents op-ed-like style contributions on current economic policy issues. The heads of research groups are responsible for the quality control of their researchers' output. Policy briefs must be reviewed by at least one professor from another research group. The forecasting

group's work is regularly reviewed by national and international media and the government, which compare its forecasts and methods with competitors. These comparisons are published and included in federal competitive tenders.

Media activities are closely monitored (including the website and data on media coverage). Certain topics or publications are evaluated separately (e.g., the GREIX real estate index). Media training is offered for researchers to ensure professional communication. The communicators support the researchers in their media work and recommend strategically important media according to their relevance.

Quality management by Scientific Advisory Board and Board of Governors

Board	Frequency of Meetings	No. of members	Tasks
Scientific Advisory Board	two per year (online)	11 (at least 6)	<ul style="list-style-type: none"> • advise on medium-term research and development and the program budget • evaluate the research performance and • report to the Board of Governors on the outcomes • support the Board of Governors in the appointment of President and Vice President
Board of Governors	two per year	8 (plus advisory members)	<ul style="list-style-type: none"> • enact and amend the Articles of Association • appoint and dismiss the Board of Directors • approve budget and annual accounts • discharge the Board of Directors • advise and decide on further issues with significant financial implications or importance to research and science policy

5. Human resources

Leading scientific and administrative positions

Appointment and responsibilities

The **President** of the IfW is a full professor appointed jointly with Kiel University. In the most recent selection process, a search committee identified potential candidates before an *ad personam* appointment was initiated. The IfW has recently defined a guiding principle of appointing all **research group heads** jointly with a university. The specific thematic focus of the new research groups and the allocation to a Research Center depend on the expertise of the candidate. This concept leads to more tenure-track professorships. It is financed both by funding for new positions linked to the appointment of the new President and through transforming traditional postdoc and group head positions into professorships when staff retires. Professors are appointed either through competitive open calls, which will be the predominant procedure in the future, or, in individual cases, strategically and on the basis of merit through cooperation agreements. The Scientific Advisory Board is regularly involved in denomination and selection processes. In most cases, there is a joint appointment committee with at least 50 % IfW members; the IfW retains the right to veto.

There are now eleven joint professorships with partner universities. Four further appointments are in progress.

- Six IfW professors (W3), including the President, are appointed jointly with **Kiel University**, including one Volkswagen-endowed professorship. Another three appointments are in progress (one W3, two W1 with tenure track) to strengthen expertise in the processes of global structural change and development, and on social and behavioral economics.

President; head of group <i>Macroeconomics</i> (RC <i>Macroeconomics</i>)	since 2023	W3
Head of group <i>International Trade and Investment</i> (RC <i>Trade</i>)	since 2008	W3
Head of group <i>Global Cooperation and Social Cohesion</i> (RC <i>Global Transformation</i>)	since 2010	W3
Head of group <i>Global Commons and Climate Policy</i> (RC <i>Global Transformation</i>)	since 2023	W3 (VW)
Head of group <i>International Development</i> (RC <i>International Development</i>)	since 2020	W3
Head of group <i>International Finance and Geopolitics</i> (RC <i>International Finance</i>)	since 2017	W3

- A new partnership is with the **University of Hamburg**. Three joint W2 professorships have been set up since 2024.

Head of group <i>Firms, Finance and the Macroeconomy</i> (RC <i>Macroeconomics</i>)	since 2025	W2
Head of group <i>The International Financial System</i> (RC <i>International Finance</i>)	since 2024	W2
Head of group <i>Geoeconomics and International Political Economy</i> (RC <i>International Finance</i>)	since 2025	W2

- In two further, individual cases, joint professorships have been created for professors from **Bielefeld and Hanover universities**, who spend 50 % of their working time at the IfW (so-called 'Aachen model').

Head of group <i>Monetary Macroeconomics</i> (RC <i>Macroeconomics</i> , Hanover)	since 2024	W3 (50 %)
Head of group <i>Trade Policy</i> (RC <i>Trade</i> , Bielefeld)	since 2025	W2 (50 %)

- In the context of the establishment of the **Berlin** office, appointment of a full professor in international economics is in progress with Hertie School. Two additional joint appointments are envisaged with ESMT Berlin (geoeconomics, open-rank) and Humboldt University Berlin (international economics).

The position of **Executive Administrative Director** is advertised and appointed for a term of five years by the Board of Governors. The "Standards for the appointments to administrative management positions within the Leibniz Association" are applied. The positions of heads of support and service units may be filled either with external or internal candidates.

Academic staff after the qualification phase

The human resources strategy involves shifting resources to professorial positions and reducing the number of non-professorial academic staff after the qualification phase. In the future, tenure will normally be granted only with jointly appointed professorships.

Prior to this, staff could apply for tenure through a defined annual process and based on the decision of a tenure committee. Since the last evaluation, two researchers were granted ten-

ure, and as of 12/2024, 20 tenured senior researchers are employed, four of whom lead research groups, initiatives, or service units. A significant share of the remaining work in the forecasting group, where institutional knowledge is particularly valuable.

Non-tenured academic staff with a doctoral degree after the qualification phase are employed in exceptional cases for externally funded projects. This is currently not the case.

Academic staff during a qualification phase

Staff with a doctoral degree and tenure track professorships

The main route of qualification after the PhD phase is (assistant) professorships with tenure track (W1/W2). This established a structured academic career path leading to a tenured professorship and positions as leading scientists. Professorships (W1 with tenure track to W2) are targeted at high-potential early-career researchers. There are currently two such positions close to appointment. Further positions will be opened as funds become available after retirement or end of fixed-term postdoc contracts. To support faculty development and promote gender diversity, these positions will be complemented by a tailored mentoring program for female professors.

Other postdoctoral positions, which still exist, albeit in reduced numbers and often via externally funded projects, provide preparation for careers both within and outside academia. Currently, 16 graduates benefit from the opportunity to further develop their research skills after completing their dissertations, and external postdocs are also recruited. Those seeking teaching experience receive dedicated support to build essential skills for academic positions.

Since the last evaluation, 29 researchers who spent at least one year of postdoc time at the IfW have moved on to positions in a wide range of institutions and sectors, such as research institutions, international organizations, ministries, and in the private sector. Eight researchers were appointed to professorships (two at the IfW, six at other universities in Germany and abroad).

Doctoral candidates

Doctoral training takes place via two routes: either the Advanced Studies Program (ASP), a long-standing year-long course that has recently been transformed into a structured five-year PhD program in international economics; or the applied research and policy track, where positions are opened by individual research groups on a case-by-case basis. There are supervision agreements for all doctoral researchers, which provide for a Supervisory Committee of at least three senior researchers, including the research group head. Candidates are usually enrolled at the university with which their primary supervisor is affiliated. Support measures include in-house mini-grants (up to 10,000 €), seminars for career orientation, specific courses, job market training, and funding for research stays abroad, among others. The average and median duration of doctoral studies at the IfW was 5.1 years (2022–2024), up to their defence date.

The ASP program (currently 11 doctoral students) with a distinct focus on international economics has been re-launched in 2024. It is aimed at meeting the standards of internationally competitive doctoral training. Admission is competitive, and target cohort size is four to six, at

least half of them being women. There is an initial 16-month “orientation phase”, during which students receive a scholarship and engage in a rigorous curriculum with many courses taught by external experts. After passing their exams, students develop their research agenda and are offered a 75 % position for 42 months in their supervisor’s group. Doctoral researchers can work either in Berlin or Kiel, and they have access to housing in the HWC (see chapter 4).

In the Applied research and policy track, positions for doctoral students are offered as part of a specific research group (as of 31/12/2024: 28). This used to be the general model before the start of the new ASP and is still possible if funding is available for at least three years. In most cases, these doctoral students work on pre-defined, typically applied (third party) projects. They usually receive a 75 % position. They are offered support and are expected to complete most of their coursework within the first year. ASP courses are open to them.

	2022	2023	2024
Doctorates (by employees or scholarship holders) – at the institute from the start of dissertation period	4	6	4
Doctorates (by employees or scholarship holders) – who joined the IfW during dissertation period and whose time at the institute was at least 1 year	2	2	2

Leaving staff members, including doctoral students and postdocs, are offered to be included in an alumni list published on the intranet. Since 2024, all alumni are invited to join the Society for the Promotion of the Institute. A special alumni network exists for the many graduates of the former ASP program.

Science supporting staff

Science-supporting staff is supported through annual staff development meetings. The human resource department assists in the implementation of internal training measures. Since 2022, there have been two apprenticeship positions on offer (office manager, IT specialist for system integration).

Equal opportunities

The share of female researchers is 2 out of 15 (13 %) for leading research staff (as of 09/2025), 26 % of research staff with a PhD, and 45 % of doctoral candidates. The IfW points out that the two first ASP cohorts have a 82 % share of women.

The IfW has implemented an equality concept that addresses equity and diversity as a nuanced and multifaceted challenge. Action rests on four pillars: (1) promoting equality in recruiting and promotions by following a cascade model, (2) removing barriers for balancing family and career, e.g. by certification in the berufundfamilie audit that is used as a management tool, (3) fostering an inclusive environment, including preventive measures against discrimination and harassment, and (4) providing role models and fostering networks.

Overview: Staff at the IfW (as of 31/12/2024)

	Full time equivalents		Persons		Women		For- eign- ers
	Total	on third- party fund- ing	Total	on tempo- rary con- tracts	Total	on tempo- rary con- tracts	Total
	Num- ber	Per- cent	Num- ber	Per- cent	Num- ber	Per- cent	Num- ber
Research and scientific services	59.6	32.9%	88	61.4%	25	88.0%	18
Scientific directors (President, Vice President)	2.0	0.0%	2	0.0%	0	0.0%	0
Research Group leaders	6.6	0.0%	9	33.3%	1	100.0%	0
Heads of Kiel Institute Initiatives	1.1	0.0%	2	50.0%	0	0.0%	0
Staff after the qualification phase without management tasks	16.5	14.5%	26	38.5%	7	57.1%	6
Staff in the qualification phase with a doctorate	14.7	48.6%	16	100.0%	4	100.0%	6
Doctoral candidates	18.8	53.7%	33	100.0%	13	100.0%	6
Science supporting staff (core)	30.1	0.0%	34				
Comm., Outreach, Research Coord. & Devel., Grants (from E13, team heads & senior service), Personal Assist.	7.2	0.0%	7				
Comm., Outreach, Research Coord. & Devel., Grants, (E9 to E12, upper-mid-level service)	12.6	0.0%	15				
Communications, Outreach, Research Coordination & Development, Research Grants (E5 to E8, mid-level service)	3.3	0.0%	4				
Information technology - IT (from E13, team head and senior service)	2.0	0.0%	2				
Information technology - IT (E9 to E12, upper-mid-level service)	5.0	0.0%	6				
Science supporting staff (administration)	28.1	0.0%	32				
Executive Administrative Director	1.0	0.0%	1				
Staff positions and presidium (from E13, senior service)	2.4	0.0%	3				
Staff positions and presidium (E 8 to E12, upper-mid-level serv.)	2.5	0.0%	3				
Intern. Admin., Financial Management, Human Resources, Central Services) (from E13, team head & senior service.)	1.8	0.0%	2				
Internal Admin Financial Management, Human Resources, Central Services) (E9 to E12, upper-mid-level service)	12.1	0.0%	13				
Internal Admin., Financial Management, Human Resources, Central Services) (E5 to E8, mid-level service)	0.0	0.0%	1				
Procurement and Real Estate Mgt. (E9 to E12, upper-mid-level-service)	4.0	0.0%	4				
Procurement and Real Estate Mgt. (E 5 to E8, mid-level-service)	4.4	0.0%	5				
Student assistants	10.1	0.0%	43				
Interns	6.4	0.0%	12				
Trainees	2.0	0.0%	2				
Scholarship recipients at the institution	5.0	0.0%	5		4		1
ASP candidates	5.0	0.0%	5		4		1

6. Cooperation and environment

Cooperation with universities

The most important university partner is Kiel University. In addition to the six jointly appointed professors (see chapter 5), five senior researchers hold honorary or extraordinary professorships there. The partnership includes conferences, joint seminar series and the Kiel Centre for Globalization (now an IfW initiative, see chapter 2), which was established in 2016 as a Leibniz Science Campus. The IfW contributes to the Precision Medicine and archaeological ROOTS Clusters of Excellence.

The IfW has extended its partnerships in northern Germany, particularly to the University of Hamburg (for the three joint professorships, see chapter 5). A further focus point of cooperation is Berlin, in the context of the Berlin office, where a number of conferences with partners are run and joint professorships are envisaged. The head of the institute's China Initiative is employed at Göttingen University and granted partial leave of absence for his tasks at the IfW.

Cooperation with other institutions in Germany and abroad

Among its international cooperations, the IfW singles out the partnership with the London-based Centre for Economic Policy Research (CEPR), which includes jointly organized conferences, a seminar series, a visitor program in Berlin, and a joint initiative on European defence economics. Key international university partners include Sciences Po, Bocconi University, the African School of Economics, and others. Further collaborations exist with think tanks, organizations, and institutes such as the Munich Security Conference and the IMF.

Within Germany, the IfW points to its cooperation with five fellow Leibniz economy institutes in the Joint Economic Forecast for the federal government and the Industrial Policy Lab, respectively. Within the Leibniz Association, the IfW convened a network meeting on geoeconomics; it is planned to expand the cooperation particularly with the PRIF Peace Research Institute in Frankfurt/Main. University partnerships include the GREIX project (Cologne and Bonn, in the context of the ECONtribute Cluster of Excellence) and the SCRIPTS Cluster of Excellence in Berlin with one IfW PI.

7. Research Centers (RCs)

RC Macroeconomics

(14.3 FTE, of whom 10.0 FTE research and scientific services and 4.3 FTE doctoral candidates)

The RC Macroeconomics conducts research into the causes and consequences of financial instability, geoeconomic developments, the development of income and wealth inequality, and questions of political economy. The RC *Macroeconomics* comprises four research groups:

- *Macrofinance*, which studies financial stability, inequality, and political economy;
- *Monetary Macroeconomics*, which addresses research questions related to the transmission of monetary policy with a particular focus on macroeconomic expectations, e.g. on inflation;

- *Business Cycles and Growth*, which combines regular economic forecasting with macroeconomic research and policy advice;
- *Firms, Finance and the Macroeconomy* (since 09/2025), which studies the evolving role of firms and financial intermediaries in the macroeconomy.

The RC produces quarterly economic analyses for Germany, Europe and the global economy and is active in political consulting. It combines macroeconomic research with business cycle analysis and engagement in national and international policy debates. The research focuses in particular on housing markets, macroeconomic consequences of global fragmentation and monetary economics. The RC has also provided real-time analysis and advice in times of economic emergency (such as the gas crisis and the Covid pandemic). The RC also has created and maintains data sets such as the *JST Macroeconomy Database* and the *German Real Estate Index (GREIX)* house price data set. It is responsible for the institute's Joint Economic Forecast for the German government and published reports on defence spending (see chapter 2) that shaped the public debate. For its policy and dissemination work, the RC cooperates closely with other research groups.

In 2022–2024, the RC earned an average of € 170k in project grants per year, most of which come from the EU (€ 70k, mostly from an ERC-Grant) and federal and *Länder* governments (€ 65k). A Leibniz Prize awarded by the DFG was transferred to the IfW in 2024 and contributed € 28k. The RC also generated revenues from commissioned work of € 290k p. a. In the same time, it published an annual average of 11 articles (of which 8, on average, were peer-reviewed) and 8 working papers. The RC created 62 policy contributions per year, including on average 12 longer reports and 6 expert reviews. 3 researchers in total were awarded a doctoral degree.

RC Trade

(17.0 FTE, of whom 11.5 FTE research and scientific services and 5.5 FTE doctoral candidates)

The RC studies the key drivers of globalization, above all international trade and investment, as well as innovation and technological change, including the domestic economic and political repercussions of openness to global markets. It consists of three research groups:

- *International Trade and Investment*, which conducts research on the drivers, the barriers, and the consequences of the international division of labor and the integration of developed and developing countries into international supply chains;
- *Innovation and International Competition*, which studies the interactions between innovation and internationalization at the firm level, and the effects of innovation and technology policy in industrialized and emerging countries;
- *Trade Policy*, which focuses on trade policy issues of strategic and current relevance such as geoeconomic challenges or international trade agreements and disruptions.

Research in the RC is concerned with the acute challenges posed to the global division of labor by changes in trade policy, technology, and environmental factors. The RC studies trade policies and rising fragmentation of supply chains. With the KITE trade model, researchers in

the RC quantify the effects of trade policy and advise the federal government and EU institutions. The RC uses and develops new data and methods, continuously improves its quantitative trade models, and uses data such as shipping data to track global trade in real time with the Kiel Trade Indicator (KTI). New administrative firm-level data sets that the RC has helped to compile monitor shifts in global trade and production at the micro level.

In 2022–2024, the RC earned an average of € 902k in project grants per year, most of which come from the EU (€ 283k), federal and *Länder* governments (€ 283k), and foundations (€ 253k). It also generated revenues from commissioned work of € 426k p. a. During the same time, it published an annual average of 19 peer-reviewed articles, 14 working papers, and 4 data sets. The RC created 38 policy contributions per year (mostly shorter contributions), including 4 expert reviews. 6 researchers in total were awarded a doctoral degree.

RC Global Transformation

(15.2 FTE, of whom 8.0 FTE research and scientific services, 7.2 FTE doctoral candidates)

The RC studies transformational processes that pose fundamental challenges to the global commons, social cohesion, and global health. It links the study of climate policies to the social, political, and behavioral preconditions of their successful adaptation and implementation. The RC *Global Transformation* comprises two research groups:

- *Global Cooperation and Social Cohesion*, which aims to understand how to foster global cooperation and maintain support for transformational policies, identify the root causes undermining social cohesion and develop cutting-edge measurements of well-being with a particular focus on health outcomes;
- *Global Commons and Climate Policy*, which is dedicated to studying policies to achieve the ambitious temperature targets set out in the UNFCCC Paris Agreement, and to analyze the interconnected systems and resources that transcend national boundaries and governance.

The RC's approach combines top-down integrated assessment modelling of environmental changes with bottom-up behavioral perspectives that integrate the social capabilities to cope with these changes. Climate change will affect ecosystems and threaten global commons. This will pose enormous challenges to global cooperation and social cohesion. The economic consequences, such as increased risks of zoonotic diseases and pandemics, go beyond pure GDP figures and will affect human well-being in many ways. Climate mitigation requires fundamental changes in energy systems and industries, moving to net-zero or even net-negative emission systems. Their effects on global commons such as the use of seabeds for carbon storage are central to the research work of the RC. A global health group maps the health consequences of global transformations.

In 2022–2024, the RC earned an average of € 1,296k in project grants per year, which come from federal and *Länder* governments (€ 659k), the EU (€ 241k), the DFG (€ 153k), and others (€ 242k), for a large part the Research Council of Norway. During the same time, it published an annual average of 43 peer-reviewed articles as well as on average 5 working papers p. a. as well as 2 monographs and 3 data sets in total. The RC created 14 (mostly shorter) policy contributions per year. 6 researchers in total were awarded a doctoral degree.

RC International Development

(12.9 FTE, of whom 8.6 FTE research and scientific services, 4.4 FTE doctoral candidates)

The RC focuses on the flows of goods, capital, and people that connect developing and advanced economies, with a specific focus on international migration and the policies to steer it. These questions are approached primarily using micro-level and geospatial data, as well as the generation of data through surveys and field experiments. The RC currently comprises a single research group.

The RC studies the international dimension of development – specifically the shifting position of developing countries in the global economy – and develops new frameworks for effective development policies. The RC has a strategic focus on Africa which will grow in importance with a rapidly rising population and intensifying geoeconomic competition, and it coordinates the institute's Africa and China Initiatives.

In 2022–2024, the RC earned an average of € 1,505k in project grants per year, most of which come from the Mercator and Gates foundations (€ 529k), federal and *Länder* governments (€ 483k), and the EU (€ 308k). It also generated revenues from commissioned work of € 84k p. a. During the same time, it published an annual average of 8 peer-reviewed and 8 working papers plus a total of 4 data sets. The RC created 10 policy contributions per year. 6 researchers in total were awarded a doctoral degree.

RC International Finance

(6.9 FTE, of whom 3.3 FTE research and scientific services and 3.6 FTE doctoral candidates)

The RC studies policy-relevant challenges in international finance and geoeconomics. It consists of three research groups:

- *International Finance and Geopolitics*, which studies shifts in global finance, in particular the impact of geopolitical tensions on financial globalization, international lending, and the resolution of financial crises and conflicts;
- *The International Financial System*, which studies international capital flows, sovereign debt, and debt crises; a key focus is on recent trends in sovereign debt markets and the international financial architecture.
- *Geoeconomics and International Political Economy* (since 09/2025), which includes geoeconomic competition between countries, the political economy of autocracies, and the effect of economic situations on political outcomes. A special focus lies on how authoritarian regimes use economic tools to secure stability and project power internationally.

The RC analyzes how the shifting global economy and rising geopolitical tensions affect financial globalization, cross-border lending, and the resolution of debt crises. Research focuses on classic topics in international finance, such as capital flows or sovereign lending, but combines these with new geoeconomics questions, thus exploring the links between cross-border finance and (geo)politics, especially the role of great power rivalry. Methodologically, the RC collects long-run data, such as on cross-border investments, on sovereign debt and default, or on China's international lending. A special focus is on China's growing role in global finance.

The RC translates this research into policy advice and public goods, including producing datasets such as the Ukraine Support Tracker and databases on hidden debts.

In 2022–2024, the RC earned an average of € 583k in project grants per year, most of which come from the EU (€ 399k for an ERC Consolidator Grant) and federal and *Länder* governments (€ 112k). During the same time, it published an annual average of 4 peer-reviewed articles, 4 working papers and a total of 5 data sets. The RC created 3, mostly shorter, policy contributions per year. No doctorates were awarded.

8. Handling of recommendations from the previous evaluation

The institute reacted to the recommendations issued at the previous evaluation (statement of the Leibniz Senate, 26 March 2019, p. B-2 ff.) as follows:

- 1) *“The IfW should further refine its concept in the coming years. Clear inclusion and exclusion criteria for accepting new topics should be defined. In terms of content, the future President’s high level of expertise in the field of international trade offers a very good basis for further raising the profile of the IfW, particularly on issues of foreign trade and the quantitative modeling of trade policies.”*

The IfW states to have developed a clear and focused research concept with a prominent place for trade and trade policy. This was supported by the restructuring into five Research Centres.

- 2) *“In view of the very good publication performance, which has increased quantitatively in recent years, it is recommended to focus even more on publications in very high-quality journals. This is particularly important for young researchers who are aiming for an academic career.”*

The IfW aims at further increasing the share of publications in leading journals and has narrowed its in-house list of target journals (see chapter 4). It states that relative to the previous reporting period total publications in these journals have more than doubled. Junior researchers are encouraged to publish as co- and single authors in high-quality journals.

- 3) *“The consulting and networking activities bundled in the “Global Challenges Center” have met with a great response from decision-makers in recent years. The IfW’s commitment in this area is impressive. However, it is currently unclear whether the activities can be continued at this level of intensity or whether it should be a permanent core task of the IfW. It is the task of the future President to clarify this in connection with the further development of the IfW’s profile.”*

The activities were continuously reduced and discontinued after 2023.

- 4) *“With the establishment of the Kiel Institute Data Archive, the Institute is taking up the recommendation of the last evaluation to invest more in its own research data infrastructures.”*

This development should be pursued intensively and used even more to raise the Institute's scientific profile."

A data hub has been created as the central provider of research data sets (see chapter 2).

- 5) *"The IfW's research and consulting services would make it possible to communicate global economic developments and the resulting economic policy recommendations to a broader public and thus help shape the social discourse more actively than before."*

For transfer activities, including policy advice, see chapter 2. According to the IfW, its media appearances, interviews, and op-eds in the last two years have tripled relative to the last evaluation period.

- 6) *"The individual research areas have varying degrees of success in acquiring third-party funding. Research areas that have not acquired any funding from the DFG and/or the EU in recent years should achieve an improvement."*

All research centres have acquired DFG and/or EU funding since 2018 (see chapter 7). Overall, including commissioned work, third-party funding has risen from € 3.6m (average 2016–2018: 27 % of the budget) to € 5.7m (average 2022–2024: 36 % of the budget).

- 7) *"Currently, the President of the IfW is also the budget officer. It is expected that this arrangement will be adapted to the requirements of the federal and state governments for Leibniz institutions. It must be ensured that the functions of scientific management and administrative responsibility (budget commissioner) are performed by separate personnel and that this is enshrined in law."*

The foundation law has been amended in 2021 to stipulate that the Executive Administrative Director is the budget commissioner.

- 8) *"The Institute is called upon not to slacken in its efforts and to ensure more participation of female scientists at the upper management levels."*

The IfW points out that, since 2022, it has raised the number of jointly appointed woman professors from zero to two. It sees this as first steps toward the goal of improving gender balance (see chapter 5).

- 9) *"In future, the Scientific Advisory Board should also be more closely involved in personnel decisions at the second management level. In addition, it should again be increasingly staffed with renowned academics from abroad, in line with the profile of the IfW."*

The Scientific Advisory Board and its members have played roles in denomination and selection processes for new professorships. Eight of its eleven members currently come from institutions abroad (see chapter 4).

Annex B: Evaluation report

Kiel Institute for the World Economy – Leibniz Center for Research on Global Economic Challenges

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Appendix:

Members of review board

1. Summary and main recommendations

The Kiel Institute for the World Economy (formerly known as IfW Kiel) focuses on international economics. Traditional core topics of policy-relevant research in the global economy, such as finance and trade, are sensibly complemented by innovative research strands, including the relationship between global political trends and economic change, research on defence spending, and climate economics. The institute has successfully positioned itself in the research landscape as the go-to centre for global economic affairs.

The institute has a strong focus on both academic research and policy advice, and its activities in these domains complement each other perfectly. The research work frequently leads to excellent results and is published in prominent journals. In many cases, research results receive extensive media coverage and often shape economic policy. Among the advisory services provided to policymakers, the involvement in the Joint Economic Forecast (*Gemeinschaftsdiagnose*) deserves to be highlighted. The institute has increasingly invested in building and publishing research datasets, as previously recommended. Many of them are updated regularly. Their dissemination is facilitated by the impressive *Kiel Institute Data Hub*.

The Kiel Institute is organized into five research centres (Macroeconomics, Trade, Global Transformation, International Development, and International Finance). Two of them are rated 'excellent', and three are rated 'very good to excellent'. Cross-cutting work is bundled in four so-called Initiatives (Africa, China, Kiel Centre for Globalization, and Geoeconomics). In 2023, a Berlin office was established to facilitate dissemination to policymakers and the broader community. Third-party funding has risen to around 35 % of the overall budget, partly due to a sharp increase in EU funding, which was comparatively low at the time of the previous evaluation. The Kiel Institute employs appropriate measures to ensure the quality of its scientific work, including publications and research data.

Since 2019, the Kiel Institute has lived through a remarkable set of changes in organisational structure, academic concept, and staffing. The previous evaluation seven years ago coincided with a long-standing president handing over to his successor. The new president implemented a series of adjustments that led to an academic portfolio with a stronger focus on international economics and to greater visibility in public debates. In 2021, he left the institute and moved to an attractive leadership position in his home country. After a subsequent interim period, the current president took office at the Kiel Institute in mid-2023.

Besides setting up the Berlin Office, the new president quickly implemented the cornerstones of a new organisational concept that is well received by academic and support staff. This concept led to the rearrangement of existing research groups into five research centres that provide a thematic and organisational framework for a flexible number of groups. This structural design of the RCs is accompanied by a plausible new staffing concept, which is modelled on international university departments: The research groups are each headed by a professor, who, as a rule, holds a joint appointment with a university. Currently, six leading researchers are appointed jointly with the University of Kiel, three with the University of Hamburg, and two with other universities. Five of them have been hired since 2024. The number of professorships is going to be extended in the very near future, since two appointees have recently received job offers (with Kiel) and further appointments are in progress or preparation. Positions for

postdoctoral researchers are, by default, temporary and third-party funded. For doctoral students, a structured, fully funded, internationally competitive program has been established (the “ASP program”). After a course phase, PhD candidates select the research group in which they will conduct their doctoral research.

In 2021, a Board of Directors was established that is responsible for managing the Institute; previously, the President was accountable alone. The Board consists of a President and an Executive Administrative Director. A Vice President can supplement it, and this position was filled by the supervisory board for the first time in 2024 with one of the institute’s leading scientists, as proposed by the President. Shortly before the site visit, the Executive Administrative Director left the institute. The position has already been advertised. A suitable in-house solution has been implemented to ensure continuity during the vacancy.

Special consideration should be given to the following main recommendations in the evaluation report (highlighted in **bold face** in the text):

Overall concept and core results (chapter 2)

1. There are four so-called **Initiatives** (Africa, China, Kiel Centre for Globalization, Geoeconomics) that serve as platforms for bundling cross-cutting work at the institute. This structure has become an important means of generating visibility for individual topics beyond the research centres. After Initiatives were previously established on a case-by-case basis, the institute is encouraged to develop them into a strategic instrument for steering transversal work. This should be accompanied by developing clearly defined processes for establishing and concluding Initiatives.

Changes and planning (chapter 3)

2. The plans to strengthen the **Berlin Office** through a few joint appointments with local universities, such as Hertie School, are welcomed. This will lead to an increase in the Kiel Institute's share of research activities in Berlin. Against this backdrop, the institute must ensure an intensive exchange between the main site in Kiel and the outpost office in Berlin.
3. It is an excellent idea to institutionalize the Geoeconomics Initiative by transforming it into a research centre. The Kiel Institute has therefore applied for additional institutional funding from 2027 onwards. If this is successful, it will open the opportunity to shift the focus of the **International Finance** research centre, which took the lead in building geoeconomics research, back to core topics in international finance, an essential part of global economic affairs.
4. Above all, in the coming years the Kiel Institute intends to bring its new organisational concept and structures to fruition. The ongoing and highly dynamic **change management process** relates to several key areas: the full implementation of the new structural design for research centres including ongoing joint appointments, the expected establishment of the Geoeconomics centre, the further setup of the ASP doctoral program, and the continued expansion of the Berlin Office. The further execution of this process requires careful attention. The administration is continuously providing strong support for implementing the structural changes initiated by the President. In this regard, it is crucial to fill the vacant Administrative Director position without delay.

Controlling and quality management (chapter 4)

5. Since 2023, office space has been rented in Berlin. This comes at an annual cost of around € 240,000, which is likely to increase as the need for office space rises with the appointment of more Berlin-based professors. The costs are currently covered by extra seed funding related to the appointment of the new president. The *Land* Schleswig-Holstein is aware that it is responsible for funding **office space in Berlin** in the long term, if the office there is to be kept permanently, as supported by the review panel.
6. When appointing members to the **Scientific Advisory Board** in the future, the Supervisory Board should focus on researchers who do not have close institutional or personal cooperation ties to the Kiel Institute to ensure independent advice.

Human resources (chapter 5)

7. Under the coherent new **academic staffing concept**, permanent positions are almost exclusively reserved for professorships (filled via joint university appointments). However, the institute should preserve flexibility to offer tenure beyond professorial positions in select cases, for example to safeguard institutional knowledge in specialised areas.
8. Some doctoral researchers are not part of the ASP program, but hold positions in research groups. This doctoral track will commendably be kept in the future. It is a sound decision that these doctoral researchers are eligible for ASP courses as well and that they, too, enjoy co-supervision as a rule. The Kiel Institute must ensure that researchers on either track receive the same high quality of **PhD training**. This is particularly important as a specialized economics program, such as the ASP, is not necessarily the ideal PhD route for all doctoral candidates at the institute.
9. The share of **women in academic positions** was repeatedly raised as a matter of concern in evaluations and by the Scientific Advisory Board. For doctoral and postdoctoral positions, the figures have remained virtually unchanged since the previous evaluation, even when accounting for the fact that the first two cohorts of the ASP program are overwhelmingly female. Regarding leadership positions, there has been modest progress: At the time of the evaluation visit, there were two female and thirteen male researchers in executive positions; two further women had just accepted professorships. The Kiel Institute leaders bear the responsibility for accelerating progress in this crucial area, and success is expected given the upcoming appointments. This must also result in women researchers having a much more prominent role, both internally as role models and in external public communication.

Cooperation and environment (chapter 6)

10. Professors who are jointly appointed with the **University of Hamburg** do not enjoy full member rights at the university. The partners should work towards amending this rule.

2. Overall concept and core results

The Kiel Institute for the World Economy (formerly known as IfW Kiel) focuses on international economics. Traditional core research topics in the global economy, such as finance and trade,

rightly enjoy a high standing at the institute. Innovative research strands sensibly complement them, for instance on the relationship between global political trends and economic change, research in defence spending, and climate economics. The institute has successfully positioned itself in the research landscape as the go-to centre for global economic affairs in general and, recently, specifically for the advancing field of geoeconomics.

The institute has a strong focus on both academic research and policy advice, and its activities in these domains complement each other perfectly. The research work consistently yields excellent results and is published in prominent journals. In many cases, research results receive extensive media coverage and often shape economic policy both in Germany and the United States. This is the case, for example, with research into China's lending and dependency practices and on defence spending. Further highlights include the KITE model for simulating changes in trade policy and the institute's endeavours in business cycle forecasting, in particular through the Joint Economic Forecast (*Gemeinschaftsdiagnose*).

In addition, the institute has increasingly invested in building up and publishing research data sets, as recommended previously. Many of them are updated on a regular basis. Their dissemination is facilitated by the impressive *Kiel Institute Data Hub*, which offers all key data sets of the institute in one place. It includes, among others, highly relevant data on house pricing in Germany (GREIX), on firm-level imports and exports (CITID), and on container ship movements, which can be used for the analysis of global trade in real time (Kiel Trade Indicator). Yet the most visible and impactful data set is the Ukraine Support Tracker. It has established itself as the most widely-used and reliable data set on international military, humanitarian and financial aid to Ukraine. The Support Tracker features in leading media around the world and was repeatedly recognized in political settings such as G7 and EU conventions.

The Kiel Institute is organized into five research centres (RCs) that are set up after the model of international university departments and integrate a number of individual research professors with their groups (see chapter 7). **There are four so-called Initiatives (Africa, China, Kiel Centre for Globalization, Geoeconomics) that serve as platforms for bundling cross-cutting work at the institute. This structure has become an important means of generating visibility for individual topics beyond the research centres.** In the foreseeable future, the Kiel Centre for Globalization is expected to be critically evaluated, while the Geoeconomics Initiative will be transformed into a new research centre. **After Initiatives were previously established on a case-by-case basis, the institute is encouraged to develop them into a strategic instrument for steering transversal work. This should be accompanied by developing clearly defined processes for establishing and concluding Initiatives.**

3. Changes and planning

Development since the previous evaluation

Since 2019, the Kiel Institute has lived through a remarkable set of changes in organisational structure, academic concept, and staffing. The previous evaluation seven years ago coincided with a long-standing president handing over to his successor. He implemented a series of adjustments that led to an academic portfolio with a stronger focus on international issues in

economics, e.g., by integrating trade policy research, as recommended, and to a higher degree of visibility in public debates. After he left the institute in 2021 to take up a leading position at an institution in his home country, two leading academic staff members assumed interim leadership alongside the Executive Administrative Director. They successfully steered the institute through this period.

In mid-2023, upon taking office, the new president quickly implemented the cornerstones of a new organisational concept that has met with broad approval by academic and support staff. This concept led to the rearrangement of existing research groups into five research centres that provide a thematic and organisational framework for a flexible number of groups. The structural design of the RCs is accompanied by a plausible new staffing concept modelled on international university departments. Each research group within a centre is equipped with an assistant, associate, or full professorship (as a rule, in joint appointment with a university partner) and a limited core budget for consumables. This change enabled the institute to significantly expand its professorial staff compared to previous years; accordingly, five new professors have been hired since 2024, and two further offers were made recently. In principle, groups do no longer receive additional staff positions financed by institutional funding. Positions for postdoctoral researchers are, by default, temporary and third-party funded. For doctoral research, a structured, fully funded, internationally competitive program has been established (the “ASP program”). After a course phase, PhD candidates select the research group in which they want to conduct their doctoral research.

Shortly after he moved to the Kiel Institute in 2023, the new president established an office in Berlin, conceived as a hub for dissemination, cooperation, and policy-related research on global economic affairs. This is a timely and impactful decision in line with the institute’s aim to position itself as a leader at the intersections of academic research in international economics and policy advice. **The plans to strengthen the Berlin Office through a few joint appointments with local universities, such as Hertie School, are welcomed. This will lead to an increase in the Kiel Institute’s share of research activities in Berlin. Against this backdrop, the institute must ensure an intensive exchange between the main site in Kiel and the outpost office in Berlin.**

Strategic work planning for the coming years

Recently, the institute has devoted a significant portion of its work to developing the field of geoeconomics. This was extremely successful. **It is an excellent idea to institutionalize the Geoeconomics Initiative by transforming it into a research centre. The Kiel Institute has therefore applied for additional institutional funding from 2027 onwards. If this is successful, it will open the opportunity to shift the focus of the International Finance research centre, which took the lead in building geoeconomics research, back to core topics in international finance, an essential part of global economic affairs.**

The institute has a strong track record of seizing opportunities for strategic repositioning as they arise, as was the case with research on defence spending and geopolitical economics. This is a much-appreciated quality and a proof of organisational flexibility that should be maintained in the future. With federal government funding, an Industrial Policy Lab was recently established, intended to be a centre for policy-relevant research in industrial economics. This

offers an excellent opportunity to shape yet another emerging field of growing importance at the core of international economics.

Beyond these specific developments, the institute plans to extend the work on economies that have until now received little attention, such as India, on which initial research has already been undertaken. It also aims to include new methods such as AI. These plans are welcomed.

Above all, in the coming years, the Kiel Institute intends to bring its new organisational concept and structures to fruition. The ongoing and highly dynamic change management process relates to several key areas: the full implementation of the new structural design for research centres, including ongoing joint appointments, the expected establishment of the Geoeconomics centre, the further setup of the ASP doctoral program, and the continued expansion of the Berlin Office. The further execution of this process requires careful attention. The administration is continuously providing strong support for implementing the structural changes initiated by the President. In this regard, it is crucial to fill the vacant Administrative Director position without delay.

4. Controlling and quality management

Organisational and operational structure

In 2021, a Board of Directors was established that is responsible for managing the Institute; previously, the President was accountable alone. The Board consists of a President and an Executive Administrative Director serving as budget officer (*Beauftragte/r für den Haushalt*); a Vice President can supplement it. The supervisory board filled this position for the first time in 2024 with one of the institute's leading scientists, as proposed by the President. Following this sensible, broader distribution of responsibility, the governing bodies should consider how to involve the second leadership tier in strategic decision-making and budget responsibility through lean, clearly defined processes.

Also in 2021, the joint administration of the institute and the adjacent ZBW Leibniz Information Centre for Economics was dissolved, so each institution now has a dedicated administration unit. They still cooperate effectively in administrative matters.

Financial resources

In 2022–2024, the Kiel Institute received an average of € 10.3m in annual institutional funding. This was complemented by € 5.7m from third parties for research projects (€ 4.8m) and services (€ 0.9m). It is an impressive achievement that EU funding, which was relatively low at the time of the previous evaluation, has risen to € 1.3m per year. This was made possible by two ERC grants and by the success in securing consortial funding: in the reporting period, the Kiel Institute coordinated EU-funded consortia for the first time (2022/2023–2025), namely the DYNAMIG project on migration and the RETHINK-GSC consortium on global supply chains. It is appreciated that the institute strives to attract more competitive DFG funding, and there are good reasons to assume it will regularly exceed the fee paid to the DFG in the future. It is appreciated that the President's Leibniz Prize has been transferred to the institute since 2024.

The institute makes sensible use of the instrument of self-management funds (*Selbstbewirtschaftungsmittel*). In recent years, they amounted to about € 1.8m per year. Much of this was related to the recent changes in institute leadership, for which several professorships had been left vacant since before the previous evaluation. It can therefore be expected that self-management funds will be created to a lesser degree in the future.

In addition, there are reserves of about € 5m at the institute that have been carried along for many years. As explained by the institute during the site visit, they have their origin in third-party funded projects that ended years ago. It is a commendable plan to channel these resources into restructuring the institute, in particular by filling vacant professorships in anticipation of retirements.

Infrastructural equipment and its usage

At its main site in Kiel, the institute has suitable facilities in the main building and the nearby Haus Welt-Club. They are provided free of charge by the Land Schleswig-Holstein, as is the rule for Leibniz institutions. **Since 2023, office space has been rented in Berlin. This comes at an annual cost of around € 240,000, which is likely to increase as the need for office space rises with the appointment of more Berlin-based professors. The costs are currently covered by extra seed funding related to the appointment of the new president. The Land Schleswig-Holstein is aware that it is responsible for funding office space in Berlin in the long term if the office there is to be kept permanently, as supported by the review panel.**

Quality assurance of the scientific work, publications, and research data

The Kiel Institute employs appropriate measures to ensure the quality of its scientific work. For academic publications, in addition to a quantitative target of one publication in a refereed journal per FTE researcher and year, a journal target list has been set up that includes a selective set of high-quality outlets. This already led to a considerably larger share of publications in internationally leading journals than in previous years.

It is a plausible choice to host published research data sets on external cloud servers. For internally stored data, well-designed backup and support systems are established. There are adequate processes for handling incidents. The institute is well aware that, with its work on geopolitics, global trade, and capital flows, and output such as the Ukraine Support Tracker, it is at risk of being identified as a target in international conflicts. The Directors and the Supervisory Board laudably continue to give attention to this matter.

Quality management by the Scientific Advisory Board

The institute has established a Scientific Advisory Board, currently comprising 11 members. It is a positive development that, in line with earlier recommendations, a larger share of its members is from abroad than before. **When appointing members to the Scientific Advisory Board in the future, the Supervisory Board should focus on researchers who do not have close institutional or personal ties to the Kiel Institute to ensure independent advice.** Recently, the board changed its meeting setup to two-hour video calls to facilitate communication and increase the frequency of exchanges with board members.

5. Human resources

Leading scientific and administrative positions

The President holds a joint appointment with the University of Kiel. In the most recent process for filling the position, an initial search phase that identified one candidate led to an *ad personam* appointment with the university. According to the statutory rules for appointing the Board of Directors, the Executive Administrative Director is appointed for a renewable five-year term in agreement with the President, and the Vice President is appointed upon his proposal.

According to the plausible new staffing concept, in the future, all research group leaders will be appointed jointly with a university (for university partners, see chapter 6); there are currently 13 groups. The Kiel Institute knows two routes for joint appointments:

- The main method involves opening a job announcement together with a chosen university partner through an open competition. This is by far the most common approach. Depending on the decision made by the Kiel Institute and its partner before posting the position, it might result in a full (W3) or associate (W2) professorship, or an assistant professorship with a tenure track (W1 to W2).
- The alternative approach involves selecting individual researchers who hold professorships at national universities and agreeing with them and their institutions that they will be seconded to the Kiel Institute for up to 50 % of their work time; it is important to ensure that external expertise is involved in the appointment process. These positions are initially temporary. In order to safeguard continuity in the scientific leadership, this method should be used with caution.

Shortly before the site visit, the Executive Administrative Director left the institute. The position has already been advertised. For the duration of the vacancy, a suitable in-house solution has been decided on to ensure continuity.

Academic staff after the qualification phase

Traditionally, the Kiel Institute has had several tenured senior researchers across its research units, with some of them having executive roles. A particularly large share of them works on permanent tasks, notably economic forecasting. **Under the coherent new academic staffing concept, permanent positions are almost exclusively reserved for professorships (filled via joint university appointments). However, the institute should preserve flexibility to offer tenure beyond professorial positions in select cases, for example to safeguard institutional knowledge in specialised areas.**

Academic staff during a qualification phase

Staff with a doctoral degree

In line with the latest developments, the number of postdoctoral positions at the Kiel Institute is being strategically reduced. In principle, there will be no researchers in a postdoctoral qualification phase who are funded by institutional resources in the future. This marks a considerable shift in staffing policy, since, as of December 2024, half of the postdoc positions were

funded by such means, while third-party sources funded the other half. The institute has reasonably opted to accept the consequence of this policy that it will host fewer postdoctoral researchers in the future. It is important to ensure they continue to receive proper support for developing their academic careers, as has been the case until now.

Doctoral candidates

The institute currently hosts 38 doctoral researchers (as of 31/12/2024). In 2022–2024, between 6 and 8 degrees were completed per year. These figures are very likely to rise in the future, with the number of professorships growing further. In 2023, partly in response to recommendations from the Scientific Advisory Board, a fully funded five-year economic PhD training program, called the ASP program, was established, with annual cohorts of about 5 candidates. It consists of a 16-month, methodologically oriented coursework phase and a subsequent three-year research phase. This program follows internationally established structures and standards in economics, which are now increasingly adopted in Germany as well, in a highly convincing manner. It is designed to be accessible not only to doctoral researchers in Kiel, but also to those at the Berlin Office.

Some doctoral researchers are not part of the ASP program, but hold positions in research groups. This doctoral track will commendably be kept in the future. It is a sound decision that these doctoral researchers are eligible for ASP courses as well and that they, too, enjoy co-supervision as a rule. The Kiel Institute must ensure that researchers on either track receive the same high quality of PhD training. This is particularly important as a specialized economics program, such as the ASP, is not necessarily the ideal PhD route for all doctoral candidates at the institute.

Science supporting staff

The Kiel Institute offers very good working conditions for non-academic staff, and consequently, it has well-trained and highly motivated supporting staff. Staff development and training works well, and the institute is engaged in offering vocational apprenticeships. The transformation of the institute profoundly influenced how science support, including administration, is organized. Those in charge are recommended to ensure appropriate support for administrative and support staff during this transition, recognizing their crucial role in the institute's success.

Equal opportunities

The share of women in academic positions was repeatedly raised as a matter of concern in evaluations and by the Scientific Advisory Board. For doctoral and postdoctoral positions, the figures have remained virtually unchanged since the previous evaluation, even when accounting for the fact that the first two cohorts of the ASP program are overwhelmingly female. Regarding leadership positions, there has been modest progress: At the time of the evaluation visit, there were two female and thirteen male researchers in executive positions; two further women had just accepted professorships. The Kiel Institute leaders bear the responsibility for accelerating progress in this crucial area, and success is expected given the upcoming appointments. This must also result

in women researchers having a much more prominent role, both internally as role models and in external public communication.

It is appreciated that the Kiel Institute has implemented an ambitious equality plan, including well-designed strategies to promote employees' work-life balance. This effort is reinforced by regular certification in the "berufundfamilie" audit.

6. Cooperation and environment

University partnerships

The Kiel Institute has two central strategic partnerships with universities in its vicinity. The long-standing, close cooperation with the University of Kiel has run remarkably smoothly throughout the upheavals at the institute in recent years. Its main pillar is the joint appointment of six professors (including the President), to which another four will be added in the near future. It includes, among others, the participation of researchers in Excellence Clusters and the Kiel Centre for Globalization Initiative, which also serves as a research network and organizes well-established conferences. It is appreciated that this cooperation is envisaged to develop through joint research consortia, such as an application for a DFG research training group.

A strategic alliance with the University of Hamburg was institutionalized in recent years. Notably, within a short time frame, three joint associate professorships were filled in 2024 and 2025.

Professors who are jointly appointed with the University of Hamburg do not enjoy full member rights at the university. The partners should work towards amending this rule.

Given the new situation, it is now the time to discover how the partnership can be further developed. Integrating Kiel Institute researchers into the CLICCS Cluster of Excellence, as envisaged, is a good starting point.

These main partnerships are complemented by several others. Some of them concentrate on individual researchers. Professors from Bielefeld, Göttingen, and Hanover universities are integrated in the Kiel Institute research environment, partly via arrangements similar to joint appointments. In other cases, particularly in the context of the Berlin Office, joint professorships are envisaged on the grounds of strategically aligned goals, such as with Hertie School (appointment underway) and ESMT and Humboldt University (appointment planned). For the institute, the strategic alliances with the universities in Kiel and Hamburg are particularly valuable. It is important to ensure that any further collaborations involving individual professorships continue to be underpinned by a sound strategic rationale.

Further national partnerships

Apart from universities, the Kiel Institute's central long-term collaboration is with fellow Leibniz economics institutes (DIW Berlin, ifo Munich, IWH Halle, RWI Essen). It focuses on the Joint Economic Forecast for the federal government. Recently, the institute established an Industrial Policy Lab in partnership with ZEW, another fellow Leibniz economics institute, and the Hertie School.

International cooperation

Over the past few years, the Kiel Institute has developed a major strategic partnership with the London- and Paris-based Centre for Economic Policy Research (CEPR), which is invaluable to the institute. The partners jointly organize important and well-publicized conferences, e.g., on Geoeconomics. The CEPR centres its activities in Germany around the Kiel Institute Berlin hub. Further long-term collaborations with impressive outputs exist with universities such as Aarhus, Bocconi, and Sciences Po, and with institutions such as the Munich Security Conference, the Peterson Institute, and the IMF.

7. Research centres

RC Macroeconomics

(14.3 FTE, of whom 10.0 FTE research and scientific services and 4.3 FTE doctoral candidates)

The RC Macroeconomics concentrates on macroeconomic and macrofinancial research, as well as on analysing and forecasting business cycles. Its work centres on financial instability, wealth and income inequality, and the development of the national economy. Until recently, there were three groups. Two of them provide historical insights and a theoretical background, and one group works on contemporary economic developments. The two macroeconomic groups, which are closely related, work very well with the forecasting group and toward a common goal. In September 2025, a further group, focused on the role of firms and financial intermediaries, began work; it adds welcome complementary expertise.

The RC conducts state-of-the-art research of an extraordinary quality in its field, for which it is recognized globally. It is particularly strong at bringing together long-term historical data with state-of-the-art methodological approaches to investigate questions related to current economic and political challenges, which lends itself to transfer activities. This combination of highest-level research and enormously successful outreach and policy advice activities is a unique strength of the RC, as demonstrated, e.g., by research into the composition of individual wealth during the life cycle, on defence spending, and on inflation.

Parts of this work received extensive media coverage and fundamentally influenced public debates. The RC's research is frequently published in the highest-ranked international journals. Its participation in the Joint Economic Forecast (*Gemeinschaftsdiagnose*, currently contracted until May 2028) results in regular outputs of exceptional visibility. Important data sets that were developed in recent years include the highly relevant GREIX data set on house prices in Germany, which is now intended to be developed to cover all of Germany, and the JST Macrohistory Database that provides data on a set of international economies since the 1870s. Third-party funding includes an ERC Consolidator Grant and a DFG-funded Leibniz Prize, both awarded to the President before he joined the Kiel Institute. The RC Macroeconomics is rated 'excellent'.

RC Trade

(17.0 FTE, of whom 11.5 FTE research and scientific services and 5.5 FTE doctoral candidates)

The RC Trade is interested in international trade, investment, and innovation as key drivers of globalization across industrialized and developing economies, and in their interconnections. It hosts three complementary research groups that have clearly distinguishable objectives; a fourth group is about to be added soon. They focus on core topics in international economics, such as the international division of labour and global supply chains, innovation and technology policy, and trade policy. The RC is the backbone of the Kiel Centre for Globalization Initiative. With its expertise in the economies of developing countries, it is a major contributor to the Africa and China Initiatives, too.

The questions worked on in the RC are timely and relevant, and the quality of the work is very good. Parts of it are even excellent, for example, the work on the effectiveness of sanctions against Russia from 2014 onwards, and on how globalization shapes voter behaviour and political support for populist movements. The results are frequently published in high-ranking journals of the field. This research put the RC in a superior position to provide successful policy advice, which is essential in recent political debates about introducing trade barriers such as tariffs.

The RC develops and publishes labour-intensive, comprehensive data sets of the highest quality, for example, the Kiel Trade Indicator (KTI), a tracker of container ships used as a real-time indicator for global trade, and the CITID database, which links firm-level export and import data. The quantitative KITE model for analysing trade policy changes is outstanding and highly relevant, and the Kiel Institute and external researchers widely use it. It is a laudable success that the RC coordinated the European consortium RETHINK-ESG for research on international supply chains over the last few years. The RC Trade is rated 'very good to excellent'.

RC Global Transformation

(15.2 FTE, of whom 8.0 FTE research and scientific services, 7.2 FTE doctoral candidates)

The RC Global Transformation focuses on how societal and environmental change at the global level affects economic behaviour and development. This concerns, e.g., the global commons, social cohesion, and global health. A major point of interest is climate change. There are two groups in this RC that focus, respectively, on how people react to transformational policies from an economic viewpoint and on policies to tackle climate change. The two groups work well together by integrating a top-down approach to policies with a bottom-up approach to individual behaviour and decision-making, and their work is complemented by a small group working on global health. Consequently, the RC's research staff is composed in a rather interdisciplinary fashion, with members including biostatisticians and political scientists, among others.

The RC produces research of first-rate quality, and its work is highly innovative, bringing economic expertise to topics that are not usually addressed in mainstream economics. The behavioural method is a very sensible extension of the scope of approaches at the institute. Among the most noteworthy research in this RC is work on the economic functions of coastal

carbon sinks, such as seagrass beds and mangroves. Furthermore, the RC developed a policy proposal for a carbon central bank that aims to integrate carbon removal in the European emission trading system, which was widely received by policymakers. The RC is home to a DFG-funded Research Unit project on the Kilimanjaro region. Its research is published widely in and beyond economic journals, with several articles appearing in natural sciences, general interest, and even medical outlets. It could leverage its expertise to intensify collaboration with leading institutions in its field, such as the Potsdam Institute for Climate Impact Research (PIK), another Leibniz institute. The RC Global Transformation is rated 'very good to excellent'.

RC International Development

(12.9 FTE, of whom 8.6 FTE research and scientific services, 4.4 FTE doctoral candidates)

The RC International Development focuses on how developing and advanced economies are linked through trade, capital flows, and migration. It employs a clear methodological approach that uses micro-level and geospatial data. To some extent, it also collects new data via surveys and field experiments. The RC has made the Kiel Institute a key center for research on African economies in Germany. It is the main contributor to the Africa and China Initiatives at the institute, both of which it coordinates. At the time of the evaluation, it was the only RC with a single group, and the institute is exploring options to add more groups.

The RC's high-quality research is of considerable academic and political interest. An excellent example of its innovative potential is the use of online search data to model and predict human migration streams. The collection of data on China's official development financing is another remarkable achievement, for this led to a much clearer idea of the extent of Chinese development aid. This work was widely received by the media and policymakers, as was the quantitative assessment of how the Russian war on Ukraine affected food security in Africa and of how foreign exchange interventions can be used to manage capital flows. The work is very well published and gains high visibility. Third-party funding is substantial and comes from a vast array of sources, including German and international foundations and the EU, primarily through the DYNAMIG consortium led by the RC. It is a commendable plan to extend the work on the Indian economy and to strategically strengthen cooperation with leading centres for research on development economics in Germany. The RC International Development is rated 'very good to excellent'.

RC International Finance

(6.9 FTE, of whom 3.3 FTE research and scientific services and 3.6 FTE doctoral candidates)

The RC International Finance studies contemporary financial markets within the global economy and examines the relationship between geopolitics and the world economy. It currently consists of three groups, one of which was newly added in September 2025. They focus on shifts in global finance, considering geopolitical tensions, international capital flows and sovereign debt, and geoeconomic competition, respectively.

The RC conducts research and provides policy advice at the highest international level. Its data sets, such as on China's international lending practices and on military and financial sup-

port for Ukraine, are of internationally outstanding quality and influence policymakers and media around the world to an extraordinary extent. Research results are frequently published in the leading international journals. This is the case, for example, with research into so-called “hidden debts” to China or into sovereign bond investments. Research was repeatedly supported by highly rated third-party grants, including an ERC Consolidator Grant. The performance of the RC International Finance is rated ‘excellent’.

The RC was a key driver in building geoeconomic expertise at the Kiel Institute, a major effort that will soon lead to the establishment of a sixth RC, where one of the three current groups will find its new home. While this is a significant achievement, the change will give the remaining RC the opportunity to shift its focus back to core topics in international finance. The RC will thus need to reconsider its academic orientation in the near future.

8. Handling of recommendations from the previous evaluation

The Kiel Institute has successfully addressed the recommendations of the Leibniz Association Senate in 2019 (see the status report, pp. A-23f). It needs to make swift and decisive progress in the area of gender equality.

Appendix

1. Review Board

Chair (Member of the Leibniz Senate Evaluation Committee)

Alexandra **Spitz-Oener** School of Business and Economics, Humboldt University, Berlin

Deputy Chair (Member of the Leibniz Senate Evaluation Committee)

Ferdi **Schüth** Max Planck Institute for Coal Research, Mülheim an der Ruhr

Reviewers

Cinzia **Alcidi** CEPS Centre for European Policy Studies, Brussels (Belgium)

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Giovanni **Facchini** School of Economics, University of Nottingham (UK)

Anke **Hoeffler** Department of Politics and Public Administration, University of Konstanz

Frank **Krysiak** Department of Environmental Economics, University of Basel (Switzerland)

Aline **Muller** Luxembourg Institute of Socio-Economic Research (LISER), Esch-sur-Alzette (Luxembourg)

Frank **Smets** Bank for International Settlements, Basel (Switzerland)

Georg **Weizsäcker** School of Business and Economics, Humboldt University, Berlin

Representative of the Federal Government

[no participation]

Representative of the Länder Governments

Kerstin **Schneider** Berlin Senate Department for Higher Education and Research, Health and Long-Term Care

27 January 2026

Annex C: Statement of the Institution on the Evaluation Report

**Kiel Institute for the World Economy – Leibniz Center for
Research on Global Economic Challenges**

The staff and board of the Kiel Institute for the World Economy wish to express their sincere gratitude for the very well-prepared and dedicated evaluation and highly acknowledge the significant effort contributed by the evaluators and the Leibniz evaluation team. We greatly appreciate the informed and constructive engagement with our institute's work.

We are very pleased by the institute's excellent evaluation. We are especially gratified that the strength of our combined and aligned research and policy activities including our recently established Data Hub, has been recognized. We are honored to be designated as the "go to center for global economic affairs", a goal we have consistently aspired to achieve. We also appreciate the support for our new organizational structure and human resources concept.

The evaluation motivates us to continue on our chosen path and to keep responding continuously to new social challenges. The recently endorsed strategic expansion will allow the establishment of a new research center focused on geoeconomics. We are pleased that this initiative has also garnered support from the evaluation process.

The constructive and forward-looking recommendations of the evaluation report will help us to continuously improve, and we will integrate them into our strategy process without delay. Some of them, such as the timely appointment of new administrative management and a further increase in the share of female professors, are already being implemented.

Another recent development inspired by discussions with the evaluation committee, who suggested thinking about structured postdoctoral support, is our newly launched Albert O. Hirschman PostDoc Program in International Economics. This two-year program brings together a small cohort of exceptional young economists and supports them in developing their careers towards a (tenure-track) professorship. Our postdocs outside the program who are mostly working on third-party funded projects will also benefit from the offered strategy and placement advice, job market preparation, and soft skill courses. The new program aligns with our overall human research strategy, which focuses on professorships instead of tenured postdocs. It is thus further developing the strategy communicated during the evaluation and does not allocate institutional resources for permanent postdoctoral positions.