



**HELLENIC
OBSERVATORY**
European Institute
20th Anniversary
1996-2016



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE

CONFERENCE

**Getting Policy Knowledge into Government:
the Greek and European Experiences**

Thursday 19 May 2016

Bank of Greece, Athens, Greece

Hosted by



BANK OF GREECE
EUROSYSTEM



Organiser

The Hellenic Observatory (HO), located in the LSE's European Institute, was set up in 1996. Its aim is to promote the study of contemporary Greece & Cyprus via research, research training, and public lectures and conferences.

2016 sees the HO's 20th anniversary. In the course of these years the Hellenic Observatory has developed into one of the largest 'Departmental Research Units' in the School. We can be very proud of this achievement and can justifiably claim to be the premier international location for the study, teaching and research of contemporary Greek politics, economy and society.

The HO holds regular seminars open to the public on issues related to contemporary Greece & Cyprus, taking place fortnightly during term times. Furthermore, it hosts special public lectures with leading public figures from Greece & Cyprus. The HO also hosts conferences and workshops, both at the LSE and in Greece and Cyprus. Since 2002, over 10,000 guests have attended its public events.

This year, to celebrate its 20th anniversary milestone, the HO is hosting an additional series of special events and conferences in London, Athens and Nicosia.

Hosted by



The Bank of Greece is the central bank of the country. It was established in 1927 by an Annex to the Geneva Protocol. As from January 2001, the Bank of Greece is an integral part of the Eurosystem, which consists of the European Central Bank (ECB) and the national central banks (NCBs) of the European Union (EU) Member States participating in the euro area. This implies that the Bank of Greece contributes through its activities to the achievement of the objectives and the performance of the tasks of the Eurosystem, which defines and implements monetary policy in the euro area.

Introduction

How far are public policies informed by the best expertise available? Are relevant policy experts, think-tanks, and academics able to channel their expertise effectively into government policy-making?

These questions define the **purpose** of this conference -which is to consider how well governments are able to access and to utilise effectively expert advice and high quality research in the development, implementation and monitoring of their policies. The **focus includes**: how governments recognise the need for such technical knowledge, how they perceive the available 'supply', how they approach and manage such inputs, and the public response.

The experiences of other European countries are portrayed in the first session and the distinctiveness of the Greek case in the second. From these, we should have a clearer idea of European patterns and how far/and why Greece differs and its consequences for public policy.

In our closing session, we will take the points made forward and hold an open discussion to address how the interaction between government and external experts might be improved in Greece to enhance the quality of policy-making.

We are pleased to welcome contributors with much experience and knowledge of the subject. All participants have been personally invited to this private conference. Everyone is asked to respect the Chatham House rule: no comment is to be reported in a manner that may identify the speaker.

Conference outline:

Panel 1: 'European patterns and lessons'

Panel 2: 'The Greek experience'

Panel 3: 'How to move forward?'

Professor Kevin Featherstone

Head, European Institute, LSE

Dr Spyros Economides

Director, Hellenic Observatory, LSE

Keynote Speaker



Yannis Stournaras

Governor of the Bank of Greece

Born in Athens, Yannis Stournaras graduated from the Department of Economics, University of Athens and obtained his post-graduate degrees (MPhil 1980, DPhil 1982) from Oxford University, specializing in Economic Theory & Policy.

He was Research Fellow and Lecturer at St. Catherine's College, University of Oxford, from 1982 to 1986, and also worked at the Oxford Institute for Energy Studies. Following his return to Greece, he was a Special Advisor to the Ministry of Economy and Finance (1986-89) on Public Enterprises and Incomes Policy issues, and to the Bank of Greece (1989-94) on Monetary Policy issues. He is Professor of Economics at the Department of Economics, University of Athens, which he joined in 1989.

From 1994 to July 2000 he was Chairman of the Council of Economic Advisors at the Ministry of Economy and Finance and a member of the Monetary Committee (now Economic and Financial Committee) of the European Union. Between 1994 and 1997 he was Vice Chairman of the Public Gas Corporation and a member of the Board of Directors of the Public Debt Management Office (from 1998 until July 2000).

From 2000 to 2004 he was Chairman & CEO of Emporiki Bank and Vice Chairman of the Association of Greek Banks. From 2005 to August 2008 he was managing director of Kappa Securities. From 2009 to 2012 he was Director General of the Foundation for Economic and Industrial Research (IOBE), a private sector think-tank.

In May 2012 he joined the then Interim Government as Minister of Development, Competitiveness and Shipping. After the national elections in June 2012, he became Minister of Finance, until June 2014. Since June 27th 2014 he is Governor of the Bank of Greece.

He is an honorary member of the Board of Directors of the Euterpe classical music group and Chairman of the Hellenic Observatory's Advisory Board.

Present situations and proposals to move forward

In Greece, as in other European countries, supply of outside domestic expertise comes from a variety of sources: universities, individuals, companies and entrepreneurial associations, think –tanks, private consultants etc.

The Bank of Greece has a dual role: First, it is primarily a public institution with a mandate to implement monetary policy and safeguard financial stability. In that sense it is part of the mechanisms formulating economic policies. On the other hand, as a potential advisor to the government on general economic issues, the BoG can be considered as a very important source of external technical expertise.

Governments in Greece rarely resort to outside knowledge usually on an ad-hoc basis. A common practice to incorporate expertise into policy decision making, is the appointment of so-called technocrats, usually university professors, at high government positions.

In recent years the importance of external expertise became paramount as economic policies must be consistent with the targets agreed with the EU, the ECB and the IMF, in the framework of the rescue programs. Thus, technical assistance coming from the three institutions became an indispensable element in the formulation of economic policy.

Yannis Stournaras
Governor of the Bank of Greece

PROGRAMME

14:00-14:30	Registration & Refreshments
14:30-14:40	Welcome and Introduction
	Kevin Featherstone , Head of the European Institute; Eleftherios Venizelos Professor of Contemporary Greek Studies & Professor of European Politics, LSE
14:40-16:00	Session 1: European patterns and lessons
	<p>Chair: Peter John, Professor of Political Science and Public Policy, School of Public Policy, University College London</p> <p>Speakers</p> <p>Patterns of policy advice in the Italian government Bruno Dente, Professor of Public Policy Analysis Politecnico di Milano; Commissioner at the National School of Administration, Rome</p> <p>The experience of Portuguese Foundations in informing policymaking Nuno Garoupa, Professor of Law, Texas A&M University; Chair in Research Innovation, Católica Global Law School, Portugal</p>
16:00-16:30	Refreshments
16:30-17:50	Session 2: The Greek experience
	<p>Chair: Spyros Economides, Director of the Hellenic Observatory, LSE; Associate Professor in International Relations and European Politics, LSE.</p> <p>Speakers</p> <p>The institutional deficit in strategic planning and the (non) role of think-tanks Thanos Dokos, Director General, Hellenic Foundation for European & Foreign Policy (ELIAMEP)</p> <p>The social science - social policy gap Nikolas Demertzis, Director, National Centre for Social Research; Professor, Department of Communication & Media Studies, National and Kapodistrian University of Athens</p>

16:30-17:50	Session 2: The Greek experience (continuing)
	<p><u>Speakers</u> The role of Central Bank research</p> <p>Dimitrios Malliaropoulos, Chief Economist & Director of Economic Analysis and Research, Bank of Greece; Professor of Finance, University of Piraeus, Greece.</p> <p>From Brussels Group to Hilton hotel Nicholas Theocarakis Chairman of the Board of Directors and Scientific Director; Centre of Planning and Economic Research KEPE; Associate Professor, Department of Economics, National and Kapodistrian University of Athens</p>
17:50-19:00	Session 3: How to move forward
	<p><u>Chair:</u> Kevin Featherstone, Head of the European Institute; Eleftherios Venizelos Professor of Contemporary Greek Studies & Professor of European Politics, LSE</p> <p><u>KEYNOTE SPEECH</u> Present situations and proposals to move forward Yannis Stournaras, Governor of the Bank of Greece</p> <p><u>Open Discussion</u></p> <p><u>Speakers</u> Panos Tsakoglou, Professor at Athens University of Economics and Business; Research Fellow, Institute for the Study of Labor (IZA, Bonn); Senior Research Fellow of the Hellenic Observatory, LSE</p> <p>Calliope Spanou, Professor of Administrative Science and Public Administration, National and Kapodistrian University of Athens</p> <p>Maria Petmesidou, Professor of Social Policy, Department of Social Administration and Political Science, Democritus University of Thrace</p> <p>Peter John, Professor of Political Science and Public Policy, School of Public Policy, University College London</p>
19:00-20:00	Wine Reception (open to all) Venue: Bank of Greece

Session 1: European patterns and lessons



Chair

Peter John is Professor of Political Science and Public Policy in the School of Public Policy, University College London. He is known for his books on public policy: *'Analysing Public Policy'* (2nd edition 2012) and *'Making Policy Work'* (2011). He is author, with Keith Dowding, of *'Exits, Voices and Social Investment: Citizens' Reaction to Public Services'* (2012) and, with Anthony Bertelli (NYU), *'Public Policy Investment'* (2013). He uses experiments to study civic participation in public policy, with the aim of finding out what governments and other public agencies can do to encourage citizens to carry out acts of collective benefit. This work appeared in *'Nudge, Nudge, Think, Think: Using Experiments to Change Civic Behaviour,'* which was published by Bloomsbury Academic in 2011. Moreover, Peter John is an academic advisor to the Behavioural Insights Team and is involved in a number of projects that seek to test out behavioural insights with trials, such as the redesign of tax reminders and channel shift. He co-edits *The Journal of Public Policy*.

Speakers



Bruno Dente is full Professor of Public Policy Analysis in the Department of Management Engineering, and until December 2015 member of the Board of Directors of Politecnico di Milano. He is Scientific Director of FUAP, a foundation associating Politecnico di Milano with the Universities of Bologna, Padova and Pavia, devoted to the training of regional and local civil servants. He is Commissioner at the Scuola Nazionale di Amministrazione, the part of the PM Office in charge of training civil servants. His most recent book is *'Understanding Policy Decisions'*, Springer 2014 .

Patterns of policy advice in the Italian government

The presentation will give an account of the different ways in which scientific policy advice – mostly in the field of economic and institutional policy – has been provided to the Italian government in the last 30 years as well as the conditions under which this knowledge transfer has been effective.



Nuno Garoupa graduated in Economics, gained his M.Sc. degree at Queen Mary's College and his LLM degree at University of London. He holds a D.Phil. in Economics from University of York (UK). He is a Professor of Law at Texas A&M University (USA) and holds the Chair in Research Innovation at Católica Global Law School (Portugal). He taught at the University of Illinois, USA (2007-2015), Universidade Nova de Lisboa, Portugal (2001-2007), and Universitat Pompeu Fabra, Spain (1998-2001). His research areas are Law & Economics & Comparative Law. He is Member of the Board of Directors of Fundação Francisco Manuel dos Santos (Portugal) since June 2013 and President since May 2014.

The experience of Portuguese Foundations in informing policy-making

In this presentation Nuno Garoupa will explain the work of the Foundation and how it shapes public policy in Portugal, in particular research output, major conference and media engagement.

Session 2: The Greek experience



Chair

Spyros Economides is Director of the Hellenic Observatory, and Associate Professor in International Relations and European Politics at the LSE. He received the Robert Mackenzie Prize for his doctoral thesis on The International Implications of the Greek Civil War. His subsequent work has concentrated on the international affairs of South-Eastern Europe and EU external relations in the field of foreign and security policy on which he has published widely. He is currently writing on the EU's Balkan experience since 1991. He has also been Research Associate of the Centre for Defence Studies at King's College and at the International Institute for Strategic Studies, in London. More recently he was Visiting Professor at both the Universities of Belgrade and Zagreb, as well as a Visiting Fellow at the EU Centre in Singapore. Economides acted as Specialist Adviser to the House of Lords EU Committee in its report, 'Responding to the Balkan Challenge: The Role of EU Aid' and is a regular commentator in the international media on issues relating to EU External Relations, South Eastern Europe and Greece. He holds a B.Sc. in International Studies from the University of Birmingham, UK and completed his MSc and PhD at the LSE. Dr Economides has been on the staff of the LSE since 1991.

Speakers



Thanos Dokos holds a Ph.D. in International Relations, Cambridge University, and has held research posts at the Hessische Stiftung Friedens und Konfliktforschung and the Center for Science and International Affairs at Harvard University. He served as Director for Research, Strategic Studies Division, at Hellenic Ministry of National Defense and as an Advisor on NATO issues to the Ministry of Foreign Affairs. He has taught at several universities, and is currently the Director-General of ELIAMEP. His research focusses on global trends, international security, Greek-Turkish relations and Mediterranean security.

The institutional deficit in strategic planning and the (non) role of think-tanks

Greece has been suffering from lack of strategic planning at the national level, due mainly to the absence of an institutional framework. At the same time, contacts and cooperation with think-tanks and the academic community in general has been rather limited and on a personal rather than an institutionalized basis.



Nicolas Demertzis is Professor at the Department of Communication and Media Studies, Athens University. He has published in Greek and English journals and collective volumes. His academic and research interests include political sociology, political communication, and the sociology of emotions. From 2004 until 2010 he was Dean at the Technical University of Cyprus, where he established the Department of Communication and Internet Studies, and during the 2010-2013 period he was the President of the Greek State Scholarships Foundation (IKY). Currently, he is the Director and President of the Administrators Board of the National Centre for Social Research.

The social science - social policy gap

Stemming from personal experience in directing two public bodies related to education and social research, the speaker aims to show how and why evidence-based governmental action is not the rule in the shaping and implementation of social policies in Greece.

Speakers



Dimitris Malliaropoulos is Chief Economist - Head of Research at the Bank of Greece and, Professor of Finance at University of Piraeus. He has worked as an economist at Deutsche Bundesbank, National Bank of Greece and Eurobank and as a quantitative consultant in global asset allocation at Invesco Asset Management (London). He has also served for over ten years as a Member and Chair of the Economic and Monetary Affairs Committee of the European Banking Federation. His academic research focusses on asset pricing, empirical finance and macroeconomics and has been published in numerous refereed academic journals as well as applied industry journals.

The role of Central Bank research

The primary reason for performing research in a central bank is that it improves the credibility of the central banker and the quality of the bank's policies. Bank of Greece research provides a strong conceptual and empirical basis to better understand the functioning of the Greek and the global economy, provide advice for policy-makers and communicate policy to the public at large.



Nicholas J. Theocarakis holds a BA in Economics, University of Athens and a PhD in Economics from University of Cambridge. He has worked in the private sector for many years, and is currently Associate Professor of Political Economy and History of Economic Thought. A member of the editorial board of many scientific journals, he has written three books [two co-written with Yanis Varoufakis] and numerous articles. In March 2015 he was appointed Secretary General for Fiscal Policy and was Head of the Brussels Group and Greece's representative at the Eurogroup Working Group. Since October 2015 he is Chairman of the Board and Scientific Director of KEPE.

From Brussels Group to Hilton hotel

In February 2015 the new Greek Government initiated a new negotiating structure with the institutions whereby a new level of negotiations – the Brussels Group – was created. This contribution discusses the role, strengths and weaknesses of this Group from its formation to its demise in May 2015.

Session 3: How to move forward



Chair

Kevin Featherstone is Eleftherios Venizelos Professor of Contemporary Greek Studies and Professor of European Politics. He is the Director of the European Institute and Co-Chair of LSEE Research on South-Eastern Europe within the European Institute. He held academic posts at the Universities of Stirling and Bradford, and visiting positions at the University of Minnesota; NYU; and Harvard University. He has served on an advisory committee for the reform of the Greek government, and is the first foreign member of the National Council for Research and Technology (ESET) in Greece. His research has focussed on the politics of the European Union and the politics of contemporary Greece; his work has been framed in the perspectives of comparative politics, public policy, political economy and processes of 'Europeanization'. In 2013 he was made 'Commander; Order of the Phoenix' by the President of the Hellenic Republic. In 2014, the European Parliament selected one of his books (co-authored with Kenneth Dyson) as one of its '100 Books on Europe to Remember'.

Open Discussion Speakers



Panos Tsakoglou is Professor at Athens University of Economics and Business, Research Fellow of the Institute for the Study of Labor (IZA, Bonn) and Research Associate of the Hellenic Observatory (LSE, London). His research focusses on questions of inequality, poverty, social exclusion, returns to education and the redistributive role of the state. During the period 2012-2014 he was Chairman of the Greek Government's Council of Economic Advisors, member of the EU Economic and Financial Committee and Eurogroup Working Group and alternate member of Ecofin and Eurogroup. He has been Social Policy advisor to Prime Ministers G. Papandreou (2010-2011) and L. Papademos (2011-2012).



Calliope Spanou is Professor of Administrative Science - Public Administration at the University of Athens, Department of Political Science and Public Administration. Currently she is Robert Schuman fellow at the Robert Schuman Centre, European University Institute (Florence). She served as the Greek Ombudsman (2011-2015) and Deputy Ombudsman (2003-2011). She holds a Doctorate in Political Science (France) and has taught at the Universities of Picardie, Paris II et Saint Quentin en Yvelines. She cooperates as consultant with the OECD/Sigma and has been advisor to the Minister of Interior. Her publications include books and articles in in Greek, French and English.

Open Discussion Speakers



Maria Petmesidou (Dipl. Aristotle University of Thessaloniki, Dipl. University College London, D.Phil. Oxford University) is Professor of Social Policy at the Department of Social Administration and Political Science of Democritus University of Thrace. From 2008 to 2014, she was national expert in the independent expert network of the European Commission, assessing the socio-economic impact of social protection reforms in Greece and Cyprus. She has directed a large number of research projects funded by national and EU sources. Currently, she is co-ordinating research on policy learning and policy transfer in the field of youth employment policies (EU FP7 project).



Peter John is Professor of Political Science and Public Policy in the School of Public Policy, University College London. He is known for his books on public policy: *'Analysing Public Policy'* (2nd edition 2012) and *'Making Policy Work'* (2011). He is author, with Keith Dowding, of *'Exits, Voices and Social Investment: Citizens' Reaction to Public Services'* (2012) and, with Anthony Bertelli (NYU), *'Public Policy Investment'* (2013). He co-edits *The Journal of Public Policy*. Peter John has chaired Session 1 of this conference, thus for more information on his biography, please check pg. 8 of the booklet.



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The role of research at the central bank

Dimitris Malliaropoulos (Bank of Greece)

Presentation at the Conference “Getting Policy Knowledge into Government: The Greek and European experiences”, Athens, 19 May 2016.

It is a great pleasure to talk to you today about this important issue. In my short intervention, I would like to share my views with you about the role of research at the central bank and how the knowledge acquired from this research is transmitted (or fails to be transmitted) to one set of final recipients, the policymakers. My thoughts are a reflection of my short experience at the Bank of Greece (BoG) as chief economist and director of economic analysis and research for the past three years.

I would like to stress from the outset, that the role of research in a central bank depends on the role the central bank wants (or is allowed) to play in society. Whether the central bank wants to focus research on issues of monetary policy and bank supervision alone (in a narrow interpretation of its mandate) or whether it wants to also express its views about the economy in general and other areas of economic policy is a matter of strategic choice. Furthermore, monetary policy decision making in the Eurosystem is based on two pillars: the economic and the monetary analysis – thus research of central banks in the Eurosystem often focuses on both analytical approaches.

The BoG wants to be recognized as a knowledge-intensive institution which derives its influence (in and outside the Eurosystem) mainly from the quality of its arguments. This requires a strong research function. It also requires independence of research in order to improve the credibility of its findings and the resulting policy implications.

In my short remarks, I will try to answer the following six questions:

- i. Why do central banks conduct research?
- ii. What is necessary to produce good research at the central bank?
- iii. How does central bank research contribute to policy knowledge?
- iv. How is policy knowledge transferred to policymakers?
- v. How successful has the transfer of knowledge from the central bank to the government been so far?
- vi. How can we increase the influence of research on policymakers?

1. So, why do central banks conduct research in the first place?

The short answer to this question is because it allows policymakers (which includes central bankers and government officials) to do their job better. Good research lends credibility to the central bank and improves the quality of its policy, whether it is monetary policy or safeguarding financial stability. Good research also increases the potential impact of the central bank on society, the financial markets and the general government.

The main goal of economic research at the BoG is to provide a strong conceptual and empirical basis for policy-making. In particular our goals are:

- To increase our knowledge of the Greek and the global economy and the functioning of the financial system.
- To develop high-quality models, econometric tools and economic analyses that are relevant for the conduct of monetary policy and financial stability, thus informing decisions on monetary policy.
- To participate in research networks of the Eurosystem, such as the wage dynamics network, the household survey network, the macro-prudential research network and others. In this way, the bank profits from other central banks' research within the Eurosystem and the interaction of our researchers with those from other central banks.
- To provide credible advice to policymakers and communicate our views to market participants, foreign investors and the public at large.

2. What is necessary to produce good research at the central bank?

There is certainly no single formula for success. Some necessary conditions for doing good research are the following: (1) There must be support from the central bank governor. Without this support, any attempt to build a good research department will most likely fail; (2) There must be a highly trained research staff and a system of measuring quantity and quality of research output (point system); (3) There must be a fertile research environment. One way to ensure this is making the bank open to external researchers from academia, who visit the bank for a limited period of time to conduct research in-house. In order to stimulate research, the BoG invites leading scholars from universities and young PhD students to visit and conduct research at the bank. These programmes create a constant flow of academic researchers through the central bank which helps develop research ideas and provides valuable advice to the staff of the bank.

3. How does central bank research contribute to policy knowledge?

- a. There are many types of knowledge which can contribute to improving policy outcomes. Each of them has pros and cons. Let me focus on two broad types of knowledge: Research-based knowledge and experience.
- b. Research-based knowledge is the output of the research department of a central bank. Research is scientific in nature but the central bank is not interested in conducting basic research. That is the job of universities and research institutes.

The central bank promotes applied research which aims at providing answers to concrete policy related questions.

- c. Experience is the product of the institutional memory of the central bank. Bank staff participates in numerous committees and working groups of the Eurosystem as well as in international fora. The experience gathered over time is valuable for the governor of the bank but also for the government.

4. How is policy knowledge transferred to policymakers?

- a. Knowledge generation is one thing; the transfer of knowledge to the policymakers is another. Transfer of knowledge is just as significant as its creation. Transfer may require first a translation of knowledge, i.e. repackaging, to make it more accessible to policymakers. Our capacity as researchers to translate research findings into clear messages and policy recommendations is crucial for the diffusion of knowledge to the policymakers.
- b. The official way to transfer knowledge from the central bank is its publications. The BoG publishes at least three policy reports a year, an economic bulletin (twice a year) and a series of working papers. In addition, BoG staff members present research results at academic conferences, seminars, professional events and presentations to investors. The governor and other senior staff members give talks and interviews, providing messages to investors, policymakers and the public at large. The bank issues a bi-weekly report on the Greek economy which is sent to policymakers and institutions. Finally, the bank publishes a monthly report which is sent to investors who meet regularly with the bank. The governor appears twice a year in parliament to present the Monetary Policy Report and answers the questions of MPs.

I now come to the crucial question:

5. How successful has the transfer of knowledge from the central bank to the government been so far?

- a. Well, a fair answer would be “Not much of a success”. Of course, there have been exceptions, but even in these cases the process is difficult and may take a long time. Often, it depends crucially on the personality of policymakers and their convictions.
- b. Political constraints also play a role. Governments care about their popularity. Proposals to the government which may be unpopular will be rejected for political reasons, despite their economic rationale. Furthermore, the horizon of policymakers is often constrained to the period until the next elections. This makes it hard to convince them to apply policies which lead to gains for the society in the long term but carry costs in the short term.
- c. A typical example is structural policies such as reforms in the labour and product markets. According to the OECD, these reforms can take up to five years to bear fruits in form of higher economic growth and job creation. In the short term, they

may lead to higher unemployment in the affected industries and sectors. This cost may be worth paying for the society as a whole, given the long term gains for everybody. But the short term cost is often prohibitive for politicians. Of course, the pain in the short term may be alleviated if the government designs policies to compensate the affected social groups. But often, the political pressure from vested interests is so large that governments resist to this kind of reforms. Eventually, even when the reforms are legislated, they are not (fully) implemented.

- d. Ideological differences are also present. It has to be recognized that not all economists agree on the optimal policy to address a particular issue. Thus, a central bank will be more successful in providing advice in areas where there is more consensus among economists.

6. Given all these constraints, what can we do to increase the influence of research on policymakers? I have four suggestions to make:

- a. Credibility and quality of research is crucial. Good evidence increases the likelihood that a policy proposal will eventually find its way to policymaking.
- b. Policy recommendations should be directly linked to the research findings. Often, research papers end up with more policy recommendations than justified by the empirical findings, while sometimes neglecting some caveats inherent in the analysis. This is wrong and should be avoided.
- c. Early engagement of research is crucial. Good policy today depends on good research yesterday. Research must be forward looking in nature in order to be available at a time when the issues it addresses are of active concern to policymakers.
- d. Understanding of the political context is crucial. As I explained above, part of our knowledge is a no go for policymakers due to their prior beliefs, ideological convictions and political constraints. Unfortunately, one cannot do much to get over this hurdle. Better communication of our policy proposals to the public may be the right response. Making the broad public understand our policy proposals can help challenge the pressure that vested interest groups exercise on policymakers.

7. Concluding, let me summarize my message in three main points:

- a. Central bank independence provides credibility to research findings.
- b. Central bank continuity provides institutional memory. A central bank accumulates knowledge both from research and experience. Governments change, ministers change more often, ministers come with advisors. There is no continuity. In contrast, central banks stay. They are one of the most important reservoirs of knowledge, available to consult governments.
- c. The transfer of knowledge to policymakers has not been particularly successful so far.

We are aware of the limitations and continue to work on the issues of research quality, credibility, timeliness and diffusion of knowledge. I am personally convinced that research-based knowledge is highly valuable in this country and this kind of knowledge is particularly important for evidence-based policy. The BoG has an important role to play both in the generation and in the dissemination of this knowledge to the policymakers and the public at large.

Getting Policy Knowledge into Government

The Experience of Portuguese Foundations in Informing Policymaking

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www.ffms.pt



Fundação Francisco Manuel dos Santos

The Foundation's mission is to study, disseminate and debate Portugal's situation freely and independently.

<http://www.ffms.pt/en>



Fundação Francisco Manuel dos Santos

Institutional configuration

- Founder
- Board of Trustees
- Board of Directors: President, Executive directors (2), Independent directors (6)
- Executive Committee: President, Executive directors (2), CEO/general manager, scientific director

Fundação Francisco Manuel dos Santos

Operational configuration

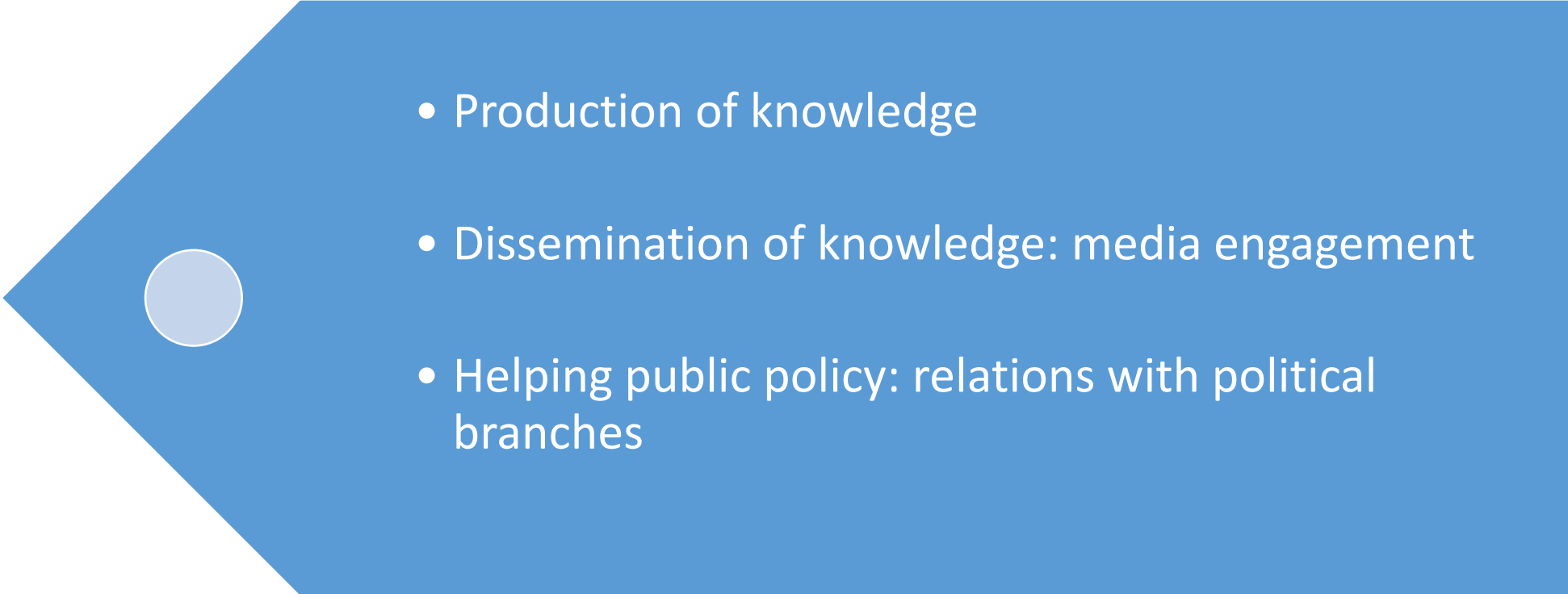
- Executive Committee: President, Executive directors (2), CEO/general manager, scientific director
- Scientific structure: one director, five coordinators (Social Policy, Knowledge, Economic Policy, Population, State)
- Operational structure: one general managers, three coordinators (Branding & Events, Publications, Sales & Operations Management)

Fundação Francisco Manuel dos Santos

- Publications (such as Essays and Urban Portraits, <https://www.ffms.pt/publicacoes/categoria/essay>)
- Scientific projects (applied policy)
- Annual meeting
- Gateways, mainly statistical (such as Pordata, <http://www.pordata.pt/en/Home>)



Fundação Francisco Manuel dos Santos

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- Production of knowledge
 - Dissemination of knowledge: media engagement
 - Helping public policy: relations with political branches





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2º ENCONTRO
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 13 E 14 DE SET. LISBOA
 LICEU PEDRO NUNES



Context

- Legal environment
- Institutional environment
- Cultural environment
- Policy environment



Legal Aspects

- Tax law: no distinction between operating foundations and grant making foundations
- “Law of Foundations” (*Lei Quadro das Fundações*)



Institutional Aspects

- World of Portuguese foundations
 - “Old” foundations (FCG, Serralves, etc.)
 - Corporate foundations
 - State funded foundations
 - “Policy” foundations (almost none/no think tank)
 - “Science” foundations (almost none; FChampalimaud)
- “Bad reputation”
- Troika intervention

Fundações em Portugal			
	Não IPSS	IPSS	Total
Universo das fundações avaliáveis	227	174	401
Privadas	143	140	283
Públicas de direito privado	73	25	98
Público-privadas	11	9	20
Estatuto de utilidade pública	126	174	300
Associações/beneficentes	190	168	358
Património 2010 (milhões de euros)	5138	790	5928
Apoios financeiros em 2008/2010 (milhões de euros)	817	217	1034
Fundações cujos apoios públicos são mais de 50% dos proventos	52	47	99
Despesa fiscal em 2008/2010 (milhões de euros)	2	9	11
Valor patrimonial isento de IMI (milhões de euros)	342	156	498
Despesa parafiscal (redução de taxa nos encargos com pessoal em milhões de euros no período 2008/2010)	25	19	44
N.º colaboradores (a 31/10/2010)	36.812	9.086	45.898
N.º voluntários (a 31/10/2010)	819	550	1.369

censo às fundações



Cultural Aspects

Philanthropy is minimal in Portugal

- Giving back
- Role of welfare state
- No tradition of donations to support community projects
- Almost limited to charity



“Policy” foundations are almost nonexistent

- Weak civil society
- General lack of independence
- “Bad” policymaking
- Low social capital



Policy Aspects

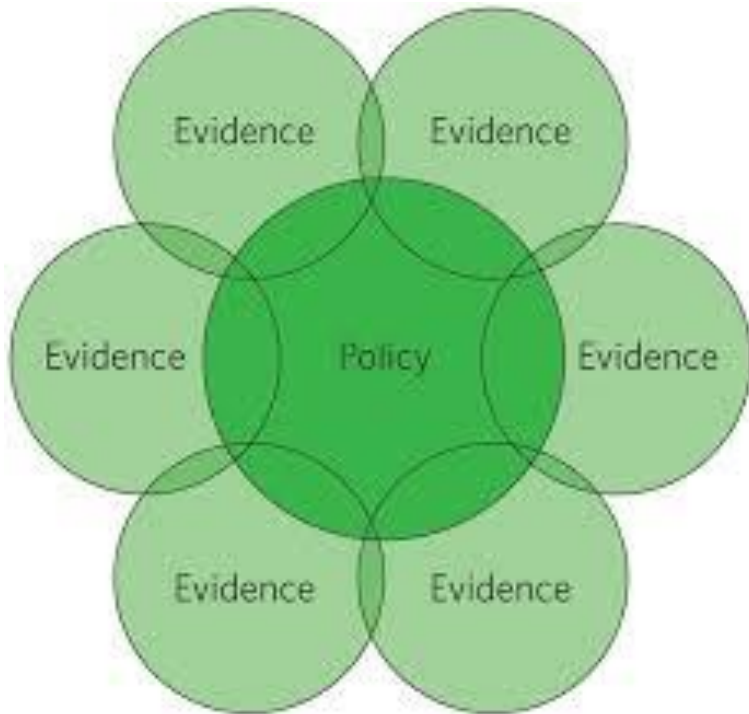
Limited ability to help public policy

- Prevalence of opaque procedures
- Absence of media support
- Weak accountability mechanisms



- General lack of independence in policy advising
- Role of troika was very negative

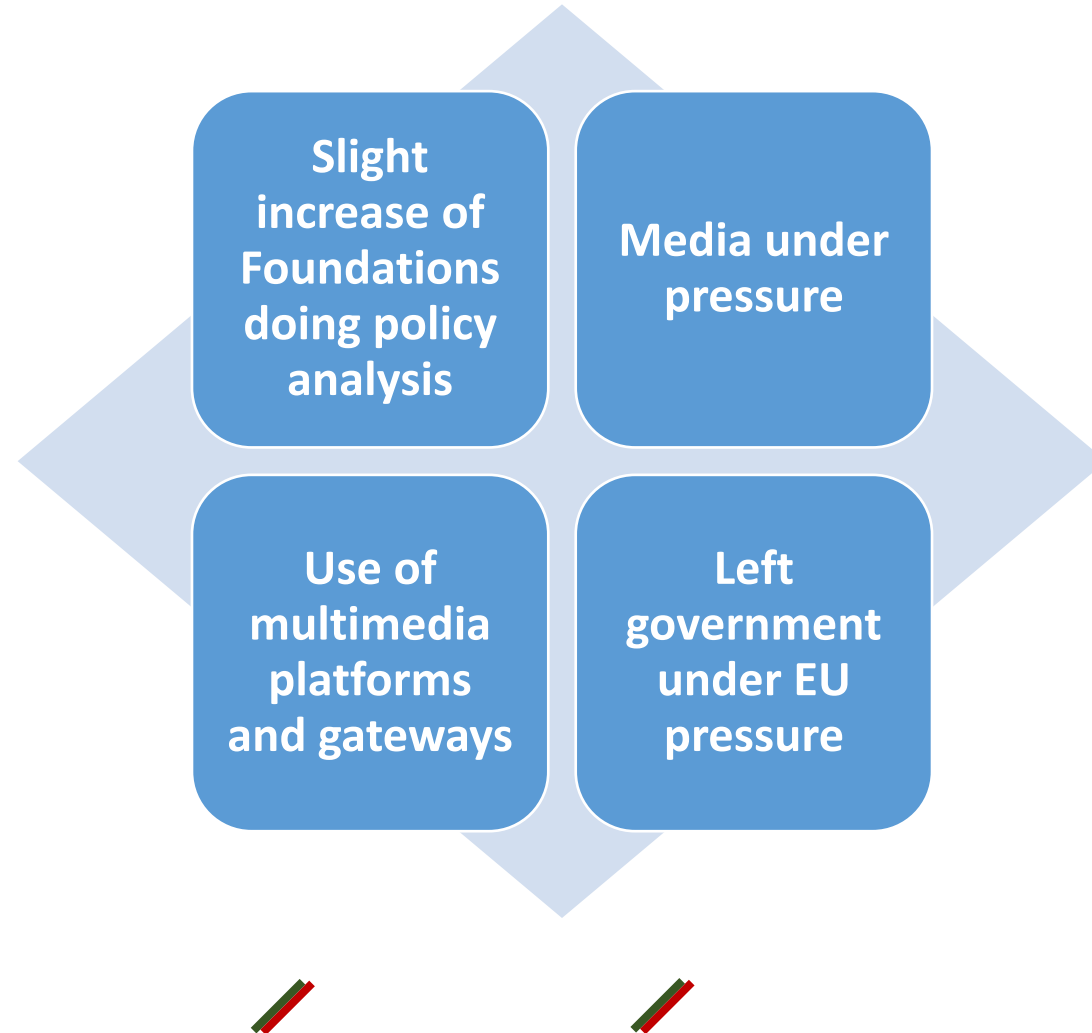
Policy Aspects



Cultural refusal of evidence based policy



Developments





Getting Policy Knowledge into Government

Thank You!

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CONFERENCE

Getting Policy Knowledge into Government: the Greek and European Experiences

Date: Thursday 19 May 2016

Time: 14.00-20.00

Venue: Bank of Greece, Athens

Conference Programme

14.00-14.30	Registration & Refreshments
14.30-14.40	<p>Introduction and Welcome Address Kevin Featherstone, Head of the European Institute; Eleftherios Venizelos Professor of Contemporary Greek Studies & Professor of European Politics, LSE</p>
14.40-16.00	<p>Session 1: European patterns and lessons</p> <p>Chair Peter John, Professor of Political Science and Public Policy, School of Public Policy, University College London</p> <p>Speakers Patterns of policy advice in the Italian government Bruno Dente, Professor of Public Policy Analysis Politecnico di Milano; Commissioner, National School of Administration, Rome</p> <p>The experience of Portuguese Foundations in informing policymaking Nuno Garoupa, Professor of Law, Texas A&M University; Chair in Research Innovation, Católica Global Law School, Portugal</p>
16.00-16.30	Refreshments
16.30-17.50	<p>Session 2: The Greek experience</p> <p>Chair Spyros Economides, Director of the Hellenic Observatory, LSE; Associate Professor in International Relations and European Politics, LSE</p> <p>Speakers The institutional deficit in strategic planning and the(non)role of think-tanks Thanos Dokos, Director General, Hellenic Foundation for European & Foreign Policy (ELIAMEP)</p>

	<p>The Social science - social policy gap Nikolas Demertzis, Director, National Centre for Social Research; Professor, Department of Communication & Media Studies, National and Kapodistrian University of Athens</p> <p>The role of Central Bank research Dimitris Malliaropoulos, Chief Economist and Director of Economic Analysis and Research, Bank of Greece; Professor of Finance, University of Piraeus, Greece.</p> <p>From Brussels Group to Hilton hotel Nicholas Theocarakis Chairman of the Board of Directors and Scientific Director; Centre of Planning and Economic Research KEPE; Associate Professor, Department of Economics, National and Kapodistrian University of Athens</p>
17.50-19.00	<p>Session 3: How to move forward</p> <p>Chair Kevin Featherstone, Head of the European Institute; Eleftherios Venizelos Professor of Contemporary Greek Studies & Professor of European Politics, LSE</p> <p>KEYNOTE SPEECH Present situations and proposals to move forward Yannis Stournaras, Governor of the Bank of Greece</p> <p>Open Discussion</p> <p>Speakers Panos Tsakoglou, Professor, Athens University of Economics and Business; Research Fellow, Institute for the Study of Labor (IZA, Bonn); Research Associate, Hellenic Observatory, LSE</p> <p>Calliope Spanou, Professor of Administrative Science and Public Administration, National and Kapodistrian University of Athens</p> <p>Maria Petmesidou, Professor of Social Policy, Department of Social Administration and Political Science, Democritus University of Thrace</p> <p>Peter John, Professor of Political Science and Public Policy, School of Public Policy, University College London</p>
19.00-20.00	<p>Wine Reception Venue: Bank of Greece</p>

VENUE

Bank of Greece
Evdouardou Lo & Stadiou Street
2nd Floor
102 50
Athens, Greece