

31. März 2020

**Stellungnahme zum  
ifo Institut - Leibniz-Institut für Wirtschaftsforschung an der  
Universität München e.V. (ifo)**

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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 gefördert. Turnusmäßig, spätestens alle sieben Jahre, überprüfen Bund und Länder, ob die Voraussetzungen für die gemeinsame Förderung einer Leibniz-Einrichtung noch erfüllt sind.<sup>1</sup>

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 1. und 2. Juli 2019 das ifo Institut in München. Ihr stand eine von der Einrichtung 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 ifo Institut nahm dazu Stellung (Anlage C). Der Senat der Leibniz-Gemeinschaft verabschiedete am 25. März 2020 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 ifo Institut – Leibniz-Institut für Wirtschaftsforschung an der Universität München e. V. befasst sich mit zentralen ökonomischen Fragen und sozialen Veränderungen, die sowohl wissenschaftlich als auch mit Blick auf die Gestaltung von politischen Rahmenbedingungen für Volkswirtschaften von Interesse sind.

Das ifo Institut erzielt seit langer Zeit stetig hohe **Leistungen**. Die Forschungsarbeiten schlagen sich in einer sehr guten Publikationsleistung nieder. Die Leibniz-Einrichtung erbringt außerdem wichtige Forschungsinfrastrukturleistungen, insbesondere durch das *Economic and Business Data Center* (EBDC), das 2008 gemeinsam mit der LMU München eingerichtet wurde. Seine Aufgaben in der Politikberatung nimmt das Institut ausgezeichnet wahr. Seit langer Zeit ist die Leibniz-Einrichtung an der „Gemeinschaftsdiagnose“ beteiligt, die die Bundesregierung in Auftrag gibt. Mit dem vom Bundesministerium der Finanzen geförderten *EconPol Europe* (*European Network for Economic and Fiscal Policy Research*) verfügt das ifo Institut seit 2017 zudem über ein Instrument, das wissenschaftliche Diskurse in unterschiedlichen EU-Mitgliedsstaaten bündelt und in die wirtschaftspolitischen Debatten auf europäischer Ebene einbringt. Mit dem monatlichen „ifo-Geschäftsklimaindex“ wird das Institut sowohl bei politischen Adressaten als auch in der breiten

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

Öffentlichkeit sehr stark wahrgenommen. Die vielfältigen Leistungen werden in acht *Zentren* und einer *Forschungsgruppe* erbracht. Diese neun Arbeitseinheiten werden zweimal als „exzellent“, viermal als „sehr gut“, zweimal als „gut bis sehr gut“ und einmal als „gut“ bewertet.

Bei der **vergangenen Evaluierung** war festgehalten worden, dass sich das ifo Institut unter der Führung des damaligen Vorstands zu einem der führenden Wirtschaftsforschungsinstitute in Europa entwickelt habe. Diese übergreifende Einschätzung gilt weiterhin. Dies ist insbesondere vor dem Hintergrund eines personellen Umbruchs auf der Leitungsebene zu würdigen. 2016 und 2017 waren beide Vorstandspositionen ruhestandsbedingt neu zu berufen. Die Besetzung dieser Schlüsselpositionen ist ausgezeichnet gelungen. Dem neuen Präsidenten, einem international bestens ausgewiesenen Wissenschaftler, und dem kaufmännischen Vorstandsmitglied, einer erfahrenen Wissenschaftsmanagerin, gelingt es ausgesprochen gut, Wandel und Kontinuität am Institut zu balancieren. Außerdem erfolgten 2014 und 2017 sehr gute Berufungen für die Neubesetzung von zwei *Zentrums*-Leitungen. Ferner ist es ein Erfolg, dass ein leitender Wissenschaftler im Jahr 2019 Präsident eines anderen Leibniz-Wirtschaftsforschungsinstituts wurde. Den Verantwortlichen ist bewusst, wie wichtig es ist, die nun vakante Position erneut hervorragend zu besetzen.

Die **Arbeitsplanungen** für die nächsten Jahre auf der Ebene der *Zentren* und des gesamten Instituts sind überzeugend. Im Bereich der Sammlung und Pflege aktueller Geschäftsdaten hat das Institut mit dem EBDC bereits jetzt ein Alleinstellungsmerkmal in Deutschland. Es wird nachdrücklich unterstützt, einen Antrag zum Ausbau des EBDC unter Berücksichtigung der Hinweise im Bewertungsbericht auszuarbeiten und nach Zustimmung des Beirats in das weitere Verfahren zur Priorisierung von Sondertatbeständen einzubringen (dauerhaft vorgesehen 1,07 Mio. EUR p.a. an zusätzlichen Mitteln sowie 0,41 Mio. EUR p.a. an Eigenmitteln).

Das Institut **kooperiert** ausgezeichnet mit der LMU München. Der Präsident und alle acht *Zentrums*-Leitungen sind gemeinsam mit der Universität auf W3-Professuren berufen. Das ifo Institut und die LMU München arbeiten in einer Reihe von Forschungs- und Forschungsinfrastrukturprojekten zusammen und tragen gemeinsam zur *Munich Graduate School of Economics* bei. Auch auf internationaler Ebene ist die Leibniz-Einrichtung hervorragend vernetzt, insbesondere über *EconPol* und über die CESifo GmbH (*Munich Society for the Promotion of Economic Research*). Von den über dieses Netzwerk organisierten zahlreichen Gastaufenthalten in München profitieren insbesondere die **Promovierenden und Postdocs** erheblich. Derzeit ist der Anteil der Postdocs, die bereits während der Promotionsphase am ifo Institut tätig waren, mit 30 % relativ hoch. Postdoktorandinnen und -doktoranden sollten im Regelfall von außen kommen.

Die institutionelle Förderung ist für seine derzeitigen Aufgaben auskömmlich. Erneut warb das Institut in bemerkenswert hohem Maß **Drittmittel** für Forschungsprojekte und Dienstleistungen (Aufträge, Datenservice) ein, in den Jahren 2016-2018 lag der Betrag bei 37 % des jährlichen Budgets.

Wie vom Senat erwartet, ist der Anteil der während der Promotionsphase am ifo Institut tätigen Wissenschaftlerinnen seit der letzten Evaluierung deutlich angestiegen und beträgt nun 50 %. Leitung und Aufsichtsgremium müssen allerdings nach wie vor deutliche Verbesserungen bei der **Gleichstellung der Geschlechter** auf den weiterführenden Stellen erreichen. Der Frauenanteil ist bei den promovierten wissenschaftlich Beschäftigten (21 %, 7 von 33 Personen) und bei leitenden Stellen (13 %, 2 von 16 Positionen) unverändert zu gering. Der Senat erwartet, dass anstehende Neuberufungen mit einem gezielten *recruiting* von Wissenschaftlerinnen verbunden werden. Er hält es für erforderlich und begrüßt, dass das ifo Institut die im Programmbudget festgelegten Zielquoten gemäß dem Kaskadenmodell auf den verschiedenen Ebenen erhöht.

Das ifo Institut verbindet ausgezeichnet Aufgaben in der Forschung mit der Entwicklung und Bereitstellung von Forschungsdaten sowie der wissenschaftlichen Beratung von Politik und Gesellschaft, wie dies an einer Hochschule nicht möglich ist. Eine Eingliederung des Instituts in eine Hochschule wird daher nicht empfohlen. Das ifo Institut erfüllt die Anforderungen, die an eine Einrichtung von überregionaler Bedeutung und gesamtstaatlichem wissenschaftspolitischen Interesse zu stellen sind.

## 2. Zur Stellungnahme des ifo Instituts

Der Senat begrüßt, dass das ifo 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 ifo Institut als Einrichtung der Forschung und der wissenschaftlichen Infrastruktur auf der Grundlage der Ausführungsvereinbarung WGL weiter zu fördern.

## Annex A: Status report

### ifo Institute - Leibniz Institute for Economic Research at the University of Munich (ifo)

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## 1. Structure, Tasks and Institutional Environment

### Development and funding

The ifo Institute – Leibniz Institute for Economic Research at the University of Munich (ifo) was founded in 1949.

Since 1977, ifo has been jointly funded by the Federation and the German *Länder*. The last evaluation by the Senate of the Leibniz Association took place in 2012/2013. In October 2013, the Joint Science Conference determined that ifo continues to meet the requirements for joint funding.

Responsible department at *Länder* level: Bavarian Ministry of Economic Affairs, Regional Development and Energy, München

Responsible department at federal level: Federal Ministry for Economic Affairs and Energy, Berlin

### Legal form and organisation

Ifo is a **registered society**. Together with the Center for Economic Studies (CES) and the CESifo GmbH it forms the CESifo Group Munich (see also below).

### Management

The Executive Board runs the institute's operational business and is responsible for defining its scientific profile. It consists of the chairperson (president) and one or two additional members. The members of the Executive Board are appointed by the Administrative Council for a period of five years and can be re-elected. The institute is legally represented by each individual board member. The president of the ifo is appointed jointly by the ifo and the Ludwig Maximilian University of Munich (LMU).

### Supervisory bodies

The General Meeting approves the annual accounts and the report of the Executive Board. It also elects the members of the Board of Trustees. It is led by the Chairman of the Administrative Council.

The Administrative Council consists of the chairperson of the Board of Trustees, professors from the University of Munich, representatives from the Federal and Bavarian governments, the (vice) chairperson of the Scientific Advisory Council and up to five other members chosen by the General Meeting. The Council supervises ifo's Executive Board and offers it strategic advice.

### Advisory Boards

The Board of Trustees consists of at least 20 individuals from academic institutions, business, trade unions and public administration. It supports the Executive Board in discharging its duties.

The Scientific Advisory Council consists of six to twelve independent academics and experts. It advises the Executive Board and the Administrative Council on the long-term

planning of research and development, as well as on future appointments of Executive Board members.

Although not obliged by the by-laws, ifo has implemented a User Advisory Council, which advises ifo on the development and evaluation of its services. Ifo's key user groups are all represented on the Council.

The **CESifo GmbH** (Munich Society for the Promotion of Economic Research – CESifo GmbH) was jointly founded in 1999 by the Ludwig Maximilian University of Munich (LMU) and ifo. LMU and ifo are equal shareholders in this limited liability company, which is predominantly financed by the *Land* of Bavaria. The purpose of CESifo GmbH is to support an international research network and link the Center for Economic Studies (CES) at the LMU and ifo to one another and to the international research community. Ifo, CES and CESifo GmbH form together the **CESifo Group Munich**.

There is also a **branch of ifo in Dresden**. This branch does not constitute a department of the institute since it provides special services for the *Land* of Saxony. It is funded exclusively by the *Land* of Saxony and the third-party revenues that it generates.

### **Mission and tasks**

According to its statutes (§2, para 1), ifo has the purpose to promote science and research. This purpose is fulfilled especially by

- **conducting empirical economic research**, especially via research projects, scholarly events and research co-operations,
- **collecting and evaluating data and information** in the fields of economic theory and economic policy with the help of scientifically conducted company surveys,
- **supplying research results, data and information** via publications, events and other media to the general public, academia, business, politics and administrative authorities with a view to participating in public policy debate and contributing to science-based decision-making, and
- **promoting young researchers**.

### **Research structure**

Ifo's research activities are organised in **eight ifo Centers** and **one Research Group** (see appendix 1):

- ifo Center for Macroeconomics and Surveys,
- ifo Center for Public Finance and Political Economy,
- ifo Center for Labour and Demographic Economics,
- ifo Center for the Economics of Education,
- ifo Center for Industrial Organisation and New Technologies,
- ifo Center for Energy, Climate and Resources,
- ifo Center for International Economics,

- ifo Center for International Institutional Comparisons and Migration Research, and
- Research Group Taxation and Fiscal Policy.

The communications and administrative departments (Finance and Central Services, Library, IT as well as the Personnel and Legal Department) support the work done by the research departments.

### **National and international scientific environment**

According to ifo, comparable activities in Germany are carried out primarily by the other economic research institutes in the **Leibniz Association**. Ifo states that it distinguishes itself however from the other economic research institutes due to several unique features, such as the databases it provides and its international networking activities.

**Outside Leibniz** the Max Planck Institutes that deal with economic issues are an important part of the academic environment, but have, according to ifo, a far narrower thematic focus and perform primarily basic research. Moreover, there are overlaps with several other non-university research institutes: with the *Institute for Employment Research (IAB, Nürnberg)* and the *Institute for the Future of Work (IZA, Bonn)* in the field of labour markets and migration issues, and with the *Hamburg Institute of International Economics (HWWI)* in terms of economic policy advice.

The institutes states, that at the **international level** several institutions combine research and knowledge transfer activities in a similar way like ifo. These include specifically those institutions that are members of the “European Network for Economic and Fiscal Policy Research”, which was founded in 2017 under the auspices of the ifo to intensify cross-border cooperation in Europe (see also chapter 4). Institutions in this network are, for example, the *Centre for European Policy Studies (CEPS, Brussels)* and the *Centre d’Études Prospectives et d’Informations Internationales (CEPII, Paris)*. In addition, there are also similar institutions outside the research network, such as the *Austrian Institute for Economic Research (Wifo, Vienna)*, the *Institute for Fiscal Studies (IFS, London)* or the *National Institute of Economic and Social Research (NIESR, London)*. According to ifo, all these institutions have a focus on their respective domestic economic policy discussions but participate at the same time in international debates.

### **National interest and justification for funding as a non-university institution**

Ifo states that it is of national interest because of a) its scientific performance, b) its involvement in international scientific debates and networks, and c) its policy advisory work and participation in economic policy debates at the national and international level.

According to ifo, its funding as a non-university entity enables it to fulfil its mission of promoting science and research as a permanent, long-term task. This particularly applies to its science-based policy advice activities and to the services it provides.



## 2. General concept and profile

### Development of the institution since the last evaluation

Since the last evaluation, there have been several changes at the management level. This especially include the appointment of a new president in 2016 and of a new Executive Board member in 2017. In the course of the change in the ifo presidency, the “Research Group Taxation and Fiscal Policy” was established. It is headed by the new president and was set up among other things to support his ongoing research projects and to foster cooperation between the eight ifo Centers. Furthermore, two of the eight ifo Center director positions were newly staffed (“ifo Center for Industrial Organisation and New Technologies” in 2014, “ifo Center for Macroeconomics and Surveys” in 2017) and the director of the “ifo Center for International Economics” took up the position of president of the Kiel Institute for the World Economy in March 2019. Ifo plans to fill this position by the end of 2019.

Ifo states that it has increased its activities in the field of European policy research in recent years. According to the institute, the foundation of the “European Network for Economic and Fiscal Policy Research” (EconPol Europe) in 2017 was an important step in this process. Econpol Europe is a network of European research institutes and universities that engage in joint research and policy consulting projects on European economic and fiscal policy issues (see also section 4).

Further changes have been made in the area of promoting junior researchers. In 2018, ifo and the Ludwig Maximilian University of Munich (LMU) jointly introduced a structured programme for postdoctoral researchers (Junior Development Program), which supports their career development via mentoring and workshops among other measures (see also section 5). Furthermore, ifo conducted a project financed by the German Federal Ministry for Education and Research to systematically optimise its transfer activities and services and gear them more towards the needs of their users. Based on the results of this project a transfer concept has been initiated.

### Results

#### *Publications*

Ifo’s **publication strategy** has a twofold objective: First, to contribute to top-level research in economics and participate in national and international scholarly discussions. Second, to transfer ifo’s economic expertise into political and social practice, especially in the form of contributions to policy debates. In its academic publications, ifo aims to be represented in a broad range of reputed international journals. To classify the quality and impact of a journal ifo uses the *Handelsblatt* ranking. Next to publications in refereed journals, ifo places high emphasis on publications in policy journals, in particular *ifo Schnelldienst*, but also outlets like *Wirtschaftsdienst* or *Inter-economics*.

Between 2016 and 2018, ifo’s scientists published 192 (plus 42 accepted) articles in peer-reviewed journals, 4 of them in category A+ and 18 (8) in category A. Compared to the reference period three years before the last evaluation (2009-2011), the number of **pub-**

**lications in peer-reviewed journals** has risen by almost 30%. At the same time, publications in peer-reviewed journals per full-time-equivalent (FTE) increased from 0.72 to 0.81 and the number of articles in top-journals (A+ and A) from 13 to 22 (8).

### *Scientific Services*

Ifo offers several services to researchers, policymakers and the wider public. These include:

- business surveys and the analyses and indices that are based upon them (e.g. “ifo Business Survey” and “ifo Business Climate Index”),
- access to various external data sets through the “Economics & Business Data Center” (EBDC), which is jointly run by ifo and the Ludwig Maximilian University of Munich (see also section 4),
- cross-country information on institutions, regulations and politics (“Database for Institutional Comparisons in Europe” - DICE),
- economic analyses and forecasts,
- a database of family companies, and
- the “ifo Resources Database”.

### *Knowledge transfer and periodicals*

The **transfer of knowledge** into politics and society takes place in two complementary ways: by advising decision-makers and by making contributions to the public debate about economic policy issues. Activities in this field include:

- contract research for public institutions,
- membership in the “European Economic Advisory Group” (see also chapter 4, CESifo GmbH),
- membership in scientific advisory boards and commissions appointed by public institutions,
- participation in hearings of public institutions,
- individual counselling interviews with government decision-makers,
- lectures for a wide audience,
- press articles and interviews in national and international daily newspapers, and
- establishment of the “European Network for Economic and Fiscal Policy Research” (see chapter 4).

According to ifo, key knowledge transfer instruments are also the **policy-oriented periodicals** it publishes:

- *ifo Schnelldienst*: major research results of the institute, macroeconomic and sectoral forecasts, and the latest results of the “ifo Business Survey” (published twice a month in German),

- *ifo Konjunkturperspektiven*: latest results of the “ifo Business Survey” presented in graphs, tables and descriptive analyses, which focus on a different set of sectors each month that recur regularly (published monthly in German),
- *ifo World Economic Survey*: results of ifo’s expert survey on the world economy presented in graphs, tables and descriptive analyses (published quarterly in German),
- *CESifo Forum*: contributions on current policy topics with global relevance by well-known international authors, along with data and information from ifo (published quarterly by CESifo in English),
- *ifo DICE Report*: contributions featuring comparative analysis of institutional regulations and economic policy measures (published quarterly in English), and
- *CESifo Economic Studies*: economic research results and policy-relevant issues (published quarterly by Oxford University Press, with a peer-review system, in English). Its Managing Editor is the director of the “ifo Center for International Institutional Comparisons and Migration Research”.

### Academic events

The main events at ifo can be divided into three categories: a) scientific conferences, b) events with a focus on policy advice, and c) events for knowledge transfer to business and the general public. Very important scientific conferences are the nine **CESifo Area Conferences** which bring together members of the CESifo Research Network with similar research interests and promote the exchange of ideas (for further information on the CESifo see chapter 4). Another central academic event is the **Richard Musgrave Lecture** given by the winner of the Richard Musgrave Visiting Professorship each year. The aim of this professorship is to honour a great scientist in the field of finance every year. The awardee becomes a Distinguished CESifo Fellow and spends several weeks at the ifo.

Important events with a focus on policy advice are the Munich Economic Summit and the annual conference of the “European Network for Economic and Fiscal Policy Research” (EconPol Europe). The **Munich Economic Summit** is held every two years and offers a platform to exchange ideas on key economic issues with international academics and leaders from business and politics. The two-day **EconPol Annual Conference** is EconPol’s flagship event in Brussels (for further information on EconPol see chapter 4). It covers topics around the economic and institutional development of the EU and the Eurozone. An important goal of this conference is to build bridges between the member states and decision-makers in Brussels.

The ifo Industry Colloquium (Branchen-Dialog) and the Munich Seminars are events addressing the information needs of decision-makers in different industries and various target groups within the broader public. The **ifo Industry Colloquium** is a platform for discussing current developments and challenges from an industry-specific perspective. Experts from companies, associations and politics meet annually to exchange views. It is sponsored by the Bavarian Ministry of Economic Affairs, Regional Development and Energy. Cooperation partner is the Chamber of Industry and Commerce for Munich and Upper Bavaria. The **Munich Seminars** are a series of ten to twelve events per year. External

guests from universities and renowned research institutions present results that deliver insights for current economic policy issues. The audience is made up of personalities from business, politics, science and the media as well as ifo researchers and LMU students.

## **Public Relations**

Ifo communicates its research to the media and the general public using different channels. These include proactive and reactive press and media relations, target-group-specific publications, social media, print products and the institute's website. Ifo states, that it has largely digitalised its activities in the last years. This applies not only to internal and external communication, but also to corporate surveys, research projects and the provision of data and research results.

Ifo's **media visibility** is being monitored by Media Tenor, a media institute specialised in measuring and analysing the media resonance of institutions and public figures. According to Media Tenor, ifo is regularly the most frequently quoted economic research institute in the press and on TV in Germany and currently in Europe. Ifo's key topics have been economic forecasting, the labour market, industries as well as monetary and trade policy.

## **Strategic work planning for the next few years**

In the years 2017 and 2018, the new ifo Executive Board, together with the ifo Center directors, initiated a still ongoing strategy process aiming at reformulating and updating the strategy of the ifo. During this process a guiding research question has been identified: *How should institutions and public policies be developed to augment prosperity, stability, sustainability and social cohesion in a changing economy.* Based on this question five key research areas have been defined for the years ahead: a) Economic Growth and Sustainability, b) Equality of Opportunity and Integration, c) Public Sector Functions, Taxation and Political Economy, d) Digital Transformation of the Economy and Digitalisation of Economic Research, and e) European Integration, Globalisation and "Inter-System Competition".

*Development of the EBDC into a center of excellence for big data („Extraordinary item of expenditure“)*

### *a) Explanation of the action plan*

Furthermore, ifo aims to develop into a centre of excellence for the research-oriented extraction, use, archiving, and publication of big data by expanding the "Economics & Business Data Center (EBDC)" which is jointly run by ifo and the Ludwig Maximilian University of Munich.

The expansion has the following priorities:

- Development of the EBDC into a centre of excellence for big data
  - Establishment of an interface between legal and IT expertise – *staff position: 1 lawyer (salary grade: E-13/E-14 TVL), material expenses: external legal and IT expertise (50 € p.a.)*

- Establishment of a knowledge base between research and data science – staff positions: 1 data science specialist (E-14 TVL), 1 postdoc (E-14 TVL), 1 doctoral student (E-13 part-time)
- Infrastructure expansion of the EBDC – material expenses: hardware, software, operating costs, consultancy fees (400 T€ [2022], 350 T€ p.a. [from 2023])
- Flexible and scalable IT infrastructures for big data – staff positions: 1 computer scientist (E-12/E-13 TVL), ifo’s head of IT (20 % working time)]
- Financing of big data research – staff positions: 7 doctoral candidates or postdocs (E-13/E-14 TVL), material expenses: data acquisition (100 T€ p.a.)
- Management of EBDC – staff positions: 1 manager of the “ifo Center for Industrial Organisation and New Technologies” (E-14), director of the “ifo Center for Macroeconomics and Surveys” (15 % working time), director “ifo Center for Industrial Organisation and New Technologies” (15 % working time)]

*b) Funding of the action plan*

According to the institute, this plan represents a significant extension of ifo’s strategy that cannot be financed from the present budgetary resources alone. Therefore, the institute aims for additional institutional funding. Funding shall start in 2022 with an increasing budget up to 2024. In that year, funds are to be incorporated into the institute’s core budget.

*Funds planning*

	2022	2023	Permanently
<b>Own funds + additional funds</b> = „extraordinary item of expenditure“	<b>1,469 k€</b>	<b>1,452 k€</b>	<b>1,480 k€</b>
<b>Own funds</b> from existing funding by institution (at least 3 % of core budget)	385 k€	401 k€	413 k€
<b>Additional funds</b> of institutional funding	1,084 k€	1,051 k€	1,067 k€

*Resources shall be used for (Overview, for details see „a) explanation...“)*

	EBDC expansion (summary)	Additional Institutional Funding	Existing Institutional Funding
E-14	3 FTE	1,5 FTE	1,5 FTE
E-13/E-14	8 FTE	4,5 FTE	3,5 FTE
E-13	1 FTE		1 FTE
E-12/E-13	1 FTE	1 FTE	
Head IT	0,2 FTE		0,2 FTE
Heads ifo Centers	0,3 FTE		0,3 FTE
Material expenses	550 k€ (2022) 500 k€ (2023-)	400 k€ (2022) 350 k€ (2023-)	100 k€ p.a. (2022-)

## Appropriateness of facilities and equipment

In 2018, ifo's **institutional funding** was approx. 11.6 M€ (see appendix 3).

**Third-party funding** (revenues from project grants and services) contributed 6.9 M€ to its revenues in 2018, in the past three years (2016-2018) this averaged out at approximately 36.5 % of ifo's revenues. Ifo's funding is provided by a wide range of donors, including Federal and *Länder* governments, the German Research Foundation (DFG), the Leibniz Association, the EU, industry partners, and foundations.

Ifo's **IT-Service** offers technical support to internal and external researchers and provides external partners – especially business survey participants and the users of ifo's services – with user-friendly tools. According to ifo, several IT-projects were carried out since the last evaluation in order to improve the IT infrastructure, e.g. the setup of a Customer Relationship Management database and a Microsoft SharePoint.

## 3. Subdivisions of ifo

### 3.1 ifo Center for Macroeconomics and Surveys

[33.5 FTE, thereof 9.4 FTE research, 6.8 FTE doctoral candidates, and 17.3 FTE service staff]

The “ifo Center for Macroeconomics and Surveys” provides services, performs research into macroeconomic questions and coordinates the “European Network for Economic and Fiscal Policy Research” (EconPol Europe, see also section 4). The Center was renamed in 2017 (previously: Business Cycle Analyses and Surveys) when it got a new director to reflect that with its new director the Center's research agenda has become broader. It now covers economic policy, inequality and redistribution, in addition to the more traditional areas of macroeconomic research and economic forecasting. In its research activities the Center applies theoretical as well as empirical approaches, and uses survey/micro and macro data. An important aim of the Center's research is to contribute to the emerging field of “Macroeconomics with micro data/methods”.

Services constitute core competences and tie up significant resources. They include the collection of several survey data as well as the preparation and publishing of business cycle indicators and macroeconomic forecasts. Survey data are made available to the wider scientific community through the “Economic & Business Data Center” (EBDC, see also section 4). According to ifo, the most important survey is the “ifo Business Survey” which collects data of more than 9,000 German firms. Based on these data the monthly “ifo Business Climate Index” is constructed, which receives considerable public and media attention.

The Center is also active in policy advice. Twice per year, the Center participates along with its partner, KOF (Swiss Institute for Business Cycle Research) at ETH Zurich, and other German research institutes in the Joint Economic Forecast (*Gemeinschaftsdiagnose*) commissioned by the “German Federal Ministry of Economic Affairs and Energy”. It also participates in the biannual tax revenue estimates conducted by the “Working Group on

Tax Revenue Forecasting” (*Arbeitskreis Steuerschätzung*), which form part of the German government’s medium-term financial projections.

Between 2016 and 2018, members of the Center published 41 (plus 9 accepted) articles in peer-reviewed journals, 3 (1) of them in the categories A+, A and B. In the same period, revenues from projects grants totalled 1.2 M€, which were mainly obtained from the EU and foundations. Additionally, the Center raised 3.6 M€ from services based on commissioned work and from sales of data and databank services. One doctoral degree was completed.

In the next years, the Center aims to further improve the quality of publications especially by using its survey data more extensively for research and linking it with other data. Together with EBDC and the “ifo Center for Industrial Organisation and New Technologies”, it plans to combine ifo micro data with other (administrative) data sources, such as Bundesbank data and social insurance data from the Institute for Employment Research (IAB). The Center also aims to advance research with big data in collaboration with the EBDC (see also chapter 2, strategic work planning).

### **3.2 ifo Center for Public Finance and Political Economy**

[5.7 FTE, thereof 2.3 FTE research, 3 FTE doctoral candidates, and 0.4 FTE service staff]

The “ifo Center for Public Finance and Political Economy” focuses on core themes of public finance, such as fiscal federalism and equalisation, public debt, and tax policy. Furthermore, the Center places particular emphasis on political economy aspects of public policies. This includes the rise of populism and its impact on economic policies and outcomes. The Center’s research encompasses model-based and empirical approaches.

In the last years, the Center has expanded its research activities in the area of taxation and fiscal policy. This development was accompanied by the arrival of ifo’s new president and the setting up of the “Research Group Taxation and Fiscal Policy” (see below), with which the Center cooperates closely. The “ifo Tax and Transfer Simulation Model” (ifo ESM), for example, was developed jointly with the “Research Group Taxation and Fiscal Policy” and the “Center for Macroeconomics and Surveys”.

Based on “ifo ESM” the Center conducted three third-party funded projects. In one of these projects it used the model to simulate the income tax proposals of the two German catch-all parties during the election campaign in 2017 for the German newspapers *Handelsblatt* and *Die Zeit*. Additionally, the Center was engaged in several policy consulting projects and contributed to the public debate.

Between 2016 and 2018, members of the Center published 27 (plus 8 accepted) articles in peer-reviewed journals, (2) of them in the category B. In the same period, revenues from projects grants totalled 100 K€, which were mainly obtained from the industry. Additionally, the Center raised 400 K€ from services based on commissioned work. Three doctoral degrees were completed.

In the next years, the Center plans to further examine the performance of populists in office and investigate where and why they have enjoyed electoral success. Furthermore, the

Center aims to employ new techniques such as machine learning to examine how reversing democratisation influences economic performance.

### **3.3 ifo Center for Labour and Demographic Economics**

[7.8 FTE, thereof 2.9 FTE research, 3.2 FTE doctoral candidates, and 1.7 FTE service staff]

The “ifo Center for Labour and Demographic Economics” focuses its research on labour markets and questions related to demographic and in particular family economics. The research agenda is structured into four areas: a) economic uncertainty and the family, b) economic factors influencing violence in families, c) the integration of immigrants, and d) the social impact of pollution. Research activities in these fields combine theoretical analyses with econometric techniques, and draw upon administrative data, big data and self-collected field data.

The Center’s strategic approach to research rests on two pillars. First, it strives to create and exploit synergies between scientific research and policy advisory work. The Centre conducted, for example, two projects commissioned by the German federal government on the impact of public childcare provision and unconditional child benefits, which also led to several academic publications.

Second, the Center strongly encourages high-risk, high-reward research that flexibly takes on new issues as they emerge. Currently it is analysing two scarcely researched fields: violence against women and immigrant’s children integration. In the latter, the Center conducted a study with over 4,500 pupils, which combines a broad set of survey questions with a behavioural lab-in-the-field experiment. This allows for an analysis of immigrant children’s integration not only in terms of education, aspirations, civic engagement or political interest, but also in terms of important behavioural outcomes.

Between 2016 and 2018, members of the Center published 14 (plus 3 accepted) articles in peer-reviewed journals, 7 (1) of them in the categories A and B. In the same period, revenues from projects grants totalled 470 K€, which were obtained from the Leibniz Association. Additionally, the Center raised 250 K€ from services based on commissioned work. Three doctoral degrees were completed.

In the next years, the Center plans to expand research on “The Economics of Violence against Women” with a grant from the Leibniz Association (running from 2019 to 2024). Based on a self-conducted behavioural study of 4,500 pupils in Germany the Center aims to gain further insights on immigration and immigrant integration. Additionally, the Center aims to expand research on the social impact of environmental pollution and to further enrich its methodological scope.

### **3.4 ifo Center for the Economics of Education**

[12.8 FTE, thereof 5 FTE research, 6 FTE doctoral candidates, and 1.8 FTE service staff]

The “ifo Center for the Economics of Education” emerged from the “Human Capital and Innovation” department. When the former deputy department head took over as director of the “ifo Center for Industrial Organisation and New Technologies” in 2014, the former research sub-area of the economics of innovation was moved to that Center, too. Since



then, the research conducted by the “ifo Center for the Economics of Education” has focused clearly on the economics of education and is structured into four areas: a) Education and Individual Outcomes: Labour Markets and Lifecycles, b) Education and Long-Term Development: Economic Growth and Cohesion, c) Determinants of Education: Culture, Resources and Institutions and d) Governance of Education: Efficiency and Equity.

The Center also contributes to policy advisory work, for example, by conducting projects for the German Federal Ministry of Education and Research and the Commission of Experts for Research and Innovation (EFI). Additionally, the Center makes its data, such as the “ifo Prussian Education History Database” and the “ifo Education Survey”, available to the scientific community.

The Center plays an active part in the international scientific community, especially by coordinating the “European Expert Network on the Economics of Education” (EENEE) together with the Center for European Policy Studies (CEPS, Brussels). EENEE is a Europe-wide policy advisory network funded by the European Commission. Furthermore, the Center co-organises the annual CESifo Area Conferences on the Economics of Education.

Between 2016 and 2018, members of the Center published 38 (plus 4 accepted) articles in peer-reviewed journals, 17 (2) of them in the categories A+, A and B. In the same period, revenues from projects grants totalled 1.8 M€, which were mainly obtained from foundations, the DFG and the Leibniz Association. Additionally, the Center raised 520 K€ from services based on commissioned work. Four doctoral degrees and two habilitations were completed.

In the next years, the Center aims to conduct new research into the roots of equality of opportunity in the education system and into the determinants of educational achievement in society. In addition, the Center will focus on how the digital transformation of the economy affects educational requirements.

### **3.5 ifo Center for Industrial Organisation and New Technologies**

[19.8 FTE, thereof 3 FTE research, 3.8 FTE doctoral candidates, and 13 FTE service staff]

The “ifo Center for Industrial Organisation and New Technologies” explores how industrial policies and an adequate institutional framework can foster competitiveness and innovation. In 2014, the Center got a new director, the former deputy director of the “Human Capital and Innovation” department (now “ifo Center for the Economics of Education”). He incorporated the research areas “Innovation” and “Digital Transformation” into the Center’s research programme in addition to the already existing research on “Industries, Institutions and Regulation”. Furthermore, a new evidence-based research approach was established, the application of counterfactual impact evaluation.

The Center is also engaged in knowledge transfer activities. Twice per year it publishes the “Branchen special” reports. Moreover, the Center coordinates a major long-term project commissioned by the Chamber of Commerce and Industry for Munich and Upper Bavaria, which includes several economic reports, conferences and briefings on relevant topics per year.

Between 2016 and 2018, members of the Center published 13 (plus 1 accepted) articles in peer-reviewed journals, 2 (1) of them in the categories A and B. In the same period, revenues from projects grants totalled 160 K€, which were mainly obtained from federal and *Länder* governments/local authorities and the DFG. Additionally, the Center raised almost 3.6 M€ from services based on commissioned work. Three doctoral degrees were completed.

In the next years, the Center plans to further contribute to the expansion of the CESifo Research Area Economics of Digitization and to the ongoing development of a research hub in Munich in the fields of digitalisation and innovation. Initial steps will include establishing a regular exchange with the Bavarian Research Institute for Digital Transformation and the *Zentrum Digitalisierung Bayern*. At the same time, the Center wants to fine-tune its publication strategy and to maximise synergies between its service and policy-oriented projects and its research activities.

### **3.6 ifo Center for Energy, Climate and Resources**

[13.7 FTE, thereof 8.7 FTE research, 3 FTE doctoral candidates, and 2 FTE service staff]

The research of the “ifo Center for Energy, Climate and Resources” is organised around the three areas Energy, Climate and Resources. Research in the field of “Energy” focuses on the challenges that arise from the specific characteristics of energy supply and the impact that the transformation of energy systems has on the society and economy. At the core of “Climate” research lies the efficiency and effectiveness of climate policies and their impact on long-term economic development, carbon emissions and investment. Research in the area of “Resources” focuses on the implications of climate and energy policy for fossil resource markets. As these three areas are inevitably linked, most research activities are relevant to all three topics to some extent.

In the years 2014 to 2017, the Center received additional institutional funding of approximately 500 K€ per year. These funds were used to strengthen the Center’s research on climate change and energy policy. Moreover, the Center has intensified its research on the Green Paradox in the first years after the last evaluation. In the meantime, research efforts, both internationally and at ifo, have resulted in a very thorough understanding of the intertemporal reactions of resource owners to climate policies. Recently, the Center has therefore increasingly focussed on the potential technological and political lock-in effects and societal costs of climate and energy policies.

Based on its research, the Center is also active in policy consultancy, producing several expert reports. One report on the funding of renewables support was used by the Bavarian Ministry of Economics in its discussions with the German federal government on reforming renewables support. In another ongoing project for the German Federal Ministry of Economic Affairs and Energy, a monitoring and indicator system for the bioeconomy is being developed.

Between 2016 and 2018, members of the Center published 9 (plus 2 accepted) articles in peer-reviewed journals, 3 (1) of them in the category B. In the same period, revenues from

projects grants totalled 760 K€, which were obtained from federal and *Länder* governments/local authorities. Additionally, the Center raised 760 K€ from services based on commissioned work. Three doctoral degrees were completed.

In the next years, the Center will specifically considers the following three aspects in its research activities: a) path dependencies and the role of uncertainty for energy and resource markets, b) political economy and behavioural aspects of climate and energy policy, and c) analysis of energy system transformation.

### **3.7 ifo Center for International Economics**

[9 FTE, thereof 3 FTE research, 5 FTE doctoral candidates, and 1 FTE service staff]

The research of the “ifo Center for International Economics” deals with optimal policy in a globalised world and is structured into three areas: a) Trade Costs and Trade Policy, b) Globalisation and Labour Markets, and c) Trade and Environmental Policies. Since 2012, the Center has also been active in migration research and intensified its work in international environmental economics. For this reason, the Center’s name was changed from “International Trade” to “International Economics” to reflect its broader agenda. The Center employs a data-driven, policy-motivated approach that is grounded in modelling.

The Center also contributes to policy advice and the public debate. In one project commissioned by the European Commission the Center evaluated the EU-Korea trade agreement and it conducted several studies for the German Federal Ministry for Economic Affairs and Energy (e.g. on modelling of Brexit, on trade effects of border controls). Furthermore, the Center provides (geo-coded) databases on geological and meteorological events (ifo GAME and gridded GAME), and in cooperation with the World Bank a database of bilateral applied product-level tariffs.

Between 2016 and 2018, members of the Center published 15 (plus 7 accepted) articles in peer-reviewed journals, 4 (2) of them in the categories A and B. In the same period, revenues from projects grants totalled 930 K€, which were mainly obtained from the Leibniz Association, the DFG and the EU. Additionally, the Center raised 630 K€ from services based on commissioned work. Two doctoral degrees and one habilitation were completed.

At the end of February 2019 the Center director left the ifo and took up the post of president at the Institute for the World Economy (IfW, Kiel). Ifo plans to fill this position by the end of 2019. The recruitment process for a new Center director will focus on consolidating research and teaching in the area of the economic causes and implications of globalisation. Future research questions could include how economic globalisation and technical change interact, how trade conflicts and protectionism can be avoided and prosperity gains can be generated, and how the economic rise of China will affect Europe and other regions.

### **3.8 ifo Center for International Institutional Comparisons and Migration Research**

[8.5 FTE, thereof 4.5 FTE research, 1.3 FTE doctoral candidates, and 2.7 FTE service staff]

The “ifo Center for International Institutional Comparisons and Migration Research” emerged from the department of “International Institutional Comparisons”. It was re-named when questions related to refugees and the political economy of migration were

added to the Center's research agenda. Research is now organised into four areas: a) Migration and Institutions, b) Migration and Political Economy, c) Institutions and Financial Intermediaries, and d) Institutions and Society. In its research activities the Center combines theory and empirics, with a special focus on microeconomic analyses using administrative and survey data.

The Center operates the "Database for Institutional Comparisons in Europe" (DICE), which provides services within ifo and to external stakeholders. DICE was relaunched in 2019 and is acting as a key interface for pooling the Center's expertise. Additionally, the Center contributes to policy advisory work and the public debate. In 2017, the Center, for example, conducted a study for the "Chamber of Industry and Commerce of Munich and Upper Bavaria" on the topic of "Immigration of Skilled Workers to Germany – Proposal for a New Immigration Concept for Skilled Workers Based on International Experience".

Between 2016 and 2018, members of the Center published 12 (plus 2 accepted) articles in peer-reviewed journals, 4 of them in the categories A and B. In the same period, revenues from projects grants totalled 51 K€, which were mainly obtained from the DFG. Additionally, the Center raised almost 220 K€ from services based on commissioned work. Three doctoral degrees were completed.

In the next years, the Center plans to continue to conduct research in its four focus areas and to further enhance DICE and its contents. Additionally, it wants to analyse the challenges and opportunities created by Europe's demographic divergence from its neighbouring regions and the related potential welfare effects.

### **3.9 Research Group Taxation and Fiscal Policy**

[4 FTE, thereof 2.5 FTE research, 1.5 FTE doctoral candidates]

The "Research Group Taxation and Fiscal Policy" was created after the new president took office in 2016. The group is a new instrument with the purpose of reacting flexibly to upcoming economic and fiscal policy issues, strengthening cooperation across ifo Centers and supporting the ifo president in his ongoing research projects and in his role as a policy consultant.

The group conducts research into three areas: a) international taxation, b) taxation, fiscal policy and inequality, and c) fiscal policy and governance in the European Monetary Union. Furthermore, it contributes to policy advisory work and the public debate. In collaboration with other ifo Centers the group prepared several policy reports. These include a study commissioned by the European Parliament on the current state and prospects of convergence in the European Monetary Union, which was conducted together with the "ifo Center for Macroeconomics and Surveys".

Between 2016 and 2018, members of the Center published 13 (plus 3 accepted) articles in peer-reviewed journals, 2 of them in the categories A+ and B. In the same period, revenues from projects grants totalled 10 K€, which were obtained from the industry. Additionally, the Center raised 280 K€ from services based on commissioned work.

In the next years, the group plans to increase the cooperation especially with the ifo Centers for "Public Finance and Political Economy", "for Macroeconomics and Surveys", and

“for Energy, Climate and Resources”. Furthermore, it wants to analyse the implications of digitisation for tax policy in collaboration with the “ifo Center for Industrial Organisation and New Technologies” and to expand its work on international taxation and the tax system of China in cooperation with the “ifo Center for International Economics.”

## 4. Collaboration and networking

### Collaboration with universities

Ifo’s most important university collaboration is with the **Ludwig Maximilian University of Munich** (LMU). The president and all eight ifo Center directors are jointly appointed with the LMU. One of these nine joint W3 professorships is currently vacant, since the director of the “ifo Center for International Economics” took up the post of president of the Institute for the World Economy (IfW, Kiel) in March 2019. Ifo plans to fill the position by the end of 2019. Two joint W3 professorships are cofinanced by the CESifo GmbH (directors of the “ifo Center for “Energy, Climate and Resources” and of the “ifo Center for Public Finance and Political Economy”).

Ifo and LMU also cooperate in several research and third-party funded projects, in the promotion of young researchers, in the organisation of academic events and through the **Economics & Business Data Center** (EBDC). The EBDC was jointly founded in 2008 and received accreditation as a research data centre of the German Data Forum (*Rat für Sozial- und Wirtschaftsdaten, RatSWD*) in 2011. It aims to open up new fields for empirical research by providing datasets on German companies, featuring survey data collected by ifo as well as external balance sheet data. Since 2014, it is also possible to access the data of the Research Data Centers of the “Federal Statistical Office” and the statistical offices of the *Länder* on the premises of the EBDC. In 2018, the EBDC became part of the “LMU Open Science Center”, which aims to foster open science practices and help researchers to fulfil the standards of good scientific practices.

Ifo is closely associated with 15 other **German universities** through cooperation agreements. Without a formal agreement, ifo cooperates with further German universities and universities of applied sciences (Munich, Erding, Weiden-Amberg and Weihenstephan-Triesdorf). The **foreign universities** that formally collaborate with ifo include Stanford University, Harvard University, Princeton University and the University of Oxford. Cooperation extends in particular to joint research projects and conferences, networking of scientists and co-authorships, the exchange of researchers and the provision of internships at ifo.

In addition to the jointly appointed ifo Center directors and postdocs with temporary professorships at the LMU, numerous other ifo researchers have **teaching responsibilities** at universities. In 2018, about 200 semester periods per week (*Semesterwochenstunden*) were taught by ifo scientists.

### CESifo GmbH

According to ifo, the CESifo GmbH plays a key role in its international networking activities. The core tasks of the CESifo GmbH are:

- promotion of exchanges between LMU and ifo (e.g. through its financial contribution to two joint W3 professorships), and of young researchers,
- promotion of international research cooperation, particularly by further expanding and supporting the worldwide CESifo Research Network and financing research stays of international renowned researchers in Munich (e.g. through its guest researcher programme),
- analysis of economic developments in the European Union and stimulation of the European economic policy debate,
- organisation of scientific workshops and policy-oriented events, and
- provision of scientific and policy-oriented publication.

The CESifo Research Network is an independent research network that includes over 1,500 renowned researchers from all over the world. There are nine areas within the network, each headed by one director (Applied Microeconomics; Behavioural Economics; Economics of Digitization; Economics of Education; Employment and Social Protection; Energy and Climate Economics; Global Economy; Macro, Money and International Finance; Public Sector Economics). To promote networking within the areas, CESifo and ifo organise together a large number of international conferences and scientific events. The areas also award the annual “CESifo Distinguished Affiliate” prize. The aim of this award is to identify promising young economists and to bind them to the network at an early stage. In addition, CESifo organises international doctoral workshops that bring together junior researchers from all over the world.

Part of the international networking and the support of the CESifo research network is the publishing of numerous scientific series. The most important of these is the CESifo Working Paper Series, in which the scientific work of the network members appears at an early stage and – as a prerequisite for intensive professional discussion – is widely disseminated. In the evaluation period, almost 1,800 working papers were published in this series. All working papers are distributed electronically via SSRN (Social Sciences Research Network), RePEc, EconStor and the CESifo website. Furthermore, the two MIT Press series – the CESifo Seminar Series and the CESifo Book Series – publish books that deal with politically relevant topics.

CESifo also represents a platform for bringing economic insights into the European policy debate. The European Economic Advisory Group (EEAG), that consists of the ifo president and CESifo network members, prepares, for example, an annual report in which it evaluates current developments in the European economy and addresses a number of economic policy issues of major importance to Europe.

### **European Network for Economic and Fiscal Policy Research (EconPol Europe)**

EconPol Europe was founded in 2017 under the auspices of the ifo to intensify and deepen cross-border research and cooperation in Europe. It is financed by the “German Federal

Ministry of Finance” and consists of nine founding<sup>1</sup> and five associate<sup>2</sup> members from several European countries. It also maintains a permanent representative office in Brussels. The focus of EconPol Europe lies on four thematic areas: a) sustainable growth and best practice, b) EU policy reform and the EU budget, c) capital markets and the regulation of the financial sector, and d) governance and macroeconomic policies in the European Monetary Union. One of the network’s key objectives is to disseminate research results through various channels to the public, and thus bring together national and European debates. Ifo benefits from its role as coordinator of EconPol Europe especially in terms of international networking, joint research projects and opportunities to jointly raise research and third-party funding.

### **Other collaborations and networks**

**International cooperation** with other networks specifically exist in the fields of economics of education (EENEE – European Expert Network on Economics of Education), foreign trade, migration research (CEMIR – Center of Excellence for Migration and Integration Research) and industrial economics/new technologies (Euroconstruct).

**In Germany**, ifo is involved in the Joint Economic Forecast (*Gemeinschaftsdiagnose*) and in the Arbeitsgemeinschaft deutscher wirtschaftswissenschaftlicher Forschungsinstitute e.V. (ARGE). It is also active in three Leibniz Research Alliances (Leibniz Education Research Network, Energy Transition, Crises in a Globalised World).

Ifo cooperates closely with **external scientists** and other experts. This particularly applies to its 54 research professors, internationally recognised university professors who are affiliated with one of the ifo Centers and cooperate in particular in research and third-party projects or through the supervision of doctoral students. Moreover, guest researchers are invited, particularly if they can be expected to work together with ifo scientist on joint publications. The completion of a guest stay at ifo or CES is one of the prerequisites for a membership in the CESifo Researcher Network.

Between 2016 and 2018, 86 scientists spent more than a week at ifo (11 from Germany, 75 from Europe, 38 from non-European countries). In the same period, 38 ifo employees stayed at host institutions in Europe and non-European countries.

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<sup>1</sup> Ifo (München, Germany), Centre for European Policy Studies (CEPS; Brussels, Belgium), Centre d’Études Prospectives et d’Informations Internationales (CEPII; Paris, France), Institut für Höhere Studien (IHS; Vienna, Austria), Toulouse School of Economics (TSE; Toulouse, France), University of Oxford (Centre for Business Taxation; Oxford, UK), Università di Trento (Department of Economics and Management; Trento, Italy), VATT Institute for Economic Research (VATT; Helsinki, Finland), Zentrum für Europäische Wirtschaftsforschung (ZEW; Mannheim, Germany).

<sup>2</sup> CERGE-EI (Center for Economic Research and Graduate Education - Economics Institute; Prague, Czech Republic), CPB Netherlands Bureau for Economic Policy Analysis (Den Haag, The Netherlands), Instituto Universitario de Economía at Universidad Carlos III de Madrid (IUE-uc3m; Madrid, Spain), KOF Swiss Economic Institute (KOF; Zurich, Switzerland), Universidade de Lisboa, Research in Economics and Mathematics (REM; Lisbon, Portugal).

## 5. Staff development and promotion of junior researchers

### Staff development and personnel structure

On 31 December 2018, ifo employed 211 persons (183 full-time equivalents), 99 of which were scientists and 50 specialists, who support academic work in a research-oriented way, but do not perform research themselves. Further 21 employees were working in service positions, 39 in the institute's administration. Beside this, two persons were employed as trainees (see appendix 4).

Research staff are usually hired for a limited period. Permanent contracts can be offered in principle, but they are the exception rather than the rule. The prerequisites for the transfer to a permanent employment contract are described in a career paper by the Executive Board, which can be accessed by all employees on the ifo intranet.

In 2016, ifo decided to join the EU Commission's research policy initiative entitled "European Charter for Researchers" and to apply the resulting "Code of Conduct for Recruitment of Researchers" to its personnel. In January 2019, ifo was informed that it meets all the requirements for the use of the "HR Excellence in research" award/icon.

### Promotion of gender equality and Work-Family-Balance

On 31 December 2018, almost 50 % of the employees in research and scientific services were women. While the share of women was 48 % for doctoral researchers, only 24 % of the post-docs were women. Furthermore, there was only one woman among the seven researchers in executive positions and one woman among the nine W3 professors (ifo president and eight ifo Center directors).

Since 2009, ifo's internal equality regulations have been part of the certified management system, which is reviewed annually by external auditors. Ifo's regulations comply with the DFG's research-oriented gender equality standards and the Leibniz Association's framework recommendations on gender equality. In line with the DFG's cascade model, ifo has set target quotas for the scientific field and has included them into its programme budget.

The recent equal opportunities plan was drawn up in 2017 and is valid until autumn 2019. Its main objective is to enable more women to pursue careers in science by making work and development opportunities as attractive as possible for female scientists.

To reconcile work and family ifo offers part-time jobs, opportunities to work from home and finances three childcare places. Additionally, persons on parental leave can take part in further trainings offered by the institute and make use of ifo's travel budget for conference presentations. To attract especially distinguished scientists ifo also cooperates with the dual career offices of the two Munich universities.

### Promotion of junior researchers

Between 2016 and 2018, 31 dissertations have been completed at ifo. **Doctoral students** finished their doctorates on average within five years. At the end of the year 2018, 29 researchers were working on their dissertation. Doctoral students usually do their doctorates at the LMU's economics faculty, and become members of the "Munich Graduate School of Economics". While they prepare their dissertation they also participate in third-party-



funded projects and policy consultancy work. This practical experience in addition to the academic education makes doctoral students also attractive to employers in the industry and the public sector.

Since the last evaluation in 2012, almost one half of ifo's doctoral students stayed at the institute for their postdoctoral studies (many of them only for a few months though before moving on). The other half continued their careers with various employers in academia (e.g. Stanford University, Berkeley University, University of Oslo), public administration (e.g. BMWi, BMAS, European Commission) banks and companies (e.g. Allianz, BayernLB, Deutsche Bank) and national and international institutions (e.g. OECD, GIZ).

A new structural programme for **postdoctoral researchers**, the "Junior Development Program", was established together with the LMU's economics faculty. It supports the individual development of postdoctoral researchers and provides guidance on all aspects of building a professional career. The programme combines structured mentoring with a multi-level series of development workshops, seminars, and networking activities. Furthermore, funding for research projects is available. Ifo contributes to this programme by providing mentoring and organising workshops and seminars. All postdocs at ifo can apply for the programme; 22 out of 29 participated in 2018. Additionally, a separate career monitoring system was introduced for postdocs at ifo, consisting of career development discussions between ifo's Executive Board, the postdocs and their respective Center directors.

### **Training for non-academic staff**

Ifo offers **apprenticeship programmes** in "office communication" and "office management". One training position is usually filled per year. The legally prescribed training plan is supplemented with additional content, which increases the breadth of the training.

**Further training** in the non-scientific field ranges from specialist qualifications to tailor-made training for project management, presentation, moderation or dealing with important ifo stakeholders. The qualification needs are determined systematically at the beginning of a year and spontaneously over the course of a year. The annual training programme for non-scientific personnel comprises on average approximately 120 internal and external measures.

## **6. Quality assurance**

### **Internal quality management**

Ifo has implemented a quality management system according to ISO 9001. To maintain its certification, this management system is annually assessed by external auditors. Academic quality has to comply with the "rules of good scientific practice", the recommendations of the Leibniz Association and the German Research Foundation apply to ifo. The contact person for all questions concerning compliance with the "rules of good scientific practice" is the institute's ombudsperson.

### **Quality management by the Scientific Advisory Council and the User Advisory Board**

The Scientific Advisory Council (SAC) is the statutory body established by ifo to assess the scientific achievements of the institute and to advise the Executive and Administrative Board on departmental and interdepartmental aspects of the scientific work programme, as well as on ifo's national and international collaborations. It is also involved in the procedures for appointing the Executive Board members and the ifo Center directors and advises on the development of CESifo GmbH activities.

The SAC meets once a year and is represented at all meetings of the Administrative Council by its vice chairman. At the meetings of the SAC, ifo's president reports on the development of the parameters laid down in the programme budget and on the CESifo GmbH activities, particularly the development of the CESifo Research Network and its Areas. The SAC makes recommendations on the basis of these reports. In addition, the SAC has carried out an audit in 2018.

The User Advisory Council (UAC) advises ifo in its efforts to develop and improve its services. This particularly applies to the expansion of the range, content, and quality of the services. The UAC usually meets once a year. Its Chairman has participated in SAC meetings for many years and became an official member of the SAC in 2017, thus ensuring the coordination of the activities of both bodies.

### **Implementation of recommendations from the last external evaluation**

Ifo responded as follows to the seven recommendations of the last external evaluation (highlighted in italics, see also statement of the Leibniz Association issued on 17 July 2013):

#### General concept and profile

1. *"Following the successful reshaping of the institute in the last years, the proposed phase of organizational and strategic consolidation is welcomed. In order to be able to flexibly respond to new research topics emerging from ongoing economic developments, the institute should continue to intensify cooperation between the individual departments. To achieve this, Ifo has to ensure that appropriate structures exist to address cross-departmental issues efficiently."*

Structural measures to intensify cross-department cooperation, especially in research projects, have been introduced and are anchored in ifo's management system. ifo's president and Center directors have regular meetings where exchanges on cross-departmental plans and economic policy challenges are a fixed item on the agenda. A larger number of cross-departmental projects are being carried out. There is a weekly lunchtime seminar where all departments come together. In addition, the institute organises a yearly conference for the whole of ifo's scientific staff where the ongoing and planned core projects of each individual research department are presented and opportunities for joint projects are discussed. Last but not least, the "Research Group Taxation and Fiscal Policy" was set up with the aim of strengthening cooperation between the ifo Centers.

2. *"Up to 31 December 2013, the research on climate change and energy policy will be financed through a project grant from the Bavarian State Ministry of Economic Affairs,*

*Infrastructure, Transport and Technology. In order to continue and expand these activities Ifo is seeking a temporary, four-year increase in institutional funding in the 2014 programme budget in the context of a “spezifischen temporären Sondertatbestandes” (in accordance with the Leibniz Association’s budget drafting procedures). Themes which are conducive to producing novel research results and could give Germany the leading edge should become the focus. To this extent, the institute’s plans for consolidating and extending its work on climate change and energy policy receive partial support by the review board.”*

Ifo received the temporary, four year increase in institutional funding (2014-2017) of approximately 500 K€ per year. According to ifo, the supply-oriented analysis of climate and resource policy measures is also an integral part of its future research.

3. *“It is recommended to intensify research on the demand for Ifo’s research-based services and consultancy and also to develop appropriate indicators of demand. This would allow Ifo to respond even better to usage needs.”*

Initial measures to implement the recommendation were taken directly after the last evaluation (e.g. user surveys). Additionally, ifo acquired a three-year project (2015–2018) from the “German Federal Ministry of Education and Research” to systematically optimise its transfer activities and services and gear them more towards the needs of their users. The results of these analyses have gradually been implemented since 2016 and a transfer concept was designed.

#### Further development in staff and the promotion of young economists

4. *“In the next few years, the two Executive Board members, President and Commercial Director, will retire. In order to find first-class successors for these positions the Supervisory Board must initiate the respective nomination procedures in good time.”*

The bodies associated with recruiting the new president embarked upon the requisite steps at an early stage and set up a coordination group, which prepared the appointment process. The official recruitment procedure was completed in 2015 with the successful appointment of the new president, who took up his position in April 2016. In 2016, ifo’s Administrative Council set up a committee to search for a new additional Executive Board member. The committee successfully completed its task in 2017.

5. *“The institute has managed the personnel changes in mid-level leadership very well by recruiting outstanding, internationally renowned young researchers. For the new heads of department the future will mean maintaining their own very good research performance whilst growing into the responsible role of a senior scientist.”*

The exemplary role of the Center directors in terms of high scientific output is part of the recruitment agreement signed by the jointly appointed heads of the ifo Centers. According to ifo, the excellent placement and work of junior researchers in all of ifo's areas of activity show that the role model function of the Center directors is successful.

6. *“Ifo employs a number of meaningful measures to increase the percentage of women, particularly amongst the academic staff. It is recommended to continue efforts to increase the percentage of women in scientific positions, particularly at leadership level,*

*and to gear these efforts to the DFG's cascade model adopted by the Leibniz Association. The Supervisory Board has the task of monitoring the implementation of the cascade model to promote equal opportunities."*

The target figures according to the cascade model were first set out in the 2014 programme budget, which was approved by ifo's Administrative Council. Additionally, ifo organises seminars and workshops on gender-related topics that are particularly aimed at research department heads and postdocs. Projects to promote women in scientific management positions were successfully acquired in 2015 and 2016 via the Leibniz tender procedure and the German Research Foundation (DFG), which led to the promotion of three female scientists to the position of young economist group leaders. In 2017 and 2018, ifo achieved gender balance among doctoral students.

*7. The Institute should also increase its revenues from the DFG.*

Ifo increased its revenues from the DFG significantly since the last evaluation. In the reference period before the last evaluation (2009-2011) revenues from the DFG totalled 320 K€ (7.8 % of all revenues from project grants). Between 2016 and 2018, revenues from the DFG amounted to 1 M€ (14 % of all revenues from project grants).

Appendix 1

Organisational Chart



## Appendix 2

### Publications

Type of publication	2018	2017	2016
Monographs	48	37	29
Individual contributions to edited volumes	17	27	42
Articles in peer-reviewed journals*	60 (42)	74	58
Articles in other journals	221	219	252
Working and discussion papers	117	78	84
Editorship of edited volumes	2	2	3

\* Contributions that have been accepted for publication but not yet appeared are added in parentheses for the respective year.

## Appendix 3 Revenue and Expenditure

Revenue	2018			2017			2016		
	T€	% <sup>1)</sup>	% <sup>3)</sup>	T€	% <sup>2)</sup>	% <sup>3)</sup>	T€	% <sup>2)</sup>	% <sup>3)</sup>
<b>Total revenue (sum of I, II. and III.; excluding DFG fees)</b>	18,956			18,659			17,610		
<b>I. Revenue (sum of I.1., I.2. and I.3)</b>	18,464	100%		17,821	100%		16,367	100%	
1. <u>INSTITUTIONAL FUNDING (EXCLUDING CONSTRUCTION PROJECTS AND ACQUISITION OF PROPERTY)</u>	11,603	62.8%		11,486	64.4%		10,345	63.2%	
1.1 Institutional funding (excluding construction projects and acquisition of property) by Federal and Länder governments according to AV-WGL	11,603			11,486			10,345		
1.2 Institutional funding (excluding construction projects and acquisition of property) not received in accordance with AV-WGL									
2. <u>REVENUE FROM PROJECT GRANTS</u>	2,579	14.0%	100%	2,445	13.7%	100%	2,239	13.7%	100%
2.1 DFG	472		18.3%	364		14.9%	197		8.8%
2.2 Leibniz Association (competitive procedure)	428		16.6%	703		28.8%	608		27.2%
2.3 Federal, Länder governments, local authorities	478		18.5%	537		22.0%	541		24.2%
2.4 EU	332		12.9%	246		10.1%	258		11.5%
2.5 Industry	311		12.1%	287		11.7%	452		20.2%
2.6 Foundations	530		20.6%	307		12.5%	123		5.5%
2.7 Other sponsors	27		1.1%			0.0%	60		2.7%
3. <u>REVENUE FROM SERVICES</u>	4,282	23.2%		3,891	21.8%		3,783	23.1%	
3.1 Revenue from commissioned work	3,589			3,670			3,330		
3.2 Revenue from publications	71			80			114		
3.3 Revenue from the sale of data and database services	292			141			166		
3.4 Revenue from other services	330						173		
<b>II. Miscellaneous revenue (e.g. membership fees, donations, rental income, funds drawn from reserves, subsidy of Dresden)</b>	750			1,066			1,047		
<b>III. Revenue for construction projects (institutional funding by Federal and Länder governments, EU structural funds, etc.)</b>	3			40			196		
<b>Expenditures</b>	<b>T€</b>			<b>T€</b>			<b>T€</b>		
<b>Expenditures (excluding DFG fees)</b>	18,956			18,659			17,610		
1. Personnel	14,092			13,367			12,424		
2. Material expenses	4,532			4,424			4,345		
3. Equipment investments	201			280			277		
4. Construction projects, acquisition of property	3			40			373		
5. "Reserves" (e.g. cash assets, expense carryovers)	126			179			125		
6. Miscellaneous				368			66		
DFG fees (if paid for the institution - 2.5% of revenue from institutional funding)	261			269			266		

[1] Preliminary data: no

[2] Figures I.1, I.2 and I.3 add up to 100%. The information requested here is thus the percentage of "Institutional funding (excluding construction projects and acquisition of property)" in relation to "Revenue from project grants" and "Revenue from services".

[3] Figures I.2.1 to I.2.6 add up to 100%. The information requested here is thus the percentage of the various sources of "Revenue from project grants".

## Appendix 4

## Staff

(Basic financing and third-party funding / proportion of women (as of 31 December 2018)\*)

	Full-time equivalents		Employees		Female employees	
	Total	on third-party funding	Total	on temporary contracts	Total	on temporary contracts
	Number	Percent	Number	Percent	Number	Percent
<b>Research, scientific services and service staff</b>	<b>125</b>		<b>149</b>		<b>73</b>	
<b>Research and scientific services</b>	<b>83</b>	<b>71</b>	<b>99</b>	<b>85</b>	<b>33</b>	<b>94</b>
President	1	0	1	100	0	0
Professors / Center Directors (C4, W3)	8	25	8	0	1	0
Researchers in executive positions / Deputy Directors (E15)	7	30	7	14	1	0
Post-doctoral researchers (E14)	27	64	29	100	7	100
Researchers in non-executive positions (E13, E14)	3	61	4	50	0	0
Doctoral candidates (E13)	37	96	50	100	24	100
<b>Service staff</b>	<b>42</b>	<b>83</b>	<b>50</b>	<b>2</b>	<b>40</b>	<b>0</b>
Senior specialists (from E13)	6	73	7	0	5	0
Specialists (E10-E12)	20	95	22	5	15	0
Clerks (E6-E10)	16	68	21	0	20	0
<b>Service positions</b>	<b>19</b>		<b>21</b>			
Laboratory (E5 bis E8)	3	0	3			
Library (E9 to E12)	1	0	1			
Library (E5 to E8)	1	0	1			
Information technology - IT (E9 to E12)	7	11	8			
Information technology - IT in executive positions (from E13)	2	0	2			
Technical (E5 to E8)	5	0	6			
<b>Administration</b>	<b>37</b>		<b>39</b>			
Head of administration	1	0	1			
Staff positions (from E13)	4	3	5			
Staff positions (E9 to E12)	5	47	6			
Head of Works Council	1	0	0			
Internal administration (financial administration, personnel etc.) (from E13)	7	0	7			
Internal administration (financial administration, personnel etc.) (E9 to E12)	19	57	20			
<b>Student assistants</b>	<b>9</b>	<b>46</b>	<b>46</b>			
<b>Trainees</b>	<b>2</b>	<b>0</b>	<b>2</b>			

\* This table presents staffing numbers as of 31 December 2018. In section 3 (subdivisions) annual averages of researchers are presented.



## Annex B: Evaluation Report

### ifo Institute - Leibniz Institute for Economic Research at the University of Munich (ifo)

#### Contents

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Appendix:

Members of review board

## 1. Summary and main recommendations

The ifo Institute – Leibniz Institute for Economic Research at the University of Munich (ifo) is one of Europe’s leading economic research institutes. It combines very convincing research and infrastructure activities with highly sought-after consultancy and other transfer services for policy makers and the economy. The institute is, moreover, intensively involved in the public debate on economic and financial policy matters and has a strong media presence.

This overall assessment repeats the conclusion already drawn at the last evaluation seven years ago. It is remarkable that ifo has performed at such a high level for a long period of time. Given the fact that there have been major staffing changes at leadership level, this is all the more to be appreciated. In 2016 and 2017, new appointments were successfully made to both key positions on the Executive Board. An economist of international standing, who had previously been the head of another economic research institute in the Leibniz Association, was recruited as President; the new administrative member of the Board also has substantial management experiences to build on. The new Board is very successful in balancing change and continuity at the institute. In addition to the leadership, since the last evaluation, new directors have been appointed to two of the eight Centers. These new appointments have also proven very successful.

Research activities are reflected in a very good publication record. Given the potential of the researchers at ifo and its role as a leading research institution, in particular, publications at the research frontier (A+ journals) should be aimed at. It is pleasing that ifo continuously acquires high levels of third-party funding. As recommended, revenues from DFG funding have been increased. Regarding topics, the institute has also managed to quickly integrate significant political events into its scientific work. One such example is the British decision to leave the EU (Brexit), another the changes in US trade policy. There is still some room for improvement with regard to the topic of migration.

ifo provides important research infrastructure services, particularly through the Economic and Business Data Center (EBDC) that was established jointly with LMU Munich in 2008. Already at the last evaluation, the review board and the Leibniz Senate emphasised the importance of EBDC. With the EBDC, ifo has acquired a unique feature in the field of collating and maintaining current business data in Germany. It is therefore consistent to continue expanding EBDC, as planned.

ifo is also deeply involved in advising political and economic actors. It is, for example, part of the Joint Economic Forecast commissioned by the German Federal Ministry of Economic Affairs and Energy. Special mention should also be made of the European Network for Economic and Fiscal Policy Research (EconPol Europe) funded by the Federal Ministry of Finance. It was established in 2017 and has already become a very important actor at EU level. Also, with its *ifo Business Climate Index* the institute attracts great attention both in the political arena and amongst the general public.

ifo’s diverse research, research infrastructure and consultancy activities are carried out in eight ifo Centers and one Research Group. These nine units are rated as “excellent” in two cases, “very good” in four, “good to very good” in a further two and once as “good”.

ifo cooperates very closely with LMU Munich. The President and all eight Center Directors hold joint W3 professorships at the university. Moreover, ifo and LMU Munich cooperate successfully on a series of research and research infrastructure projects, in jointly promoting junior researchers as well as in the EBDC. At international level, too, ifo is intensively connected via CESifo GmbH (Munich Society for the Promotion of Economic Research). With over 1,500 distinguished members, CESifo is one of the largest independent global networks for economic research and of crucial significance for ifo's international networking activities. CESifo and ifo organise many international conferences and scientific events together. Especially the annual "Area Conferences" enjoy international renown.

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

#### General concept and profile (Chapter 2)

1. ifo plans to develop the Economic and Business Data Center (EBDC) into a big data center in order to use the great potential of mass data for empirical economics. This goal is explicitly endorsed. As planned by the institute, an application for additional funding in the form of an extraordinary item of expenditure (*Sondertatbestand*) should be elaborated in more detail. Also, the following points should be taken into account:

(a) It makes sense that EBDC should be developed into an independent service unit that will no longer be headed by the director of a Center. The human and material resources required for this purpose are plausibly explained. However, it is very important to continue securing the close interplay between EBDC and the research activities in the ifo Centers. It must be clearly defined who is responsible for this overarching leadership task.

(b) Greater detail should also be provided on the procedures and criteria determining the allocation of the scientific positions envisaged for working on the data. The need for seven positions for doctoral candidates or postdocs to conduct research on the data should be explained more precisely.

ifo's Advisory Board should submit a brief statement on the completed application so that it can subsequently be channelled into the process for prioritising extraordinary items of expenditure.

#### Staff development and promotion of junior researchers (Chapter 5)

2. It is pleasing that the proportion of female researchers at the level of doctoral candidates has now reached almost 50 percent (24 out of 50 individuals). Seven years ago, only some 30 percent of doctoral candidates were women (14 out of 45 individuals). However, at the level of post-doctoral employees and researchers in non-executive positions, only 21 percent are women (7 out of 33 individuals) and at the level of senior researchers<sup>1</sup>, the figure is only approx. 13 percent (two out of 16 individuals). The situation at these two levels roughly equates to the gender distribution as it was seven years ago. ifo and the Administrative Board must improve the situation.

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<sup>1</sup> Senior researcher include the President, the Center heads and Researchers in executive positions / Deputy Directors (see Status Report, p. A-28).

3. Half of the postdocs currently employed by ifo were previously doctoral candidates at the institute. As suggested seven years ago, the institute should fill more of its postdoc positions externally. In this context, ifo should examine whether postdoc positions for applicants from abroad could be made more attractive. This might also help to increase the percentage of female researchers at this level of qualification.

## 2. General concept and profile

### **Development of the institution since the last evaluation**

In 1998, the German Council of Science and Humanities issued a highly critical evaluation of ifo. One year later, a new President assumed office. At the last evaluation in 2013, it was confirmed that during his long period of leadership he had managed to fundamentally and sustainably reform the institute. Its performance was largely rated as very good, in some cases even better. Against the backdrop of the institute's history, the Review Board and the Leibniz Senate at the time pointed out how essential the issue of re-appointing the Board (scientific and administrative leadership) would be, which, due to retirement, was to take place almost concurrently in 2016 and 2017.

The appointment of these two key positions has been excellent. Those responsible on ifo's committees and at LMU Munich controlled both appointment processes very strategically and completed them quickly. An economist of international standing, who had previously been the head of another economic research institute in the Leibniz Association, was recruited as President; the new administrative member of the Board has substantial management experiences to build on. The new President and the new Administrative Director have now been working together very well for the last three years. They manage the institute in a sovereign manner and involve senior scientists and other staff in their decision-making in a very cooperative way. All in all, the new Board has managed superbly to balance change and continuity at the institute.

In addition to the Board, since the last evaluation, new directors have also been appointed to two of the eight Centers, succeeding directors who had accepted appointments elsewhere. The new directors, who joined ifo in 2014 and 2017, have proved to be very good appointments. It is to the enormous credit of everyone involved that these changes were completed without any obvious friction. A third directorship position is currently vacant, the previous incumbent having been appointed President of the Kiel Institute for the World Economy in March 2019. Those responsible are currently conducting the appointment process very capably (see Chapter 4).

ifo's organisational structure has essentially remained unchanged since the last evaluation and is composed of eight Centers. It makes sense that this clear basic structure has been retained. Every Center is headed by a researcher who holds a joint W3 professorship at LMU Munich. ifo plausibly explains that this structure is viable despite a remarkably high number of fixed-term employees and that the comparatively large fluctuation also in postdoc positions contributes to invigorating the institute scientifically. Positive mention should be made of the fact that the President is closely integrated in research activities

thanks to his leadership of the “Research Group Taxation and Fiscal Policy”, which was created after he took office and which is significantly smaller than a Center.

Since the last evaluation, ifo’s research activities have been continuously developed. It is pleasing to note that the Board and Center Directors take consensual and yet clear decisions on new topics that should be addressed. They have embarked on work, for instance, on the economic causes and effects of political populism. Against the backdrop of developments in the German research landscape, ifo has, however, also consciously decided not to extend its agenda to embrace financial market research.

It is pleasing, too, that the recommendation made at the last evaluation to increase cooperation between the Centers has been implemented. The institute has also managed to quickly integrate significant political events into its scientific work. One such example is the British decision to leave the EU, another the changes in US trade policy. There is still some room for improvement with regard to the topic of migration.

## **Results**

### *Research*

Overall, ifo’s research results are very well published, both in terms of quality and quantity.

Between 2016 and 2018, 234 articles were published in peer-reviewed journals (see Status Report, p. A-26), considerably more than between 2009 and 2011 (figure at the previous evaluation: 188 articles). In view of the changes in personnel described above, this is a great achievement, especially as the number of scientific staff remained the same.

ifo uses the established *Handelsblatt* ranking of journals in economics for internal benchmarking of the quality of its publications. Given the potential of the researchers at ifo and its role as a leading research institution, in particular, publications at the research frontier (A+ journals) should be aimed at. In order to achieve this goal, a drop in the number of publications in C and D journals will have to be accepted.

### *Research Infrastructures and Research Services*

ifo offers various scientific research services based on the ongoing collection, maintenance and provision of comprehensive data (see Status Report, p. A-6). Special mention should be made of the Economic and Business Data Center (EBDC). It delivers innovative data sets for German companies, including survey data collected by ifo on firms’ business status, innovativeness and investment behaviour as well as external data on corporate financing and governance structure. EBDC was established jointly by ifo and LMU Munich in 2008 and accredited by the German Data Forum in 2011. It is positive that, since 2018, EBDC has been integrated in the LMU Open Science Center. It is currently managed by the two heads of the “ifo Center for Macroeconomics and Surveys” and the “ifo Center for Industrial Organisation and New Technologies”.

### *Policy Advice and Public Debate*

On the basis of its research and research infrastructure performance, ifo has delivered very convincing scientific policy advice in recent years. It participates, for example, in the Joint Economic Forecast commissioned by the German Federal Ministry of Economic Affairs and Energy, which sees leading German economic research institutes producing joint economic forecasts twice a year that inform the Federal government's projections. Furthermore, in 2017, the European Network for Economic and Fiscal Policy Research (Econ-Pol Europe) was founded under the auspices of ifo to intensify and deepen cross-border research and cooperation in Europe. It is funded by the Federal Ministry of Finance and has already become a very important actor at EU level that pools the scientific discourse in various EU Member States and channels it into European-level economic policy debates (see Chapter 4). Also, with its *ifo Business Climate Index* the institute attracts great attention both in the political arena and amongst the general public. ifo is also engaged in advise of non-governmental associations and of companies. Of course, as for all research institutions, it is important to be highly vigilant with respect to potential conflicts of interests when accepting non-public funding and to ensure strict independence.

Senior researchers, especially also the President, receive significant public attention. ifo's media presence is remarkably high both in Germany and, increasingly, in Europe as well, not only in classic formats (TV appearances, newspaper articles) but also on social media. This transfer between science and the general public is important and ifo masters it very well. Moreover, via publications in policy-oriented periodicals, such as *ifo Schnelldienst*, *Wirtschaftsdienst*, *Intereconomics* or on voxeu.org, ifo reaches an important audience in the political, administrative and corporate arenas.

### **Appropriateness of facilities, equipment, and staffing**

The level of institutional funding is sufficient to enable ifo to fulfil its current portfolio appropriately.

ifo continuously acquires impressive levels of third-party funding. During the current reporting period (2016-2018), similar as seven years previously, it accounted for an average of 37 percent of the institute's overall income. Third-party funding is generated by services (23%), such as commissioned work and data-base services, and by research project funding (14 %). It is welcomed that the volume of research project funding has gone up. In particular, DFG funding has increased significantly as recommended at the last evaluation (from an annual average of € 100K to € 300K).

### **Strategic work planning for the next few years**

In the coming years, the interplay of activities in the field of research infrastructures, research and knowledge transfer will continue to be the institute's primary mission. These structural goals are meaningful and in line with both ifo's statutes and what is required of a Leibniz institution. It is therefore welcomed that they will be formulated in greater detail in the context of the ongoing strategic process. Also, it is welcomed that junior researchers are trained not only in research but also in merging research and transfer.

**ifo plans to develop the Economic and Business Data Center (EBDC) into a big data center in order to use the great potential of mass data for empirical economics.** Even at the last evaluation, the expert reviewers and the Leibniz Senate emphasised the importance of EBDC. Thanks to the Center, ifo has already acquired a special feature in the field of collating and maintaining current business data which is unparalleled in Germany. It is therefore logical to continue expanding EBDC into the field of big data. **This goal is explicitly endorsed. As planned by the institute, an application for additional funding in the form of an extraordinary item of expenditure (*Sondertatbestand*) should be elaborated in more detail. Also, the following points should be taken into account:**

**(a) It makes sense that EBDC should be developed into an independent service unit that will no longer be headed by the director of a Center. The human and material resources required for this purpose are plausibly explained. However, it is very important to continue securing the close interplay between EBDC and the research activities in the ifo Centers. It must be clearly defined who is responsible for this overarching leadership role.**

**(b) Greater detail should also be provided on the procedures and criteria determining the allocation of the scientific positions envisaged for working on the data. The need for seven positions for doctoral candidates or postdocs to conduct research on the data should be explained more precisely.**

**ifo's Advisory Board should submit a brief statement on the completed application so that it can subsequently be channelled into the process for prioritising extraordinary items of expenditure.**

### 3. Subdivisions of ifo

#### 3.1 ifo Center for Macroeconomics and Surveys

(33.5 FTE, thereof 9.4 FTE research, 6.8 FTE doctoral candidates, and 17.3 FTE service staff)

The "ifo Center for Macroeconomics and Surveys" provides services and conducts research into macroeconomic questions. Services include the collection of various survey data as well as the preparation and publishing of business cycle indicators and macroeconomic forecasts. The most popular and widely quoted indicator is the *ifo Business Climate Index*. It is based on the ifo Business Survey which collects data from more than 9,000 German firms. Furthermore, the Center participates in the Joint Economic Forecast commissioned by the Federal Ministry of Economic Affairs and Energy and is involved in other policy-related projects. With these research-based service and policy advice activities, the Center contributes significantly to ifo's visibility. Its huge volume of third-party funding, including DFG and EU funds, is impressive.

Originally, the Center's research activities concentrated on more traditional areas of macroeconomic research and economic forecasting. When the head of the Center relocated to the University of Kiel in 2014, after a time under an acting leadership a new head was

appointed in 2017. Under his leadership, the Center has embraced new, interesting topics such as economic policy, inequality and redistribution. Opening up the thematic profile in this way is fundamentally welcomed. The Center should, however, ensure that the range of topics does not become too wide and develop a clearer, more focussed research agenda.

It is pleasing that the number of publications in peer-reviewed journals has increased significantly since the last evaluation. On this basis, it should be possible in the coming years to publish regularly in peer-reviewed journals with a high impact (A and B journals according to the *Handelsblatt* ranking). Furthermore, the Center should link its forecasting methods to more dynamic macroeconomic approaches and models.

The “ifo Center for Macroeconomics and Surveys” is rated as “very good”.

### **3.2 ifo Center for Public Finance and Political Economy**

(5.7 FTE, thereof 2.3 FTE research, 3 FTE doctoral candidates, and 0.4 FTE service staff)

The “ifo Center for Public Finance and Political Economy” focusses on fiscal federalism and equalisation, public debt, and tax policy. It also investigates the rise of populism and its impact on economic policies and outcomes.

The Center produces very good research outcomes, which are published appropriately. In the last few years, the number of articles in peer-reviewed journals has increased significantly. This positive development had been hoped for at the last evaluation as the new head of the Center had only just assumed his position at ifo, ending a two-year vacancy of the directorship. Building on the success of improving the publication record in quantitative terms, research activities should now be more thematically focussed and lead to more publications in A and B journals.

The Center has the potential to address research questions involving large data and would therefore benefit from the envisaged extension of EBDC (see Chapter 2: Strategic work planning). On methodological questions, it is already well connected with the other Centers. Special mention should be made of its productive cooperation with the “Research Group Taxation and Fiscal Policy” with which, for example, the ifo tax and transfer simulation model was jointly developed.

The Center is very successfully engaged in providing scientific services and reaches a large audience with its results. The ifo and Frankfurter Allgemeine Zeitung Economists Panel, for example, was established in 2016 and offers the public a differentiated perspective on economists’ views of the key challenges facing Germany.

The “ifo Center for Public Finance and Political Economy” is rated as “very good”.

### **3.3 ifo Center for Labour and Demographic Economics**

(7.8 FTE, thereof 2.9 FTE research, 3.2 FTE doctoral candidates, and 1.7 FTE service staff)

The “ifo Center for Labour and Demographic Economics” investigates the economic consequences of fundamental demographic changes. The issues range from changes in the ageing pyramid via changing family structures, gender questions and the integration of immigrants through to the social impact of environmental and noise pollution.



The publication record on these issues is very good, just as it was at the last evaluation. The range of topics generates many different collaborations with other ifo Centers; in the interest of the Center's internal coherence and of maintaining an independent profile, however, it should continue to be monitored.

The Center's research activities are based on a wide range of state-of-the-art methods. The comprehensive underlying data that is collected and maintained by the Center could be exploited in a more targeted way in the future using new data analysis methods. In recent years, the third-party funding portfolio has moved away from contract research to funding for the Center's own research work. This positive development is appreciated and balances out the drop in absolute terms, especially as the level of funding is still high.

The "ifo Center for Labour and Demographic Economics is rated" as "very good".

### **3.4 ifo Center for the Economics of Education**

(12.8 FTE, thereof 5 FTE research, 6 FTE doctoral candidates, and 1.8 FTE service staff)

The "ifo Center for the Economics of Education" has a distinctly coherent research agenda. Research in the Center is structured into four areas: a) Education and Individual Outcomes, b) Education and Long-Term Development, c) Determinants of Education, d) Governance of Education.

The Center produces excellent research outcomes that are published in high-ranking journals and attract international attention, well beyond Europe. Within Germany, the Center is one of the most important groups addressing the economics of education, if not the most important. Its research activities are based on state-of-the-art research methods and a raft of the Center's own as well as external datasets.

The Center is also extremely active in political consultancy and excellently connected internationally. It coordinates, for example, the European Expert Network on the Economics of Education (EENEE) together with the Center for European Policy Studies (CEPS, Brussels). It has also acquired a huge volume of third-party funding, including DFG and EU funds, and does an excellent job in hiring and promoting junior researchers.

The "ifo Center for the Economics of Education" is rated as "excellent".

### **3.5 ifo Center for Industrial Organisation and New Technologies**

(19.8 FTE, thereof 3 FTE research, 3.8 FTE doctoral candidates, and 13 FTE service staff)

Until 2014, research in the "ifo Center for Industrial Organisation and New Technologies" concentrated on the fields of industry, institutions and regulation. When the former head switched completely to his professorship in business administration at LMU Munich, the former deputy head of the "ifo Center for the Economics of Education" became the new head of the Center. He incorporated research on innovation and digital transformation into the research agenda which means the Center now addresses a wide range of topics. Against this backdrop, the Center is recommended to focus its research agenda with an emphasis on developing a more topic-related and less data- and method-driven research programme.

The Center acquired a high amount of third-party funding and produces convincing research results, which are well published. There is great potential for enhancing its publication performance. The Center's research activities would benefit considerably if it did not have to provide so many services for EBDC. Not least in this respect, the plans to transform EBDC into an independent service unit are welcomed (see Chapter 2: Strategic work planning).

The Center delivers very good consultancy services. The structural changes adopted in the field of *Branchen special reports*, which offer analyses and forecasts for several core industries, are welcomed.

The "Center for Industrial Organisation and New Technologies" is rated as "good to very good".

### **3.6 ifo Center for Energy, Climate and Resources**

(13.7 FTE, thereof 8.7 FTE research, 3 FTE doctoral candidates, and 2 FTE service staff)

The "ifo Center for Energy, Climate and Resources" conducts research into a wide range of interesting topics. These include the impact of the German energy transition on society and the economy, the implications of climate and energy policy for fossil resource markets, and the efficiency and effectiveness of climate policies.

It is recommended to focus the programme and determine more clearly which topics are to be addressed and at what depth. Third-party funding and the Center's publication performance have dropped since the last evaluation and are now rated as good. It is welcomed that, for some time, certain topics have been addressed in cooperation with a partner in Norway. This should now be complemented by closer, clearly defined cooperation with the other ifo Centers.

The head of the Center is very active in political consultancy. The fact that she is involved in national and international committees, in some cases in a leading role, is welcomed. She thus contributes to the visibility of the Center and of ifo as a whole.

The "ifo Center for Energy, Climate and Resources" is rated as "good".

### **3.7 ifo Center for International Economics**

[9 FTE, thereof 3 FTE research, 5 FTE doctoral candidates, and 1 FTE service staff]

In recent years, the "ifo Center for International Economics" has undertaken impressive work on the connections between rapidly increasing international economic interdependence (globalisation) and the political governance of this development. Activities are clearly focussed on trade, labour market and environmental policies. It should be noted that current political developments, like the change in the US presidency and the British decision to leave the EU (Brexit), have been speedily addressed and very lucidly analysed.

The Center's dynamic development is also reflected in the fact that third-party funding for research projects has grown to a remarkably high level since the last evaluation. The research results are intensively published in outstanding economic journals.

In March 2019, the head of the Center moved to Kiel to become President of the Institute for the World Economy. It is welcomed that ifo's management and committees as well as LMU Munich quickly started the necessary recruitment process. Those responsible at ifo and at the university have very sensibly re-directed the designation of the professorship more towards globalisation. It is very pleasing that the researchers employed at the Center are continuing to work very successfully, despite the vacancy.

The "ifo Center for International Economics" is rated as "excellent".

### **3.8 ifo Center for International Institutional Comparisons and Migration Research**

(8.5 FTE, thereof 4.5 FTE research, 1.3 FTE doctoral candidates, and 2.7 FTE service staff)

The "ifo Center for International Institutional Comparisons and Migration Research" is a department with a strong focus on service and policy advice. It is mainly responsible for the maintenance and further development of the comprehensive "Database for Institutional Comparisons in Europe" (DICE).

International institutions have always been one of the Center's main research focus areas. Since the last evaluation, research on migration has been added to the research agenda. This thematic expansion is welcomed and should now be more strongly related to issues of major social relevance that go beyond science. Consideration should, for instance, be given to placing more emphasis on the impact of migration on employment markets and to taking greater account of the specific situation in Germany without neglecting the basically welcomed approach of focussing on international comparisons.

The Center has an appropriate level of third-party funding and produces convincing research results that are appropriately published. However, just as at the last evaluation, the Center's publications are too concentrated on the head of the Center. It should, therefore, strive to involve junior researchers to a greater extent and also cooperate more closely with the "ifo Center for Labour and Demographic Economics".

The "ifo Center for International Institutional Comparisons and Migration Research" is rated as "good to very good".

### **3.9 Research Group Taxation and Fiscal Policy**

(4 FTE, thereof 2.5 FTE research, 1.5 FTE doctoral candidates)

The "Research Group Taxation and Fiscal Policy" was created after the new President took office in 2016. The main purpose of this relatively small group is to support the President in his ongoing research projects. The establishment of this group is thoroughly endorsed, also because it enables the President to be integrated in the research work of the entire institute.

The group conducts research into three areas: a) international taxation, b) taxation, fiscal policy and inequality, c) fiscal policy and governance in the European Monetary Union. It thus addresses topics which are hardly researched in Germany and are highly relevant politically. The group publishes its research results very well and has an appropriate level of third-party funding.

Based on its research, the group delivers important consultancy services on taxation and fiscal policy matters like the envisaged reintroduction of a property tax in Germany. Thanks to topics such as these, the ifo President has a strong media presence and contributes enormously to the institute's visibility.

The "Research Group Taxation and Fiscal Policy" is rated as "very good".

## 4. Collaboration and networking

### **Collaboration with LMU Munich**

ifo cooperates very closely with LMU Munich and is intensively involved in university teaching. The President and all eight Center Directors hold joint W3 professorships at the university. One of the professorships is currently vacant, the previous incumbent having been appointed President of the Kiel Institute for the World Economy in March 2019. The re-appointment process is already well underway so that the position is not expected to remain vacant for long (see also Chapter 3.7).

Moreover, ifo und LMU Munich collaborate successfully on a number research and third-party projects, on jointly promoting junior researchers as well as in the context of the Economics & Business Data Center (see Chapter 2: Results).

### **CESifo GmbH**

CESifo GmbH (Munich Society for the Promotion of Economic Research) was jointly founded by ifo and LMU in 1999 and is predominantly financed by the *Land* of Bavaria. The purpose of CESifo is to support an international research network and to link LMU and ifo closer to one another and to the international research community. Today, CESifo is one of the largest independent global networks for economic research. It is of crucial significance for ifo's international networking activities and a key instrument in making ifo an international player.

CESifo's core task is to support and expand the outstanding worldwide CESifo Research Network. It is structured into nine Network Areas and currently has more than 1,500 distinguished members. To promote networking within the Areas, CESifo and ifo jointly organise many international conferences and scientific events. Especially the annual "Area Conferences" enjoy international renown.

Furthermore, CESifo publishes numerous scientific series, such as the *CESifo Working Paper Series*, and is an important platform for channelling economic insights into the European policy debate, especially via the European Economic Advisory Group (EEAG). EEAG consists of the ifo President and CESifo network members and provides policy makers and the public with scientifically-based assessments of economic policy issues of major importance to Europe.

### **European Network for Economic and Fiscal Policy Research (EconPol Europe)**

EconPol Europe was founded in 2017 under the auspices of ifo to intensify and deepen cross-border research and cooperation in Europe. It is financed by the German Federal

Ministry of Finance and consists of 14 policy-oriented university and non-university research institutes across 12 countries.

Although the network was only established in 2017, it has already become a very important actor at EU level. It builds bridges between the scientific discussions in the Member States and decision makers in Brussels, especially by holding regular events on key economic and policy issues (e.g. EconPol Annual Conference in Brussels). In doing so, it provides policy makers with evidence-based policy advice on the economic and institutional development of the EU and the Eurozone.

### **Other collaborations and networks**

In Germany, ifo cooperates with other economic research institutes on the Joint Economic Forecast and participates in three Leibniz Research Alliances. It is also involved in international research networks, such as the European Expert Network on Economics of Education (EENEE).

Of great importance to ifo is its cooperation with its more than 50 research professors. These are distinguished external researchers with whom ifo has a long-term contractual relationship. They are affiliated to one of the ifo Centers and cooperate, in particular, on research and third-party projects or on supervising doctoral students.

## **5. Staff development and promotion of junior researchers**

### **Staff development and personnel structure**

The number of staff and the personnel structure (i.e. the proportion of scientific staff, staff providing scientific services and those in staff positions and administrative functions) has not changed in the last seven years and is still appropriate to fulfil the institute's mission. Forty-nine individuals are employed as post-doctoral or senior researchers at ifo and 50 doctoral candidates are currently receiving training. Fifty individuals are also employed in scientific services; the other 60 work in internal central services (IT, library, staff functions and administration).

Four of the ten senior scientist positions have been newly appointed since 2014, including the two positions on the Board; a fifth position is currently being re-filled. ifo and its committees managed this considerable upheaval in personnel excellently and smoothly.

### **Promotion of gender equality**

As recommended at the last evaluation, and now stipulated by the Joint Science Conference, ifo has introduced the DFG's cascade model.

**It is pleasing that the proportion of female researchers at the level of doctoral candidates has now reached almost 50 percent (24 out of 50 individuals). Seven years ago, only some 30 percent of doctoral candidates were women (14 out of 45 individuals). However, at the level of post-doctoral employees and researchers in non-executive positions only 21 percent are women (7 out of 33 individuals) and at the**

**level of senior researchers<sup>2</sup>, the figure is only approx. 13 percent (two out of 16 individuals). The situation at these two levels roughly equates to the gender distribution as it was seven years ago. ifo and the Administrative Board must improve the situation** (see also the comment below on making postdoctoral positions more attractive to women).

### **Promotion of junior researchers**

Doctoral candidates are very well supervised at ifo. They benefit from the institute's close links to LMU Munich which enables them to participate in the Munich Graduate School of Economics where the directors employed at ifo are also involved in teaching. Apart from this, the close linkages between activities in research, data collection and maintenance as well as the transfer of results into consultancy services help prepare them for later careers also outside of academia.

Postdocs are also very well supported. For some time now, the Department of Economics at LMU has offered a Junior Development Program for postdoctoral researchers in which ifo is also involved. **Half of the postdocs currently employed by ifo were previously doctoral candidates at the institute. As suggested seven years ago, the institute should fill more of its postdoc positions externally. In this context, ifo should examine whether postdoc positions for external applicants from abroad could be made more attractive (e.g. in terms of family friendliness). This might also help to increase the percentage of female researchers at this level of qualification.**

### **Promotion of non-scientific staff**

ifo is dependent on the input of highly-qualified staff who provide important scientific services. This group is employed, in particular, in IT as well as in collecting, processing and continuously maintaining data. The performance of this group of people is exceptionally high. It is very pleasing to observe the closeness and commitment with which they cooperate with the research personnel. It should also be noted that ifo offers wide-ranging continuing education opportunities for its non-scientific staff.

Furthermore, it is welcomed that, every year, ifo provides a training position for one individual in office communication or office management.

## **6. Quality assurance**

### **Internal quality management**

ifo continues to have a clearly structured internal quality management system, which has been certified (ISO 9001). The institute has implemented the rules of good scientific practice and appointed an ombudsperson.

Analyses on the demand for ifo's research-based services and consultancy as well as the development of appropriate indicators for demand have been driven forward in the context of a project funded by the BMBF in 2015-2018. The concrete effects of the transfer

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<sup>2</sup> Senior researcher include the President, the Center heads and Researchers in executive positions / Deputy Directors (see Status Report, p. A-28).

project developed on this basis cannot yet be assessed. As planned, ifo should continue working to implement this recommendation.

### **Quality management by the Scientific Advisory Board, User Advisory Board and Supervisory Board**

In 2018, the Scientific Advisory Board (SAB) undertook a comprehensive audit of ifo, supported by the User Advisory Board. Against the backdrop of the two changes in Board membership two years previously, the timing was well-chosen. As of now, however, the audit should be held, as recommended by the Leibniz Senate, midway between this evaluation and the next one.

It is welcomed that ifo also has a User Advisory Board (UAB). This additional advisory committee is not prescribed in the statutes. The regulations governing the period of office on the UAB should be aligned with the regulations governing the SAB (four-year membership with the option of one further term).

ifo's statutes stipulate that the representatives of the Federal Ministry and the Ministry of the Bavarian State Government cannot be overruled on financial matters (para. 9-4). According to the regulations of the Joint Science Conference (GWK) for institutions in the Leibniz Association (AV-WGL), the representatives of the Federal and *Länder* governments should also have a veto right with respect to decisions of significance to research and science policy and to personnel decisions on leadership level. This should be included in the next amendment to the statutes.

### **Implementation of recommendations from the last external evaluation**

ifo has largely implemented the recommendations issued at the last evaluation very well. Two of the seven recommendations must still be borne in mind (see Status Report, p. A-22):

1. Analyses on the demand for ifo's research-based services and consultancy as well as the development of appropriate indicators for demand should continue to be driven forward (see above: Internal quality management).
2. The number of female researchers in executive functions is still low and must be improved (see Chapter 5: Promotion of gender equality).

## Appendix

### 1. Review Board

*Chair (Member of the Senate Evaluation Committee)*

**Bernd Hansjürgens**

Helmholtz-Centre for Environmental Research GmbH - UFZ, Leipzig

*Vice Chair (Member of the Senate Evaluation Committee)*

**Eva Inés Oberfell**

Lehrstuhl für Bürgerliches Recht, Gewerblichen Rechtsschutz und Urheberrecht, Internationales Privatrecht und Rechtsvergleichung, Humboldt-Universität Berlin

*Experts*

**Jörg Breitung**

Institute of Econometrics and Statistics, University of Cologne

**Uwe Cantner**

Chair of Microeconomics, University Jena

**Timo Goeschl**

Department of Economics (Alfred-Weber-Institut) and Research Center for Environmental Economics, Heidelberg University

**Joachim Möller**

Institute for Employment Research, Nürnberg

**Kerstin Schneider**

Chair of Public Finance and Taxation, University of Wuppertal

**Moritz Schularick**

Department of Economics, University of Bonn

**Mathias Thoenig**

Faculty of Business and Economics, University of Lausanne

**Rudolf Winter-Ebmer**

Department of Economics, University Linz

*Federal Representative*

absent with apologies

Federal Ministry of Education and Research, Bonn

*Representative of the Länder (Member of the Senate Evaluation Committee)*

**Marc Brüser**

Ministry of Science, Continuing Education and Culture of Rhineland-Palatinate, Mainz



25 October 2019

**Annex C: Statement of the Institution on the Evaluation Report**

**ifo Institute - Leibniz Institute for Economic Research at the  
University of Munich (ifo)**

Das ifo Institut – Leibniz Institut für Wirtschaftsforschung an der Universität München e.V. bedankt sich ausdrücklich bei allen Beteiligten, insbesondere den Gutachterinnen und Gutachtern, für den außerordentlichen Einsatz. Die positive Bewertung des Instituts haben wir mit Freude zur Kenntnis genommen. Das bestärkt uns, den eingeschlagenen Weg engagiert weiterzugehen.

Besonders erfreut uns die sehr positive Bewertung des beantragten strategischen Sondertatbestands durch die Gutachtergruppe. Das ifo Institut leitet umgehend die nächsten Schritte im Antragsprozess ein, damit der Antrag wie geplant im September 2020 bei der Gemeinsamen Wissenschaftskonferenz eingereicht werden kann.

Die Empfehlungen und Hinweise der Gutachterkommission erachten wir als sehr hilfreich und zielführend. Wir erlauben wir uns im Folgenden lediglich eine kleine Richtigstellung. Die Gutachtergruppe stellte fest, dass mehr als die Hälfte der Postdoktoranden, die am ifo Institut beschäftigt sind, zuvor Doktoranden des Instituts waren. Daraus wurde die Empfehlung abgeleitet, dass das ifo Institut die Rekrutierung externer Postdoktoranden stärker verfolgen solle. Uns ist bewusst, dass der Sachverhalt in der Evaluierungsunterlage missverstanden werden konnte. Korrekt ist, dass zum betrachteten Zeitpunkt 10 von insgesamt 29 Postdoktoranden bereits am ifo Institut promoviert hatten, mithin ungefähr ein Drittel der Postdocs bereits zuvor als Doktorandin oder Doktorand am Institut tätig war. Das ifo Institut wird auch zukünftig anstreben, den Anteil extern rekrutierter Postdoktoranden auf hohem Niveau zu halten.

Wir werden alle Empfehlungen zeitnah aufgreifen und in den internen Strategieprozess einfließen lassen.