



CIDOB Master Plan (2022-2025)



CIDOB, CENTRE OF GLOBAL THINKING

Never has international thinking been so necessary and yet so questioned. The work and place of think tanks as central actors in the ideas ecosystem is currently affected by two parallel phenomena.

On the one hand, the world is shrinking, which is increasing the impact of international events on people's everyday lives, particularly since the COVID-19 pandemic. The politicisation of European and international politics is reshaping the agendas of a growing number of actors, governments and institutions. This is raising public interest in these issues and generating more opportunities for think tanks to increase their influence and relevance. The value of informed analysis should, therefore, be rising.

On the other hand, polarisation and public and political opposition to experts is also growing. Instruments of disinformation and the populist and authoritarian drifts underway in many parts of the world are questioning the value of social analysis. Growing numbers of voices proclaim that expert knowledge should cede to the politics of emotions: this has created a crisis for the intermediaries who connect policy and knowledge, including think tanks and the media. Thus, the challenging of experts and knowledge poses a risk to research centres.

These risks and opportunities place think tanks at the epicentre of public debate and provide a new framework for the sector's reinvention. With the need for knowledge and the opposition to it both growing, the relevance and social impact of think tanks should be encouraged. Taking their traditional mission of linking policy and analysis as a starting point, think tanks today face the challenge of ensuring a better connection exists between knowledge and society. In this context, CIDOB constitutes a public good that contributes to improving the knowledge, dissemination and influence of global thinking.

CIDOB'S MISSION AND VALUES

CIDOB is an international affairs research centre that seeks through excellence and relevance to analyse the global issues that affect governance and political and social dynamics from the international to the local level.

As an independent institution with roots in civil society and a substantial and recognised track record, CIDOB pursues rigour in its analyses, publications and projects. It aims to be a useful tool for society, to ensure open access to knowledge and to promote the study of the international issues that affect people's everyday lives. CIDOB strives for its research to be socially relevant and to achieve impact. It is responsive to public institutions' requests and requirements for international information and seeks to influence decision-making processes and provide alternative visions.

CIDOB also promotes innovation in the analysis of global politics and aims to transcend the classical structures of international relations and take into account the growing impact of global phenomena on local realities. Innovation also means opening up new lines of research to keep pace with ongoing social transformations.

From its base in Barcelona, CIDOB analyses how the international impacts on the local, and how the international is defined and constructed from the local level. Priority is given in its publications

and activities to thematic relevance and analysing the aspects of the international agenda that prompt greatest interest in Barcelona, Catalonia, Spain and Europe.

CIDOB also aims to mobilise a significant number of social actors, to reach new audiences and to work in networks with public and civil society institutions. Its goal is to continue being a leading European and international centre for the study of global politics, but also to become a meeting point and a window to the world from Barcelona.

The values that define CIDOB's work are:

- The desire to act as a public good that provides international knowledge;
- Excellence, through the rigour, quality and independence of our analyses;
- Innovation in the approach to studying international relations;
- Visibility, via new research formats and media presence;
- Encouraging the proper management and economic health of the institution and proactively seeking new projects.

CIDOB's Code of Ethics¹ establishes the criteria by which the institution is governed, based on legality, transparency, independence, effectiveness and efficiency in the use of resources, and social responsibility in the respect for human rights. It also frames these criteria within the general values of humanism, democratic pluralism, non-discrimination, gender equality, meritocracy, economic and environmental sustainability, quality in the provision of services and action as a collective good. The values that govern research are also specified, and notably include innovation, professionalism and rigour, scientific excellence, respect for authorship, open access and best value for money, reliability, and honesty and responsibility in research.

Key strategic lines of research

Based on the challenges arising from an international system in transformation, CIDOB has reorganised and systematised its strategic lines of research along thematic and regional lines. The entire research team was involved in this collaborative task, which aims to bring continuity to the institution's research priorities.

The strategic lines are divided, in turn, into specific lines of research, for which the CIDOB research team is responsible. Each strategic line is coordinated by one of CIDOB's Senior Research Fellows, who ensures that the lines of research, in which various researchers participate, remain coherent.

To aid organisation and the achievement of specific goals, the strategic and research lines are set out in annual work plans agreed at the start of the year and evaluated at the end of the year between the Director, the Research Coordinator and the research team. The work plans contain the commitments in terms of activities, projects and publications for each strategic line and are accompanied by an individual research plan for each member of the CIDOB research team.

1.The document, approved by the Board of Trustees on June 28th 2019, is available at: https://www.cidob.org/ca/cidob/transparencia/codi_eti. CIDOB will also have a gender equality plan.

THEMATIC LINES OF RESEARCH

1. GLOBAL GEOPOLITICS AND SECURITY

This strategic line focuses on analysing and forecasting cooperation and conflict dynamics, as well as on actors and institutions with global impact. It examines the intersection between regional environments and global dynamics in order to analyse the drivers of transnational change and global (re)ordering processes. Specifically, this strategic line covers the following lines of research:

1.1. The international order, multilateralism and conflict: analysis of the challenges facing the liberal international order, international trade, the principles of multilateral governance and the patterns of cooperation and conflict, especially in relation to the prevention and management of the major global challenges.

1.2. Regionalism and interregionalism: study of regional dynamics in Europe, Latin America, the Mediterranean, Africa and Asia. Regionalism is analysed as a reflection of global trends (eroded multilateralism and increased connectivity, among others) and interregional relations as an instrument that can contribute to strengthening global governance.

1.3. Democracy and technology: analysis and debate on the effects of technology on democratic systems and geopolitics, from disinformation and polarisation to the impact on forms of political participation and democratic innovation.

1.4. Violent extremism: study of the radicalisation processes that lead to violent extremism (radicalization factors, grievances and ideologies) and on the range of tools developed to combat it (fighting terrorism, preventing violent extremism and resilience, among others).

1.5. European foreign policy: study and generation of proposals on European Union (EU) and member states' strategies, priorities, instruments and alliances at the international level.

2. MIGRATIONS

The number of international migrants – people residing in a country other than that of their birth – has risen to 250 million, although as a proportion of the global population the figure remains stable at 3%. The number of people forcibly displaced has reached 84 million, of whom 48 million are internally displaced, and 27 million are refugees. Although the COVID-19 pandemic has had a drastic and disruptive effect on human mobility on a global scale, immigration is expected to continue to rise, among other reasons because of the effects of environmental degradation. The numbers aside, immigration is a point of increasing polarisation and one of citizens' main concerns. It is worth noting that CIDOB addresses migration from a triple perspective:

2.1. Reception and integration policies: comparative analysis of policies that promote the initial reception and incorporation of new arrivals. Also includes analysis of the legal corpus and administrative practices that distinguish between distinct legal categories with differing access to civil, social and political rights.

2.2. Migration and asylum policies: analysis of the policies that regulate migration flows, including border policies and access to international protection. In addition to the global analysis, migration policies are studied in the EU context, particularly the processes of harmonising migration and asylum policies and solidarity between member states.

2.3. The politicisation of immigration: analysis that applies a comparative European perspective to the concept of the politicisation of immigration and the construction and impact of narratives,

giving particular attention to the main actors and media involved at the local, national and European levels.

When addressing these issues, CIDOB aims to understand the relationship that develops between policy and politics, and includes analysis of governance systems and politicisation; policy in design and practice and the relationship to vertical (between administrations) and horizontal governance (including public and private actors); comparative views; and the gender and intersectional perspective.

3. GLOBAL CITIES AND METROPOLISES

Cities and metropolises have long since outgrown their exclusively local ambit and are now recognised as laboratories for global solutions. The COVID-19 crisis and the climate emergency have only accelerated this, placing them at the forefront of delivering citizens' basic needs and rights. Growing demographic pressure, the impact of the double ecological and digital transition and the need to design urban policies capable of addressing the increase in inequalities make cities and metropolises key actors in promoting innovative solutions adapted to local realities, for whom the 2030 Agenda provides a transformative roadmap. In particular, the following aspects are analysed:

3.1. Cities in global governance: studies the impact of the new global order on cities, their positioning on international agendas and the extent to which they participate in international governance structures (European and global). Cities and metropolises are also analysed as spaces that are resilient and reaffirm democratic and humanist values in the face of rising populist rhetoric. Cities' foreign policy is analysed as a public policy, ranging from political influence to economic projection via technical cooperation and decentralised cooperation. Particular focus is given to the ecosystem of international city networks, the various forms of urban, scientific, technological and cultural diplomacy, and cities' participation in the post-pandemic European recovery process.

3.2. Cities' socioeconomic challenges: analysis of the socioeconomic conditions that affect global cities and metropolises and whose roots often lie in globalisation dynamics. These factors include the intersection between technology and the city from the perspective of technological disruption, particularly artificial intelligence and the possibilities for citizen empowerment, where the capacity is analysed for new technologies to create virtual interaction spaces, whether economic (platform economies) or social (technological humanism). The impact of digital transformations on municipal governance is also examined, along with their effect on the relationship between the city and its citizens and mechanisms such as scientific and technological diplomacy, as well as the challenges arising from artificial intelligence and the multiple inequalities in the urban environment, including access to housing and migration.

3.3. Cities' environmental challenges: analysis of cities' capacity to influence global and European climate governance through the city networks that promote cross-border cooperation, often going beyond the frameworks established by states. It also examines how cities are positioning themselves as laboratories for innovative climate solutions and new multistakeholder partnerships that can accelerate the transition to a climate-neutral planet, for example in the urban mobility sector and the digital and energy transition. This line also analyses the urban responses to the Mediterranean climate crisis, as well as the potential for decentralised cooperation.

4. SUSTAINABLE DEVELOPMENT

This strategic line addresses development challenges in a holistic way, taking stock of the underlying socio-economic problems and of the local, national and international governance challenges within the framework of the Sustainable Development Goals (SDGs) for achieving the

2030 Agenda. On the other hand, it also focusses on analysing the normative and institutional multilevel governance framework for forging the alliances that enable the political leadership and guidance of the implementation of the SDGs and, in particular, the role of the EU and its member states. The specific lines of research are as follows:

4.1. Climate change, natural resources and the green transition: analysis of natural resources in relation to sustainable development, especially in the economies of developing countries in the Middle East, Africa and Latin America, and the implications of the energy transition and green recovery in various regions.

4.2. Partnerships for governing the 2030 Agenda: study of the systemic issues facing the 2030 Agenda from the multi-level partnerships approach proposed by SDG17, the production of inclusive decision-making processes and the incorporation of accountability instruments that facilitate development policy coherence.

4.3. Localising the 2030 Agenda: examining the local and localising aspects of the SDGs, this line confirms the urban and territorial dimension of the 2030 Agenda and its potential as a reference framework for public policies promoted from cities. It focuses on a comprehensive approach to sustainable urban development and the links between SDG11 and other goals with an urban dimension, as well as on analysing key factors for promoting more efficient public policies, such as collaborative governance and accountability.

4.4. Promotion of peaceful and inclusive societies for sustainable development: SDG16 envisages a framework for constructing effective, responsible and inclusive institutions at all levels that promote democracy and the reduction of inequalities – issues that are also addressed in SDG10. This line includes analysis of the global governance transformations helping to improve the representativeness of various actors, particularly when it comes to developing countries.

GEOGRAPHICAL LINES OF RESEARCH

(a) EUROPE

The EU is a reference point for CIDOB's research. The debates are weighed over the EU's internal transformation and its role as an international actor, incorporating the idea that sovereignty as a concept has now spilled beyond state borders, both vertically (via membership to supranational organisations and increasing prominence of sub-state entities) and horizontally (wider range of actors and areas of sovereignty).

Within the internal European context, CIDOB analyses European integration dynamics and the reformulation of the common project as a result of the recent European crises, including research projects on the construction of a multi-speed EU, the effects of Brexit and future EU–UK relations, inter-institutional dynamics, political developments within member states, debates over polarisation, the rise of populism and the necessary reforms in the eurozone, the area of freedom, security and justice, and foreign policy. It also proposes a reflection on European integration and sovereignty that encompasses debates about supranationalism, multilevel governance, regionalism, territorial tensions and the role of cities and local authorities.

At the international level, CIDOB analyses the EU's role as a global actor, with particular emphasis on its external action instruments and policies and on EU relations with key geopolitical spaces, including with the countries in its immediate and enlarged neighbourhood and countries and areas of particular interest such as the United States, China, Russia and eastern Europe, Latin America, the former Soviet space and Africa.

(b) THE GREATER MEDITERRANEAN

In the Mediterranean several regions converge with which the EU has sought to strengthen cooperation, dialogue and integration. Since 2011 this space has undergone a seismic political and social shock that has brought notable risks of regression. CIDOB broadens its focus out from the Middle East and North Africa to take in the countries of the Sahel, Iran, Turkey and the Gulf states and covers three levels of analysis – local, regional and global – while focussing on dynamics of fragmentation, interdependence and marginalisation.

The reconfiguration of the regional order, the changing dynamics in the configuration of alliances, the proliferation of conflict zones and the overlapping of lines of division are addressed. The needs and aspirations of young people are also analysed, along with the emerging new political and social dynamics in urban settings and the region's central role for the global environmental and energy agenda.

CIDOB also closely follows institutional developments in the Euro-Mediterranean area, with particular emphasis on the evolution of the Barcelona Process, the Union for the Mediterranean and the revision of the principles that in 1995 led the Mediterranean to be considered one of the EU's main regions of geopolitical interest. Within this framework, CIDOB proposes to study Euro-Mediterranean relations based on a renewed triangle that connects Europe, the Mediterranean and Africa.

(c) LATIN AMERICA AND THE ATLANTIC SPACE

Latin America is currently facing new internal contestation movements. Rising poverty is calling development models into question, systemic corruption is straining political systems and increased violence is damaging coexistence. CIDOB analyses the political changes underway in the region and their effects on individual countries' development and international integration strategies, on regional balances and how they are transferred to regional cooperation and integration bodies, as well as the consequences of their external alliances, particularly multilevel interregionalism with the EU. The regional focus is complemented by analysis of EU bilateral relations with countries such as Brazil, Chile, Argentina, Mexico, Bolivia, Venezuela and Cuba, among others.

CIDOB also proposes taking a broad view of the Atlantic that analyses the main changes and continuities in this space from a global perspective that is not limited to traditional vertical (North–South) or horizontal approaches (transatlantic axis versus South–South cooperation). It seeks to identify the drivers of transformation that make up this interregional space and analyse its dynamics of competition and conflict, as well as the opportunities to establish regional and interregional orders capable of reconfiguring global governance. When it comes to the United States, CIDOB promotes research on the US administration's position on multilateralism, the international order, its hemispheric policy and relations with the EU and NATO.

(d) ASIA–PACIFIC AND SUB-SAHARAN AFRICA

Always giving consideration to the resources and projects available, CIDOB aims to fulfil its vocation as a global think tank and incorporate in its analysis the dynamics present in other regions of the world.

In the Asia–Pacific area, CIDOB focuses on China and Southeast Asia as centres of growth, trade and international dynamism. In this space, attention is given to consolidated regional cooperation dynamics such as the new Silk Road promoted by China and ASEAN, as well as the creation of new financial bodies such as the Asian Infrastructure Investment Bank and the New Development Bank, and the challenges they pose to the EU as a geopolitical actor.

Notable topics of study in Sub-Saharan Africa and the Sahel are the economic transformations and growth (or stagnation) many countries in the region are undergoing, the political prospects for democratisation, the demographic explosion and the security challenges. In this last field, while armed conflicts are diminishing, they are being counterbalanced by the rise in human rights violations and terrorism as transnational threats. From an external point of view, CIDOB bases its analysis on regionalism in Africa and relations with the EU, as well as on the growing influence of international powers such as China, the consolidation of bilateral forums with these rising powers and the effects on the continent's cooperation dynamics.

PUBLICATIONS

All CIDOB publication lines pursue the criteria of excellence, rigour, relevance and impact. In-depth analysis sits side-by-side with publications that are informative in nature or seek to make political and social impact. All are available through open access and to ensure that the knowledge reaches both international and local audiences the three working languages of CIDOB's publications are English, Spanish and Catalan.

The publications' coherence and quality are overseen by the Editorial Board, the body that meets and makes decisions of an editorial nature. The board approves the programme and engages in discussion to ensure the requirements are met in terms of scientific quality and compliance with peer review processes, as well as providing a space for dialogue with the institution's communication and activities departments. Due to their specific requirements, the *Revista CIDOB d'Afers Internacionals* and the *Anuario Internacional CIDOB* have their own editorial boards.

CIDOB's publication lines are:

- *Anuario Internacional CIDOB*: a reference work that has since 1989 applied a multidisciplinary and transversal approach to provide the keys to interpreting international relations, combining political, economic and social concerns. The *CIDOB International Yearbook* is increasingly committed to offering visual content like infographics, maps and graphics, and takes an innovative and long-term approach to the thematic areas in each issue.
- *Revista CIDOB d'Afers Internacionals*: created in 1982, this triannual academic cultural publication on international relations currently ranks in quartile 2 in the SCImago Journal Rank. Each issue is a monograph whose articles are original research papers that pass a double-blind peer review process and is indexed in the main academic databases, such as Scopus and Web of Science, in the social sciences field. Its Editorial Board is formed of ten members and it has an international Advisory Council that is formed of 23 specialists in international relations.
- *CIDOB Monographs*: a book-format publication since 2009 of the content of different research endeavours, seminars, debates and reflection workshops organised by CIDOB.
- *Notes Internacionals CIDOB*: online publication on international issues based on expert and policy-oriented analysis.
- *Opinion CIDOB*: short online articles in a journalistic style written by a CIDOB researcher or by a recognised external collaborator.
- *CIDOB Report*: collaborative work by CIDOB researchers and associates on specific issues in the international news.
- *CIDOB Briefings*: executive reports that diagnose issues of international significance, identify good practices and formulate policy recommendations based on CIDOB research activities and seminars.
- *CIDOB documents*: scientific studies published online.

In 2020, all CIDOB publication series saw their traffic and visit time rise. *Notes Internacionals CIDOB* user numbers rose from 287,795 in 2019 to 360,092 in 2020; *Opinion CIDOB* from 57,000 to 109,984; *Anuario Internacional CIDOB* from 58,113 to 115,586; *CIDOB Monographs* from 20,916 to 26,971; *Revista CIDOB d'Afers Internacionals* from 50,253 to 84,731, and *CIDOB Report* from 18,485 to 31,634. To these figures should be added over 100,000 queries and downloads from the academic platforms that host them, like RACO, JSTOR and DOI, among others.

ACTIVITIES

The main objective of CIDOB's activities is to convey expert knowledge to relevant sectors like civil society, academia, business, political decision-makers and the media. Through a range of forums and partnerships, CIDOB aims to establish itself as a meeting point, to innovate in the formats and mechanisms of knowledge transmission it uses and to grow the target audience for its activities beyond the more than 3,000 people who pass through CIDOB each year. As a result of the COVID-19 pandemic, CIDOB has incorporated means of online dissemination into many of its activities.

Among the face-to-face and online activities are *CIDOB Breakfasts* (organised since 2001, they seek to promote debate and critical thinking on current international affairs with the participation of a prominent figure, followed by an open debate with a selected audience), *What is going on in the world?* (a conference series of an informative nature using debate-style questions related to the international news in order to transmit issues on the global agenda to a wide audience), *CIDOB in Conversation* (a space for dialogue and plural reflection aimed at an expert audience that aims to assess the impact of international events with a guest expert and members of the CIDOB research team) and the *International seminars* (within the frameworks of research projects they aim to promote knowledge exchange, communicate research outputs to a specific audience, generate debate and contribute to informed media analysis).

CIDOB also organises the annual international seminar *War and Peace in the 21st Century* under the auspices of Barcelona City Council and in collaboration with EsadeGeo in order to discuss the major issues affecting international security, and in which experts, academics, intellectuals and high-level politicians participate. As a result of COVID-19, in 2021 CIDOB transformed this event into the documentary *Bouncing Back. World politics after the pandemic*, which examines the dynamics of conflict and opportunities for cooperation in the post-pandemic world, and is available for free on CIDOB's YouTube channel in the original English version and subtitled in Catalan and Spanish. It has been viewed over 10,000 times. Every year, CIDOB also presents the *Anuario Internacional CIDOB* in Barcelona and at various universities around the city and carries out occasional activities in Madrid and Brussels in cooperation with other institutions in the sector.

INNOVATION IN COMMUNICATION AND ANALYSIS

Beyond its activities and publications, CIDOB aims to innovate in terms of communication formats and the focuses of its analysis. In terms of **communication formats**, CIDOB has begun to refurbish its institutional website with the aim of better adapting it to communication needs and incorporating innovation, dynamism and improved visualisation of CIDOB's knowledge and research. As an example of this, in 2019 CIDOB launched *microsites*, specific pages that collate a series of resources on different topics in the international news (academic and press articles, videos, the activities agenda, chronologies, biographies, infographics and comparative tables, among others). In 2020, traffic to CIDOB's website rose by 83.5% compared to the previous year, with 3,482,562 visits compared to 1,898,114 in 2019. As of November 2021, visits for the year had reached 3,612,831, meaning the growth trend continues.

The institution maintains its commitment to *CIDOB Infographics*, graphic and visual content generated within the framework of its research projects and publications

– above all diagrams, maps and statistical graphics – which CIDOB will store, organise and display in a section of the institution’s new website. It also produces *CIDOB Voices*, a series of short videos in which various personalities and experts express their views on an aspect of the international agenda in no more than five minutes. The videos provide plural, multidisciplinary analysis for dissemination through social networks, the website and the YouTube channel. As part of its commitment to audiovisual content and updating its information systems, CIDOB intends to gradually introduce new knowledge dissemination formats (both audible and visual), while continuing to stream its main conferences. In 2021, CIDOB’s online content was viewed over 200,000 times on the institution’s YouTube channel.

To gather and more accurately analyse the impact of its publications and content dissemination, CIDOB will continue to work on improving its diagnostic mechanisms through Google Analytics (number of visits, geographical origin, visit time, access channel) and other impact indicators, such as the number of attendees at activities, subscribers to the newsletter, social media followers, appearances and references in the media – Catalan, Spanish and international – briefings and consultations with the research team, participation in external conferences and seminars and publications in academic journals.

CIDOB also seeks to reinforce its commitment to new **focuses of analysis**. Key commitments in this sense are the incorporation of young voices into its activities, publications and research, as shown by the *Talent Global* programme and the *Future Leaders Forum*, a greater emphasis on gender issues when it comes to participation in activities and as a field of study in international relations and technological advances as an element of analysis and as a mechanism for the dissemination of knowledge. To these must be added the commitment to prospective analysis as a way to anticipate events, project trends and identify spaces of vulnerability and opportunities to promote strategic analysis.

CIDOB IN NETWORK

CIDOB promotes alliances over competition. Through its multiple interactions and collaboration with different actors in the ideas and society ecosystem, it aims to achieve a multiplier effect for its activities and research. To this end, CIDOB pursues the following objectives:

Consolidate the securing of competitive research projects and financial diversification.

Since 2013, CIDOB has participated in 63 projects, for which it has received €8.8 million. Of these, 32 were competitive projects funded by the EU, of which CIDOB has coordinated seven and been sole partner in another six, worth €3.3 million.

CIDOB has received international funding from institutions such as the UNDP, the Norwegian Ministry of Foreign Affairs, the Union for the Mediterranean, the EU-LAC Foundation and UNHCR, and from private organisations such as the OCP Foundation, Stiftung Mercator, the Open Society Foundations, the Friedrich Ebert Stiftung, the Friedrich Naumann Foundation and the Bertelsmann Stiftung, as well as funders such as the “La Caixa” Foundation, Banco Sabadell Foundation and Banco Santander.

In the coming years, CIDOB aims to maintain its commitment to securing financing through competitive research projects while increasing private funding sources and continuing to rely on the support of its patron institutions and responding to their international knowledge needs.

These multiple ways of financing and participating in projects allow CIDOB to maintain its research independence, while providing a network of contacts and experience that strengthens its reputation and consolidates Barcelona and Catalonia as leading sites of international study. Networking also increases the institution’s impact and visibility.

Greater participation in the main knowledge exchange networks. CIDOB will continue to participate in the main international relations research networks, notable among which are TEPSA (Trans European Policy Studies Association), EPIN (European Policy Institutes Network), EuroMeSCo (Euro-Mediterranean Study Commission), EMNES (Euro-Mediterranean Network for Economic Studies), the Jean Monnet Network on Atlantic Studies and RIBEI (Ibero-American Network for International Studies), and will extend its international connections through networking and participation in international research projects.

Promoting strategic relations with the sector. CIDOB will continue to foster relations with universities and other research centres in order to collaborate strategically on developing the study of international relations in universities and the international knowledge sector. Priority will be given to maintaining and signing new collaboration agreements with the entities with which CIDOB already carries out regular activities, including the Istituto Affari Internazionali (IAI), Institut Barcelona d'Estudis Internacionals (IBEI), Ideograma and Revista 5W, as well as professional associations such as ICAB and COLPIS. Collaboration will continue to be promoted with institutions that align with CIDOB's foundational goals.

Strengthening the institution's action plan. CIDOB will regularly renew the composition of its Board of Trustees, which includes a number of individual trustees as well as public institutions. It will achieve gender balance on its Board of Trustees, diversity of origin and field of expertise and internationalisation. In addition, the functioning of the Scientific and Economic Consulting Committees provided for in article 32.2 of CIDOB's Statutes will be consolidated, while consideration will be given to the formation of new committees and of the Advisory Council, if deemed appropriate.

The action plan will implement the proposals made by these governing bodies to raise CIDOB's profile and improve fundraising strategies. The creation of schemes such as a corporate partner programme and executive training programmes in international relations will be studied. CIDOB's partner programme will also be reinforced with a new strategy to attract and promote the relationships that link them with the entity, while taking advantage of the institution's 50th anniversary in 2023 to raise its profile and reputation in society.

INTERNAL ORGANISATION AND BUDGETARY POLICY

Human capital and teamwork, rather than the sum of individuals, are CIDOB's main asset. Its staff is intergenerational, diverse and multidisciplinary. Promoting these qualities must be a priority for the development of the institution's work. To ensure this happens, the following work processes are encouraged in the research, institutional and management fields:

Coordination and cooperation mechanisms are promoted between the research staff and the other personnel, with regular meetings held of the entire staff. The researchers' meetings, in which all research staff participate, seek to discuss, debate and share institutional and research priorities. These meetings are also attended by other relevant CIDOB departments in order to facilitate the overall development of the institution.

Research seminars are also regularly organised, during which CIDOB researchers, associates and external experts share the results of ongoing projects and/or relevant publications with the research team. These meetings aim to foster joint research dynamics and share knowledge from a multidisciplinary perspective. Research team meetings are also organised on a regular basis to examine the contents of the strategic lines, current debates and the team's training activities.

The director and research coordinators conduct the follow-up on the strategic lines, including their research projects and priorities. To this end, the work plans for the strategic lines, the research lines and the researchers' individual work plans are reviewed annually, with a projection made at the start of the year and an evaluation at the end, as specified above.

From the institutional point of view, the Master Plan 2022–2025 serves as a reference framework for CIDOB’s research activities. The Board of Trustees is regularly informed of the annual priorities and results of the research and activities carried out. It also approves the annual budgets and the audited annual accounts, which include the settlement of the budget at year’s end, and the assessment of compliance with it.

The annual budget should be balanced between income and expenses, prudent with respect to expected income and should seek not to incur a budget deficit at year’s end. Consistent with this principle, activities without guaranteed external budgetary resources or which do not match the internal commitments reflected in the Master Plan may not be planned. New projects, programmes and activities involving budget increases must be accompanied by new income. CIDOB will always ensure the transparency of its resources and its financial situation.

In terms of management, CIDOB structures its work into the areas of research, economic-financial and administrative management, partnerships, communication and activities, projects and publications. These areas report to the director. Priority has also been given to improving CIDOB’s organisational, management and accounting systems to adapt to public procurement and accounting requirements.

In terms of recruitment, the procedures have been adapted to the competition standards European projects require. A clear remuneration scheme is promoted, which allows talent to be recruited in line with the workers’ collective agreement and the relationship between professional categories. Gender-balanced recruitment will also be promoted, along with diversity in the CIDOB team, continuous education within budgetary limits, and work-life balance, including the possibility of teleworking.

PRESENTATION AND FOLLOW-UP OF THE MASTER PLAN

Once approved by the Board of Trustees, this Master Plan will be reflected in CIDOB’s institutional communication tools, including its website, a new institutional brochure and a video presentation.

This document will be valid until the end of 2025 and will be reviewed at the end of 2023. Its renewal and updating will be carried out through a process of internal and external consultations that will include the CIDOB team, the members of the Board of Trustees, the advisory committees and the members of the institution.

CIDOB

BARCELONA
CENTRE FOR
INTERNATIONAL
AFFAIRS

2022