Introduction

The Europe Virtual Think Tank Summit was hosted by the Think Tanks and Civil Societies Program (TTCSP) on Friday, October 30, 2020. The Summit invited think tanks from Europe to discuss innovative and reimagined healthcare policies that are sustainable and well-suited to a world prone to pandemics. The panelists discussed public health, social, economic and political impact of the COVID-19 crisis on Europe. Relevant recommendations and action plans to *Save Lives and Livelihoods* in Europe were presented that took both adaptation and recovery into account. In the end, a call to action was issued to the think tank world and government policymakers to strive to reach the light at the end of the tunnel. The Summit ended at a hopeful note in a time of forlorn hope.

Access Link To Recording:

[https://youtu.be/2cGtd3PD17Y](https://youtu.be/2cGtd3PD17Y)
Participants

Total Participants
Registered for the Europe Summit

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Countries Represented: 51

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Institutions Registered and Represented: 152

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<td>CIPPEC — Center for the Implementation of Public Policies for Equity and Growth</td>
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<td>CRPM — Center for Research and Policy Making</td>
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Event Summary and Key Takeaways

Session I: Opening Session

**Opening remarks:** James McGann, Director, Think Tanks and Civil Societies Program, United States

Dr. McGann welcomed over 153 think tanks that participated in the Virtual Europe Think Tank Summit. COVID-19 has mirrored the impacts and implications of the Spanish flu, indicating that the pandemic poses a delicate moment in time and reflecting the urgency and importance of today’s summit. The summit was situated within a broader structure of seven regional summits and one global summit that TTCSP hosted throughout the fall of 2020, which all aimed to respond to challenges facing think tanks around the globe: the pandemic accelerated a world of disruption that will urge think tanks to rethink their business models in order to prepare themselves for surviving the storm. Finally, Dr. McGann highlighted that COVID-19 is the great “accelerator, transformer, and terminator.” Businesses, governments, and institutions of higher education alike are struggling to adapt through COVID-19 and the implementation of new technologies. The economic impacts of the pandemic have created a larger gap between the rich and poor, and global power shifts are bound to occur. Amidst these many sociopolitical and economic changes, he emphasized that all organizations must accelerate their efforts to modernize and reform in order to become better, smarter, faster, and more agile.

Session II: Keynote Session, Health and Sustainable Development: Rethinking Policy Priorities in Light of Pandemics

**Keynote Speaker:** Mario Monti, President, Bocconi University; Former Prime Minister of Italy; Former European Commissioner; Chair, Pan European Commission on Health and Sustainable Development, Italy

Mr. Monti described the impact of the pandemic in each country’s work and the role of the pandemic in mobilizing the work of various disciplines. In the context of the pandemic, specialized and broader think tanks alike will have more work to do. In today’s day and age, fake news is spreading as is the contempt of knowledge: there is a widespread distrust of experts across European countries, which leads to the questioning of the road ahead for think tanks.
Mr. Monti also spoke of the work being done regarding health policy, particularly in the Pan European Commission on Health and Sustainable Development. The Commission consists of 27 members from the European Union as well as a number of other countries such as Russia, Turkey, and Israel; the different countries have all had different experiences of the pandemic, in part due to differing social and political systems. Key points that Mr. Monti and the Commission raised are: the need for societies to invest in social care and the healthcare system; increase in government expenditures and the scrutiny of such expenditures; greater devotion of governments to public spending to human health and the health of the planet; the increased productivity of economic systems to generate more resources to be used for the public good. Monti emphasizes the importance of reconciling the need for better health measures with economic and fiscal policies; ultimately, it is most important that governments invest in the future.

In conclusion, Mr. Monti noted that we have reached a historically low level of popularity with global governance, particularly in the United States. There are thus reduced efforts of building global governance, while evidence shows that pandemic and health problems cannot be solved solely within a given nation’s borders. These are issues and dichotomies that we will all have to confront, and the contribution of think tanks through policy briefs, publications, and research work will be extremely important. As such, it is a moment of policy relevance for think tanks.

Session III, Panel I: Presentation of Relevant Recommendations and Action Plans to Save Lives and Livelihoods in Europe

Chair: Mehreen Khan, Brussels Correspondent, Financial Times, United Kingdom

Ms. Khan noted the invaluable contributions of think tanks to the journalism industry. The nature of journalism is changing because of ongoing issues in public health, which—in the context of the pandemic—is dependent on how the European Union acts. The response from Brussels was unsatisfactory at the beginning of the pandemic, which Ms. Khan says is an uncontroversial view; for example, there have been failed attempts of the Eurozone to come up with a fiscal solution and budget. It is thus important for government actors to get a greater sense of the situation in their economies to understand what has already happened in the social, public health, economic, and political spheres in order to learn how to best move forward.
Eric Chaney, Economic Advisor, Institut Montaigne, France

Mr. Chaney focused on the economic dimension of the COVID-19 crisis. In the short-term in France, the pandemic provided a large shock and a lockdown of the French economy that lasted for at least four weeks. He estimated that 10 to 15 percent of the GDP will likely be lost, which is certainly tolerable if the shutdown indeed saves lives. He mentioned that there had been generous support from the government, revealing the importance of the state in mitigating a detrimental crisis, such as this pandemic, by taking measures such as subsidizing jobs and cash flow. One particular economic policy challenge Mr. Chaney highlighted was convincing consumers to spend money during this time; economic incentives are important but they do not do much until confidence comes back. The key to achieving this is a credible vaccination plan.

In the long term, Mr. Chaney noted that this pandemic will prove to be a permanent shock, with higher debt in the private and public sector as well as changes in consumers’ preferences, with a particular shift towards a healthier way of life. The supply cycle of the economy will need to adapt and increase their flexibility as public debt rises. Across the Eurozone, countries that have a greater economic reliance on the tourism industry were hit harder than others, and he added that overall, the south of Europe had been hit harder than the north. Culturally, there have also been changes: Italy has become a net receiver of funds, and Germany has been a bigger provider than before. Mr. Chaney used these examples to note the asymmetric shock that COVID-19 posed across the continent, concluding that scrutiny by the European Commission is needed particularly as in the long-term, inflation could come back, laying the ground for another Eurozone crisis.

Nelli Feroci, President, Italian Institute of International Affairs (IAI), Italy

Mr. Feroci highlighted that Europe is among the most devastated regions of the world, heavily suffering the consequences of COVID-19 both economically and socially. New waves of contagions are making their way across the continent, with 46 to 48 percent of new contagions in Europe. As such, we are currently in a phase of planning recovery reconstruction and dealing with new emergencies. Feroci believed that COVID-19 brought three key lessons for Europe and the broader global community:

1. Sanitary emergence: health and sanitary issues are typically dealt with nationally, but the pandemic has revealed the advantage of working together within a European framework.
2. Economic emergence: nations intervened at the beginning of the pandemic with national measures, but the second wave of measures would benefit from a larger plan of assistance for EU states based on solidarity.

3. Social emergence: social interventions at the national and European Union level.

States will be forced to take up new measures and this new wave will impact the economy during a moment in which they were planning a reconstruction phase. This reflects the importance of states to better plan ways to get out of emergency crises in the future.

**Charles Powell**, Director, Elcano Royal Institute for International and Strategic Studies, *Spain*

Mr. Powell highlighted that in Spain, the European Union’s fourth largest economy, over 35,000 people have died and the economy is expected to contract about 12 percent. There has been a massive increase in public spending and the debt levels are expected to spiral; furthermore, there has been a significant increase in unemployment, with unemployment rates not expected to return to pre-pandemic levels until 2026. As a result, the crisis will accentuate growing inequality in society. Before the second wave of COVID-19, Spain was mildly optimistic, but this has turned into greater pessimism. However, there is an opportunity to better prepare the economy by investing in digitalization and the greening of the economy. There remain unanswered questions, such as whether society and companies will be able to absorb the funds and put them to good use. Moreover, political polarization has been exacerbated and stratified. One potential silver lining for this that Powell noted is that it is unlikely that this context of the pandemic will lead to an increase in popularity of populist parties, and the pandemic has, rather, increased the popularity of European integration.

**Antoinette Primatarova**, Programme Director, Centre for Liberal Strategies, *Bulgaria*

Ms. Primatarova explained that Bulgaria differs from other countries in terms of the impact of COVID-19 in that Bulgaria was not as hard hit regarding the number of deaths. Unlike other European countries, Bulgaria was a former country of the Communist bloc; currently, southeast Europe faces a number of issues locally, nationally, and regionally. Ms. Primatarova raised concern over whether Bulgaria will be able to come out of the COVID-19 era with a well thought-out recovery plan, including the ability to apply funding towards the specific needs of the people. Bulgaria was in good shape because of the transition period which allowed the country to spend money from its budget, but it is important to see if the government will be able to coordinate
effectively to provide benefits to citizens with the funds provided. Thus, Ms. Primatavora explained that the pandemic provided an opportunity for modernization, which requires all levels of government to work together in order to move forward.

**Guntram Wolff, Director, Bruegel, Belgium**

Mr. Wolff looked at the interaction between the pandemic and the current economic situation. He noted that we are in a difficult moment because of the European response to the pandemic, which assumed that the pandemic would be contained and the economy would recover in a V-shape, dipping at the peak of the pandemic and recovering. However, the reality of the economic situation has proven to be more W-shaped waves in which the economy recovers and then a new wave hits. As such, Mr. Wolff explained that we need a solid strategy for dealing with the crisis, finding a way to deal with it in a way that does not rely solely on the vaccine. Technical solutions include apps on phones to track people’s symptoms and rapid COVID-19 tests, which may be vital in preventing a third or fourth wave and the ensuing shutdowns and lockdowns. As stay-at-home measures are costly, there needs to be greater reliance on COVID-19 apps which are not currently widely used. Privacy concerns have taken on too much weight according to Wolff, whereas lockdowns prove greater restrictions on citizens’ rights.

In the long-term, the pandemic may create negative effects including a greater divergence between China, Europe, and the United States. Mr. Wolff also discussed how money from the European Union can be used in the future: it is critical to lift the fundamental growth rate, and funds can be used as an opportunity to transform economies and invest in more technologies, digitizing society. He noted that China is managing to contain the crisis because it has better digital technologies. Finally, it is imperative to consider those who are most vulnerable to the crisis, including women and youth.

**Session IV, Panel II: The public health, social, economic and political impact of the COVID-19 crisis on Europe**

**Chair: R. Andreas Kramer, Founder and Director Emeritus, Ecologic Institute, Germany**

Mr. Kraemer introduced the panel as a session that would expand upon the previous session by focusing on policy responses to COVID-19.
Linda Yueh, Fellow in Economics, St. Edmund Hall, Oxford University; Visiting Professor, LSE IDEAS, London School of Economics, United Kingdom

Ms. Yueh noted that from an economic perspective, the importance of supporting people to remain in the labor force is key to avoiding hysteresis. It is unclear how this can be accomplished most effectively, indicating the important role for think tanks to act as natural bridges between academic research and policymaking. Because the pandemic affects different markets at different times due to lockdowns occurring on a health-based cycle, rather than economic, Ms. Yueh said that there is scope to diversify the United Kingdom’s export markets so as to be more nimble to adjust to varying market restrictions. She highlighted the work of the LSE Economic Diplomacy Commission in examining and shaping UK trade policy, examining how to set trade and investment policy to be better aligned with foreign policy broadly defined and to domestic economic policy. Ultimately, the work that think tanks do is highly relevant since this sort of strategic examination at the intersection of research and policymaking is what think tanks do well, and is much needed during these trying times.

Niels Keijzer, Senior Researcher, German Development Institute (DIE), Germany

Mr. Keijzer said that before April, there was an assumption that the pandemic would not hit Europe particularly hard, similar to the SARS crisis. During this time, the European Commission created a report regarding how the European Union should respond to the crisis. Mr. Keijzer noted that the initial focus was on reallocating previously planned spending on personal protective equipment and medical equipment. Since then, Mr. Keijzer explained, the EU has decided to pursue a multilateral response with an equitable distribution of equipment, leading to the eventual distribution of the COVID-19 vaccine.

Gabriele Iacovino, Director, Centro Studi Internazionali (CeSI), Italy

Mr. Iacovino said that a global problem requires a global solution, especially multilateral cooperation. The G20 should thus take a greater role in working to tackle the crisis, focusing on health, climate change, social issues, and digitization. In particular, Mr. Iacovino emphasized that the G20 should focus on a new set of priorities to tackle important issues like health that all countries will benefit from. Ultimately, Iacovino explained, globalization, digitization, and automation will continue to lead to unemployment and other challenges that will be best tackled with a multinational cooperative approach.
Jan Hagemejer, Macro and Trade Director, Centre for Social and Economic Research (CASE), Poland

According to Mr. Hagemejer, a second lockdown is inevitable. In the medium-term, long-needed restructuring reforms should not be halted. Mr. Hagemejer said that we should let ‘zombie’ firms leave the market, and stop supporting them financially. Additionally, it is vital to focus on combating climate change, and during this reform period, governments should not support sectors that will be harmful for the environment. Finally, Mr. Hagemejer emphasized the importance of better preparing the European Union and its institutions and business for future crises.

Karel Lannoo, Chief Executive, Centre for European Policy Studies (CEPS), Belgium

Mr. Lannoo noted that in the summer, there was a lack of global cooperation related to healthcare issues, and this lack of global coordination has remained. As the second wave of COVID-19 mounts, there is a need for a global health coordination body. Mr. Lannoo added that the G20 has not been particularly involved in creating international leadership. On the topic of international leadership, Mr. Lannoo discussed the urgent need to examine international best practices in controlling the pandemic to better understand why East Asia has fared so well in controlling the pandemic, whereas Europe and the United States have fared far worse. As such, global coordination to identify what is working and what countries should do moving forward is currently lacking and must be emphasized as a top priority.

Andres Ortega, Senior Research Fellow, Elcano Royal Institute, Spain

Mr. Ortega highlighted that the trend of automation has been accelerated by the pandemic. While automation will go hand-in-hand with economic growth, there are concerns that this will exacerbate unemployment and increase inequality. While in the long run, automation will lead to new jobs and economic growth, in the short run, this trend will lead to unemployment. As a result, Mr. Ortega argued, automation that replaces workers should temporarily be halted during the pandemic, while automation that enhances productivity should continue. This can be imposed in a stimulus package.
Session V, Panel III: Assessment and Call to Action

Chair: Paolo Magri, Director and Executive Vice President, Italian Institute for International Political Studies (ISPI), Italy

Mr. Magri provided a welcome to the final session, which analyzed the question: how can think tanks individually and collectively face the COVID-19 crisis? He noted that the unprecedented show of European solidarity has been threatened by the pandemic which has caused economic problems, social unrest, and people fed up with restrictions. The goal for today is to rally the troops and provide a call to action for think tanks. The new task for the think tank community is to prepare for the new normal and continue fighting for collective responses.

Monika Sie Dhian Ho, Director General, Clingendael Institute, The Netherlands

Regarding how think tanks can face this crisis, Ms. Sie Dhian Ho highlighted three concrete actions that have been taken, the first of which has been an interdisciplinary approach that has resulted in a think tank created from a number of different interdisciplinary organizations to advise the Dutch government. Additionally, a cross-European Union approach has been adopted in which a group of think tanks from across the EU have met regularly to discuss their approaches and share best practices. Finally, Ms. Sie Dhian Ho mentioned a new “citizen perspective” in which support for national policies can no longer be taken for granted.

Alexander A. Dynkin, Director, Institute of World Economy and International Relations (IMEMO), Russia

Mr. Dynkin emphasized that think tanks must improve their forward-looking capacity, as very few think tanks saw the scale of the COVID-19 crisis coming. He noted that IMEMO has worked with both the Russian and U.S. governments to launch different programs addressing different issues related to the crisis, from economic issues to social and health issues. Mr. Dynkin added that we must shift focus as an industry towards more intangible fields, like digital intelligence and technological solutions. Ultimately, respectful diversity is the key to finding a solution to the pandemic.

Thomas Gomart, Director, French Institute of International Relations (IFRI), France

Mr. Gomart said that the show must go on with discretion. With the second lockdown, people are better prepared to work remotely, indicating that productivity may be higher than it was in the first lockdown. Mr. Gomart suggested that think tanks should conduct numerical analyses comparing this
pandemic to past pandemics, and that think tanks should also focus on niche topics related to the pandemic and other crises including the consequences of a Green Deal. He additionally noted that think tanks should not focus just on COVID-19; there is currently a multi-crisis situation that encompasses the issue of the pandemic as well as social unrest and terrorism.

**Milena Lazarevic,** Program Director, European Policy Centre (CEP), **Serbia**

In responding to the question of the importance of partnerships, Ms. Lazarevic emphasized the importance of a forward-thinking proposal in which think tanks consider partnerships in the long-term. Think tanks should emulate the private sector by better cultivating long-term partnerships and projects alike. Additionally, most pan-European Union funding schemes are project-based. Given this, Ms. Lazarevic recommends that think tanks start thinking long-term about partnerships between institutions across Europe, which would allow for combining existing programs and expertise to work on projects. This allows smaller think tanks with more niche expertise to work with larger think tanks that have greater resources, as well as think tanks to partner with civil society organizations and hold a greater position of leadership in civil society circles. Finally, Ms. Lazarevic highlighted that while changes in managerial approaches within think tanks may be difficult, overall, it is worth it in the long-run.

**Odin Linardatou,** Director of Communications, ELIAMEP, **Greece**

Ms. Linardatou highlighted the public stance on COVID-19 that her think tank took in which they defended science against anti-science social forces. Ms. Linardatou noted that ELIAMEP was the first think tank in Greece to transition completely online amidst COVID-19. Additionally, she spoke of ELIAMEP’s work in analyzing COVID-related policies in order to discuss their social repercussions with institutions from across Europe. Ms. Linardatou additionally spoke of her think tank’s dissemination of a series of podcasts which aim to inform and engage the Greek public and fight the anti-mask movement, indicating the importance of the role of think tanks in fighting misinformation campaigns. Finally, Ms. Linardatou advocated for the strengthening of multilateral relationships, and the use of this crisis as an opportunity for think tanks and civil society actors to speak out forcefully and come together as an industry.
Session VI: Closing Remarks: Trying to Find the Exit to COVID-19

Sven Smit, Chairman and Director, McKinsey Global Institute, Europe

Mr. Smit noted that think tanks can play a significant role in providing optimism that extends beyond this current situation. By 2022, Mr. Smit predicted that we will be out of the pandemic; until then, he argued that we should think ahead so that the lives of people are the best they can possibly be by the time we are no longer within the COVID-19 crisis. The uncertainty we faced in March was significant, but that level of uncertainty has decreased as Europe entered the second lockdown: treatments are getting better, and vaccines are being developed. When this uncertainty drops, Mr. Smit highlighted that the public’s confidence returns.

Further, Mr. Smit explained that 2021 is a transition year, setting the stage for 2022. As such, companies are currently making decisions in preparation for 2022. Smit also highlighted that we are learning how to treat COVID-19 quicker; countries including the United States have spent money on its citizens, as economists have agreed on the benefits of a stimulus in response to COVID-19. Mr. Smit recommended that think tanks look at government responses to the pandemic and identify which responses have been effective and which have not. In doing so, think tanks can take the knowledge that we have gained from COVID-19 and use that to move forward. In five years, Mr. Smit said that hopefully the COVID-19 crisis will be seen as a time of great learning.

James McGann Director, Think Tanks and Civil Societies Program, United States

Dr. McGann concluded the event by noting that throughout cyclones and pandemics, ideas must still be heard and delivered. Think tanks should look at this current pandemic as a period of opportunity for transformation and change.
A special thank you to those who participated on our Europe Planning Committee:

Barcelona Centre for International Affairs (CIDOB), Spain  
Bruegel, Belgium  
Carnegie Endowment for International Peace Europe, Belgium  
Center for European Policy Studies, Belgium  
Centre for Liberal Studie, Bulgaria  
Centre for Social and Economic Research (CASE), Poland  
Chatham House, United Kingdom  
Danish Institute for International Studies, Denmark  
DCAF Geneva Centre for Security Sector Governance, Switzerland  
Ecologic Institute, Germany  
El Real Instituto Elcano, Spain  
European Centre for Development Policy Management (ECDPM), Belgium  
European Policy Centre, Serbia  
EUROPEUM Institute for European Policy, Czech Republic  
Finnish Institute for International Affairs (FIIA), Finland  
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French Institute for International and Strategic Affairs, France  
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Fundación Alternativas, Spain  
German Development Institute (DIE), Germany  
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Institut Montaigne, France  
Institute of International Affairs, Italy  
Institute for Sustainable Development and International Relations (IDDRI), France  
Institute for Development Studies (IDS), United Kingdom  
Institut Montaigne, France  
Institute for Security and Development Policy, Sweden  
McKinsey Global Institute (MGI), United Kingdom  
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Overseas Development Institute (ODI), United Kingdom  
Praxis, Estonia  
Razumkov Center, Ukraine
Stockholm Environment Institute (SEI), Sweden
Think Tanks and Civil Societies Program, Lauder Institute, University of Pennsylvania,
United States

A special thank you to our panelists:
*Listed here in order of appearance in the program

Opening Session

James McGann, Director, Think Tanks and Civil Societies Program (TTCSP), USA

James G. McGann, Ph.D., is a Senior Lecturer at the Lauder Institute of the Wharton School and the School of Arts and Sciences at the University of Pennsylvania. He is also the Director of the Think Tanks and Civil Societies Program (TTCSP) at the University of Pennsylvania.

He conducts research on developments and problems that think tanks and policymakers around the world face, and offers guidance and technical assistance to think tanks, governments and public and private donors on how to enhance the quality and effect of policy analysis. He is also a Senior Fellow at the Foreign Policy Research Institute, a think tank based in Philadelphia. Prior to joining the University of Pennsylvania, Dr. McGann was an Assistant Professor of Political Science at the University of Villanova, where he taught international relations, international organizations and international law.

Session II, Panel I

Mario Monti, President of the Bocconi University; former Prime Minister of Italy; former European Commissioner; Chair of the Pan European Commission on Health and Sustainable Development, Italy

Mario Monti is an Italian economist who served as the Prime Minister of Italy from 2011 to 2013. In 2013 he was named Chairman of the Council for the Future of Europe. He is currently president of Bocconi University, Milan. He is also European chairman of the Trilateral Commission and honorary president of Bruegel, the European think-tank he launched in 2005.

He is the author of the report to the President of the European Commission on “A new strategy for the single market” (May 2010). As the EU-appointed coordinator for the electricity interconnection between France and Spain, he brokered an agreement between the two heads of governments in June 2008.
Mehreen Khan, Brussels Correspondent at the Financial Times

Mehreen Khan is the Brussels correspondent for the Financial Times. She covers environment policy, economics, and the eurozone and joined the FT in 2016.

Eric Chaney, Economic Advisor for the Institut Montaigne

Eric Chaney has been Economic Advisor to Institut Montaigne since January 2017. Between 2008 and 2016, he was the Chief Economist of AXA for its worldwide activities. He advises multiple financial and non-financial companies on economic and geopolitical issues with his company, ECho. Within AXA Investment Managers, Eric managed the Research and Investment Strategy team, and advised the board on the potential of artificial intelligence. Within AXA, Eric advised the board on global economic and financial issues: he was a member of the Investment committee of the group, as well as the Asset Liability Monitoring Committee. From 2000 to 2008, Eric Chaney was the Chief Economist for Europe for Morgan Stanley, which he had joined in 1995 after having managed the “Synthèse Conjoncturelle” division of the National Institute of Statistics and Economic Studies (INSEE), where he oversaw the quarterly publication of the economic outlook report.

Ferdinando Nelli Feroci, President, Italian Institute of International Affairs (IAI), Italy

Ferdinando Nelli Feroci is president of the IAI. A diplomat from 1972 to 2013, he was Permanent Representative of Italy to the European Union in Brussels (2008-13), Chief of Staff (2006-08) and Director General for European Integration (2004-06) at the Italian Ministry of Foreign Affairs. Previously, he served in New York at the United Nations, in Algiers, Paris and Beijing. He also served as Diplomatic Counsellor of the Vice President of the Italian Council of Ministers (1998). In June 2014 he was appointed to the post of European Commissioner in the Commission chaired by Manuel Barroso to replace Antonio Tajani, a position he held until the end of the mandate of the Commission on 1 November 2014. Formerly a Fellow at the Center for International Affairs, Harvard University (1985-86), and Visiting Professor at the Istituto Universitario Orientale of Naples (1989), he is currently a professor at the School of Government of LUISS, Rome. He is the author of many articles and essays on international relations, European affairs and political affairs.
Charles Powell, Director, Elcano Institute for International and Strategic Studies, Spain

Charles Powell has been director of the Elcano Royal Institute since 2012, and a professor of Contemporary History at CEU San Pablo University since 2001. Born in 1960 to an English father and a Spanish mother, he read History and Modern Languages at the University of Oxford, which also awarded him a Doctorate in History. While at Oxford, he was a lecturer at Corpus Christi College, a J. A. Pye Fellow at University College, and a Junior Research Fellow at St. Antony’s College. He has also been a visiting professor at the Catholic University of Portugal and the Hebrew University of Jerusalem. From 1997 to 2000, he was deputy director of the European Studies programme of the Ortega y Gasset University Institute, and was later appointed Deputy Director of the José Ortega y Gasset Foundation’s Spanish Centre for International Relations (CERI). In 2001 he joined the Elcano Royal Institute as Senior Analyst for Europe, and in 2004 he was appointed Deputy Director for Research and Analysis. In the course of his career, he has supervised eight doctoral theses and taught and lectured in more than 40 countries in Europe, Africa, America and Asia. Charles Powell is an Officer of the Order of the Star of Italy (2015), a Companion of the Most Distinguished Order of St Michael and St George (2017), and a Commander of the Order of Merit of the Republic of Romania (2020).

Antoinette Primatarova, Programme Director, Centre for Liberal Studies, Bulgaria

Antoinette Primatarova was directly involved in the process of Bulgaria’s preparation for EU accession as Deputy Minister of Foreign Affairs (1997-1999), Ambassador to the European Communities (1999-2001) and Deputy Chief Negotiator (2000-2001). As Programme Director at the CLS (since 2002) and lecturer at the Diplomatic Institute of the Ministry of Foreign Affairs (since 2004) she continues her involvement with EU integration related issues (Common Foreign and Security Policy, enlargement, the Future of Europe debate, the Constitutional Treaty etc.) and contributes on them in Bulgarian and European context.
Guntram Wolff, Director, Bruegel, Germany

Guntram Wolff is the Director of Bruegel. His research focuses on the European economy and governance, on fiscal and monetary policy and global finance. He regularly testifies at the European Finance Ministers’ ECOFIN meeting, the European Parliament, the German Parliament (Bundestag) and the French Parliament (Assemblée Nationale). From 2012-16, he was a member of the French prime minister’s Conseil d’Analyse Economique. Guntram Wolff is also a member of the Solvay Brussels School’s international advisory board of the Brussels Free University. He joined Bruegel from the European Commission, where he worked on the macroeconomics of the euro area and the reform of euro area governance. Prior to joining the Commission, he was coordinating the research team on fiscal policy at Deutsche Bundesbank. He also worked as an adviser to the International Monetary Fund. He holds a PhD from the University of Bonn, studied economics in Bonn, Toulouse, Pittsburgh and Passau and previously taught economics at the University of Pittsburgh and at Université libre de Bruxelles. He has published numerous papers in leading academic journals. Guntram is fluent in German, English, French and has good notions of Bulgarian and Spanish. His columns and policy work are published and cited in leading international media such as the Financial Times, the New York Times, Wall Street Journal, Caixin, Nikkei, El País, La Stampa, FAZ, Handelsblatt, Les Echos, BBC, ZDF, and others.

R. Andreas Kraemer, Founder and Director Emeritus, Ecologic Institute, Germany

R. Andreas Kraemer is the Founder & Director Emeritus of Ecologic Institute in Germany and Chairman of Ecologic Institute US in Washington DC, as well as Senior Fellow of the Centre for International Governance Innovation, non-executive Director of the Fundação Oceano Azul, and Visiting Assistant Professor of Political Science and Adjunct Professor of German Studies at Duke University. He is also Initiator and Convenor of the Arctic Summer College. Kraemer is also Manager of the Konrad von Moltke Fund and active as Co-Chairman of the Advisory Board of OekoWorld, Advisory Board Member of The Arctic Institute, and Member of the Practice Board for the Master Course on “Strategic Sustainability Management” at the University of Applied Sciences in Eberswalde (HNE Eberswalde).

Kraemer lectures an annual full-term course on European integration and environmental policy for the Duke in Berlin Program of Duke University. R. Andreas Kraemer previously served as Scientific Director and Chief Executive Officer of Ecologic Institute in Germany and Austria; Visiting Scholar at the Massachusetts Institute of Technology, Center for Energy and Environmental Policy Research; the Speaker of Ecornet, the Ecological Research Network in Germany; the Senior Fellow at the Institute for Advanced Sustainability Studies; and chairman of the advisory board of Oekom Research (now called ISS-oekom). He has served in the Steering Committee of the British German Environment Forum, is a Board Member of the Foundation for the Good Governance of International Spaces, Advisory Board Member of Worldwatch Institute Europe, Councillor of the Atlantic Council of the United States, Member of the International Institute for Strategic Studies, and the German Industry
Initiative for Energy Efficiency. He was also previously a Member of the VROM International Think Tank. Previous to the Ecologic Institute, Kraemer worked for a range of policy institutes: the Science Center Berlin for Social Sciences, the Institut für ökologische Wirtschaftsforschung, and the Environmental Policy Research Center of the Free University of Berlin. He was previously Senior Fellow at the Bonn office of the Institute for European Environmental Policy. The Prince of Wales’s Business and Sustainability Programme awarded Kraemer the Carl Duisberg Society, the Institute for Advanced Sustainability Studies and the Mercator Foundation, each a Senior Fellowship. Kramer was born in Dortmund, Germany, and studied environmental engineering and sciences at the Department of Environmental Technology of the Technische Universität Berlin and the Université des Paris Diderot.

Jan Hagemejer, Macro & Trade Director of the Center for Social and Economic Research (CASE)

Jan Hagemejer’s areas of expertise are international trade as well as macroeconomic and structural issues. He graduated from University of Warsaw where he also obtained his PhD and habilitation, as well as from Purdue University (MA in Economics). He works as an associate professor at the Faculty of Economic Sciences, University of Warsaw. Prior to joining CASE, Jan Hagemejer worked as the head of Structural Analysis Division at the National Bank of Poland as well as the Center for Global Economic Analysis at Purdue University. His publications include, among others, works on trade policy reform evaluations, global value chains, productivity and internationalization as well as on various macroeconomic and structural issues (pension system reforms, services sector, energy and environment, inflation, fiscal policy, business cycle etc.). He also has a considerable experience in working with firm-level data. His experience include supervising research projects undertaken at the University of Warsaw financed by the Polish National Science Center devoted to trade, trade policy and the enterprise sector. In the past, he also took part as an investigator in several other projects funded by the National Science Centre as well as the European Commission, for example, the DISSETTLE project on dispute settlements in trade, the MicroDyn project on firm-level analysis of internationalization, the EMERYT project devoted to pension system reforms, as well as several projects EU-funded trade-related projects undertaken by the Femise consortium. Moreover, he was involved in several projects for the Polish government devoted to CGE-based ex-ante analyses of trade liberalization, for example the Round of WTO and the EU Service Directive.
Gabriele Iacovino, Director of Centro Studi Internazionali (CeSI)

Gabriele Iacovino is the Director of Ce.S.I. and was previously Coordinator of Analysts of the Institute. He holds a Masters in International Relations and a degree in Political Science both obtained at the LUISS University of Rome and a Masters in Peacekeeping and Security Studies from the University of Roma Tre (Rome). He worked as a political advisor with NATO’s Rapid Deployable Corps NRDC-ITA of Solbiate Olona. From 2009 to 2010 Iacovino was teaching assistant in Contemporary History at LUISS University of Rome. Dr. Iacovino teaches at the Carabinieri Officer School, at the High Academy of the State Police, at the Institute of Higher Military Studies of the Defence Staff, at the Italian Army’s Centre for Post Conflict Studies, at the Centre for Specialised Training of the Italian Financial Police, at the Joint Intelligence Centre of the Defence Staff and at the Joint Training School of the Italian National Intelligence Community. Moreover, Dr. Iacovino features as a lecturer of the Master in Peacekeeping at the University of Roma Tre. Dr. Iacovino is also a lecturer at the Master in “Security, Intelligence and Crisis Areas”, a partnership between Ce.S.I. and SIOI (Società Italiana per l’Organizzazione Internazionale – Italian Association for International Organisation). As an expert in North Africa and Middle East Affairs, Iacovino has been frequently interviewed as commentator on TV and Radio programmes aired both by public broadcasters, RAI, RSI, and private ones, SKY and CNBC.

Niels Keijzer, Senior Researcher at the German Development Institute (DIE)

Niels Keijzer is a senior researcher at the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE), and a member of the institute’s research team on “EU policies for global development”. His research and policy advisory work focuses on European development cooperation, aid and development effectiveness, ACP-EU cooperation, and policy coherence for development.

Karel Lannoo, Chief Executive of the Centre for European Policy Studies (CEPS)

Karel Lannoo has been Chief Executive of CEPS since 2000. He manages a staff of 70 people. Karel was an Independent Director of BME (Bolsas y Mercados Españolas), the listed company that manages the Spanish securities markets (2006-18) and is a member of foundation boards and advisory councils. He has published several books on capital markets, MiFID, and the financial crisis, the most recent of which is The Great Financial Plumbing, From Northern Rock to Banking Union, 2015. He is also the author of many op-eds and articles published by CEPS or in international newspapers and reviews. Karel is a regular speaker in hearings for national and international institutions (the European Commission, European Parliament, etc.) and at international conferences and executive learning courses. Karel Lannoo holds a baccalaureate in Philosophy (1984) and an MA in Modern History.
(1985) from the University of Leuven, Belgium, and obtained a postgraduate diploma in European studies (Centre d’Etudes européennes, CEE) from the University of Nancy, France (1986). Before joining CEPS, he worked for STUC (Students’ Cultural Centre in Leuven), did an internship at the European Commission (spokesperson’s service in Jacques Delors’ time); was employed by an Italian agro-food company (Ferruzzi of Raul Gardini) and a professional association, and was also active as a freelance journalist (among others for the Financial Times’ Financial Regulation Report, for many years).

Andres Ortega, Senior Research Fellow at Elcano Royal Institute

Andrés Ortega Klein (Madrid 1954) is Senior Research Fellow at the Elcano Royal Institute. He is an independent consultant and director of the Observatorio de las Ideas. He has been twice (1994-1996 and 2008-2011) Director of the Department of Analysis and Studies (Policy Unit) at the Prime Minister’s Office, and also worked as counselor at the Spanish Ministry of Foreign Affairs and Cooperation. He has developed an extensive career in journalism as London and Brussels correspondent and columnist and editorial writer for El País. BA in Political Science (Complutense University of Madrid), and M.Sc. (Econ) in International Relations at the London School of Economics (1979). He is a member of the ECFR council and the board of trustees of the Ortega-Marañón Foundation.

Linda Yueh, Fellow in Economics at Oxford University and Visiting Professor at LSE IDEAS

Linda Yueh is Adjunct Professor of Economics at the London Business School; Fellow in Economics at St Edmund Hall, Oxford University; and Visiting Professor at the IDEAS research centre, the foreign policy research centre at the London School of Economics and Political Science. She was Visiting Professor of Economics at Peking University. Yueh is Chair of the LSE Economic Diplomacy Commission and serves on the Advisory Board of LSE IDEAS and on the Policy Committee of the Centre for Economic Performance (CEP) at LSE. She is Chair of the Royal Commonwealth Society and a Trustee of the Coutts Foundation and Malaria No More UK. She is a Non-Executive Director of the FTSE 100 company, Rentokil Initial, and of the FTSE 250 company, Fidelity China Special Situations. She is Chair of Baillie Gifford’s The Schiehallion Fund. She was Co-Chair of the Global Cities Business Alliance (GCBA) and a Board member of London & Partners – the official promotion agency for London. She has been an advisor to the World Bank, European Commission, Asian Development Bank, World Economic Forum at Davos, and the British Chambers of Commerce (BCC), among others. She was previously Chief Business Correspondent for the BBC and hosted ‘Talking Business with Linda Yueh’, as well as the former Economics Editor at Bloomberg TV. Prior to that, she was a corporate lawyer based in New York. Yueh is the author of several books, including: The Great Economists: How Their Ideas Can Help Us Today, What Would the Great Economists Do? How Twelve Brilliant Minds Would Solve Today’s Biggest Problems (US), China’s Growth: The Making of an Economic Superpower and Enterprising China: Business, Economic, and Legal Development since 1979. Her textbook, Macroeconomics, written with Graeme Chamberlin, is a recommended text of the UK Government Economic Service. She is also the Editor of the Routledge Economic Growth and Development book series.
Paolo Magri, Director of the Institute for International Political Studies (ISPI)

Paolo Magri is Executive Vice President of the Italian Institute for International Political Studies (ISPI) and Professor of International Relations at Bocconi University. He is member of the Strategic Committee of the Italian Ministry of Foreign Affairs and International Cooperation, member of the Europe Policy Group of the World Economic Forum (Davos) and member of the Board of Directors of the Italy-China Foundation. He is also a member of the Scientific Committees of the Elcano Royal Institute, the Center of Excellence for Stability Police Units (CoESPU) and of the Military Center for Strategic Studies (Ce.Mi.S.S.). He is a regular speaker, writer and commentator to diverse media outlets on global issues, US foreign policy, Iran and the Middle East. Previously, he served as Programme Director to the UN Secretariat in New York and, up to 2005, as Director of International Affairs at Bocconi University in Milan.

Monika Sie Dhian Ho, General Director of the Clingendael Institute

Monika Sie Dhian Ho is General Director of the Clingendael Institute and is vice chair of the European Integration Committee of the Netherlands Advisory Council on International Affairs (AIV). She also lectures at the Netherlands School of Public Administration in The Hague. Monika studied and lectured political science at the Erasmus University Rotterdam and was lecturer in International Relations and International Political Economy at Leiden University. At the Netherlands Scientific Council for Government Policy, she worked as a researcher and project manager from 1997-2007, focussing on the European Union, development cooperation, and democratic transition and consolidation. She was director of the Wiardi Beckman Foundation, the social-democratic think tank in the Netherlands, from 2008-2016.
Alexander A. Dynkin, Director of the Institute of World Economy and International Relations (IMEMO)

Professor Alexander Dynkin is the Director of the Institute of World Economy and International Relations (IMEMO) at the Russian Academy of Science. He is a member of the Presidium of the Russian Academy of Sciences, the Russian Foreign Minister’s Scientific Council, the Presidium of the Presidential Council for Science and Education, and the Advisory Board of the Russian Security Council. Professor Dynkin served as the economic adviser to the Prime Minister of the Russian Federation between 1998-1999. Prior to this, he was a visiting professor and lecturer at Georgetown University. He holds a PhD in Economics.

Thomas Gomart, Director of the French Institute of International Relations (IFRI)

Thomas Gomart holds a PhD in the History of International Relations from Paris I Panthéon-Sorbonne and an EMBA from HEC (Paris). Thomas Gomart was appointed Director of the French Institute of International Relations - Ifri after serving as Director of strategic development from 2010 to 2015 and founding and directing IFRI’s Russia / NIS Center from 2004 to 2013. Prior to joining Ifri, Thomas Gomart worked at Marne-la-Vallée University (1996-1999) and for the French Ministry of Defense. He has also been Lavoisier Fellow at the State Institute of international relations (MGIMO – Moscow, 2001), Visiting Fellow at the Institute of Security Studies (European Union – Paris, 2002), and Marie Curie Fellow at the Department of War Studies (King’s College – London, 2003). His current research focuses on Russia, digital governance, French foreign policy, country risks and think tanks. His most recent book « L’Affolement du monde. 10 enjeux géopolitiques » (Tallandier, 2019) is the recipient of the Geopolitics Book Award 2019.

Milena Lazarevic, Program Director of the European Policy Centre (CEP)

Milena Lazarević is one of the founders and Programme Director at the European Policy Centre (CEP), independent, non-profit think-tank based in Belgrade, Serbia. As the Programme Director, she is in charge of the overall programmatic strategy of CEP as well as developing and managing the quality assurance system and processes within the organisation. She also takes the lead on numerous good governance related projects implemented by CEP. Milena is a proven expert in the field of public administration reform, in Serbia and in the Western Balkan region. Between May 2014 and March 2015, in addition to her work in CEP, she also acted as the Special Adviser to the Serbian Deputy Prime Minister in charge of public administration reform. As a consultant, she has worked for SIGMA/OECD, Regional School for Public
Administration (ReSPA), the World Bank and several major international consultancy companies. Before co-founding CEP, she worked for almost six years as a civil servant in the Serbian administration, dealing with public administration reform and administrative capacities for EU accession, first in the EU Integration Office of the Serbian Government (SEIO) and later in the Ministry of Public Administration. As a Soros scholar, Milena obtained her BA degree in European Studies and International Relations magna cum laude at the American University in Bulgaria (AUBG), after which she completed with honors an advanced MA programme in European studies at the College of Europe, on a King Baudouin Foundation scholarship. She later also graduated from the Diplomatic Academy of the Ministry of Foreign Affairs of Serbia and obtained an MA in European Administrative Law at the Law Faculty of the Belgrade University. She speaks fluent English, French, Italian and Bulgarian and has basic knowledge of German.

**Odin Linardatou, Director of Communications at the Hellenic Foundation for European and Foreign Policy (ELIAMEP)**

Odin Linardatou is a journalist and Head of Communications at ELIAMEP. She studied German and Greek Language and Literature at the National Kapodistrian University of Athens. She has accumulated over 30 years of experience in the Greek public television as a journalist, TV and radio presenter covering a wide array of topics in the Greek and the EU policy setting, international and foreign affairs, etc. During her long-standing career as an active journalist, she has edited and presented a large number of TV programmes and newscasts, interviewed a significant number of politicians and famous personalities and ensured that the public audience has access to. She has strong experience working with both Greek and international media, equipped with in-depth understanding and hands-on experience on online hate speech and disinformation/ fake news practices. Currently, as Head of Communications is responsible for designing, supervising and implementing the communication strategy of ELIAMEP, providing technical advice related to hate speech and fake news/disinformation, acting also as the principal media contact for the foundation.

**Sven Smit, Chairman and Director of the McKinsey Global Institute**

Sven is a senior partner at McKinsey, Co-Chairman of the McKinsey Global Institute (MGI), McKinsey’s business and economics research arm, and a member of McKinsey’s Shareholders Council (our global governance board). Sven works with leading companies to develop strategies for growth, serving all industries. Analyzing the success factors required for business growth, examining the way megatrends influence it, and defining the lessons of diversified growth, he builds on the ideas in Strategy Beyond the Hockey Stick (2018) and The Granularity of Growth (2008), two books he co-authored. As Co-Chair of MGI he leads research and authors MGI reports on global economic trends and topics such as productivity and growth, urbanization, innovation and technology, labor markets and the Future of Work, emerging markets, and Europe’s economic outlook. He helps develop the firm’s point of view on core issues such as economic volatility, inflation, and uncertainty, and defines ways to help clients navigate the problems. Previous roles Sven has held within McKinsey include leading the firm’s work in Western Europe and the global Strategy & Corporate Finance Practice. Sven holds a degree in mechanical engineering from Delft University of Technology and an MBA from INSEAD.
Prior to joining McKinsey in 1992, Sven worked at Philips Research Laboratories in measurement and control as an engineer and researcher. He contributes to society through NL2025, an initiative committed to a better future for the Netherlands.

About the Think Tanks and Civil Societies Program:

The Think Tanks and Civil Societies Program (TTCSP) at the Lauder Institute of the University of Pennsylvania conducts research on the role policy institutes play in governments and civil societies around the world. Often referred to as the “think tanks’ think tank,” TTCSP examines the evolving role and character of public policy research organizations.

Since its formation, TTCSP has laid the foundation for a global initiative that will help bridge the gap between knowledge and policy in critical policy areas such as international peace and security, globalization and governance, international economics, environment, information and society, poverty alleviation and health. This international collaborative effort is designed to establish regional and international networks of policy institutes and communities that will improve policy making as well as strengthen democratic institutions and civil societies around the world. TTCSP at the Lauder Institute works with leading scholars and practitioners from think tanks and universities in a variety of collaborative efforts and programs.

About the Lauder Institute:

Founded by brothers Leonard and Ronald Lauder in 1983 in honor of their father, Joseph, the Joseph H. Lauder Institute for Management and International Studies provides a fully integrated business education to a new generation of leaders coming of age in a rapidly globalizing world.

About the University of Pennsylvania:

The University of Pennsylvania (Penn) is an Ivy League school with highly selective admissions and a history of innovation in interdisciplinary education and scholarship. As a world-class research institution, The University of Pennsylvania peer institutions are Stanford, Harvard, Princeton, Yale, Dartmouth, Cornell, Cambridge and Oxford. Penn was founded by Benjamin Franklin in 1740 to push the frontiers of knowledge and benefit society by integrating study in the liberal arts and sciences with opportunities for research and practical, pre-professional training at both the undergraduate and graduate levels. Penn is committed to meeting the full demonstrated need of all undergraduates with grant-based financial aid, making this intellectually compelling integration of liberal and professional education accessible to talented students of all backgrounds and
empowering them to make an impact on the world. Penn boasts a picturesque campus in the middle of Philadelphia, a dynamic city that is conveniently located between Washington, D.C. and New York, New York.

About the Director:

James G. McGann, Ph.D., is a Senior Lecturer at the Lauder Institute of the Wharton School and the School of Arts and Sciences at the University of Pennsylvania. He is also the Director of the Think Tanks and Civil Societies Program (TTCSP) at the University of Pennsylvania. He conducts research on developments and problems that think tanks and policymakers around the world face, and offers guidance and technical assistance to think tanks, governments and public and private donors on how to enhance the quality and effect of policy analysis. He is also a Senior Fellow at the Foreign Policy Research Institute, a think tank based in Philadelphia. Prior to joining the University of Pennsylvania, Dr. McGann was an Assistant Professor of Political Science at the University of Villanova, where he taught international relations, international organizations and international law.

His main research priorities include: analyzing global developments in research on safety and international affairs; influencing United States’ foreign and domestic policies through think tanks; strategic advice to BRICS and G20 countries from think tanks and transnational and regional public policy challenges. He is the creator and author of the annual Global Go To Think Tank Index which ranks think tanks in every region of the world.

Dr. McGann has served as a consultant and advisor to the World Bank; the United Nations; the United States Agency for International Development; the Soros, Rockefeller, MacArthur, Hewlett and Gates foundations; the Carnegie Corporation; and foreign governments on the role of nongovernmental, public policy and public engagement organizations in the US and developing and transitional countries. He has also served as the Senior Vice President for the Executive Council on Foreign Diplomats, the Public Policy Program Officer for the Pew Charitable Trusts, the Assistant Director of the Institute of Politics, John F. Kennedy School of Government at Harvard University. He has also served as a Senior Advisor to the Citizens’ Network for Foreign Affairs and the Society for International Development.
“Helping to bridge the gap between knowledge and policy”

The mission of TTCSP is to increase the profile, capacity and performance of think tanks at the national, regional and global levels so they can better serve policymakers and the public.

TTCSP conducts research on the relationship between think tanks, politics and public policy, produces the annual Global Go To Think Tank Index, develops capacity-building resources and programs, manages and supports a global network of over 8,000 think tanks and trains future think tank scholars and executives.

TTCSP is often referred to as the “think tanks’ think tank.”

Contact:

**James G. McGann, Ph.D.**
Senior Lecturer, International Studies, Lauder Institute
Director, Think Tanks and Civil Societies Program
Wharton School and School of Arts and Sciences
University of Pennsylvania
256 S. 37th Street, Philadelphia, PA 19104
Main Office: (215) 573-6267
Direct Line: (215) 746-2928
Mobile: (215) 206-1799
Email: jmcgann@wharton.upenn.edu
Website: gotothinktank.com

Recognizing and Thanking all TTCSP Interns Involved:

**James G. McGann**, TTCSP Director, University of Pennsylvania

**Emma Harris**, TTCSP Regional Summit Director, University of Pennsylvania

**Alisa Wadsworth**, TTCSP Regional Summit Director, University of Pennsylvania

**Benjamin Kosko**, TTCSP Technical Coordinator, University of Pennsylvania

**TTCSP Europe Research Intern Team:**

Andrew Orner, Isabella Rocco, Charley Ward, Luke Mouracade, Raquelle Rocco, Alex Quinn, Josie Konopka, Ishwari Deshpande, Davis Davidson