CIDOB Master Plan
(2018-2021)
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CIDOB, CENTRE OF GLOBAL THINKING

CIDOB’S mandate

CIDOB is a research centre of excellence and international importance whose field of study is the analysis of international relations and the global issues that affect governance at its different levels, from the international arena to local impacts. As an independent institution, CIDOB has positioned itself among the leading European and global research centres through its rigour, its provision of high quality analysis tools, its capacity to anticipate international trends in a complex world, its vocation of serving as a useful instrument for society and institutions in Europe, Spain and Catalonia, and its influence on the debates that inform decision-making processes in the political, economic and social fields.

Principles of action, values and ethical criteria

CIDOB has produced a Code of Ethics that, once approved by the Board and published on its website, will set out the institution’s principles and aims, the values that inform it and the ethical criteria of its activity. This code applies to all the institution’s members and collaborators within the framework of any of the activities it carries out, whether individually or in a consortium.

The values and principles that inform the development of CIDOB’s goals are independence, humanism, democratic pluralism, social responsibility in the defence of human rights, gender equality and economic and environmental sustainability. There is, therefore, a commitment to legality, transparency, data protection and copyright, effectiveness and efficiency in the use of resources in line with the criteria of a non-profit institution, and professionalism and quality when providing services. The effective commitment to transparency involves an external audit and a process of evaluating results that provides proper accountability to patrons, institutions and the wider civil society. CIDOB will remain consistent with these principles in all its activities.

The institution’s operation is based on: interdisciplinarity, a forward-looking perspective, a direct empirical knowledge of reality approach, and a multinational focus on global governance that attends to the appreciation of the role of local non-state actors alongside the national, regional and international. Thus, CIDOB is committed to innovation, rigour in research, public service and collaborative work. CIDOB’s main asset is its human capital. Efficiency in the use of scarce resources, a shared commitment to defending values and transversal teamwork are strategic elements for CIDOB and a central axis of this Master Plan.

CHALLENGES IN AN INTERNATIONAL CONTEXT IN TRANSFORMATION

The change of century was characterised by growing international instability; to the old frozen conflicts were added new focal points of crisis of a diverse nature. Some armed conflicts have intensified, as in the Middle East, or have seen tensions escalate, as in the Pacific. But there has also been a rise in other non-traditional conflicts such as local terrorism and violent homicide, which generate a great deal of public insecurity.
Uncertainty and unpredictability are signs of a time in which the changes in balances of power are giving rise to liquid coalitions and asymmetric alliances that are challenging the current international order and reconfiguring the regional ones. The West’s decline aggravates the crisis in post-war multilateralism and the questioning of the liberal order and its values. But rather than clear consensus alternatives appearing, struggles have resulted between positions that appear irreconcilable.

Economic globalisation has fed back into itself with the transport revolution and digitalisation and is bringing about a fourth revolution – robotisation. The gap in the distribution of globalisation’s profits is growing, a trend that is nourished by increasing inequality, both in the richest societies and in developing countries. This regressive dynamic is expressed in multidimensional ways that relate to socioeconomic conditions, ethnicity and gender, and is eroding harmonious social coexistence.

In this context of uncertainty transition processes appear that may result in positive or negative changes over the coming years, depending how they are handled by the international community. The decisions taken in this respect will impact future generations. It is necessary to encourage concerted responses and establish a regulatory and institutional framework that proposes solutions to these challenges. Among these we highlight:

The redefinition of power at global scale. Power is not only being redistributed, its nature is changing. One impact of what has been called the new multipolarity is the predicted De-Westernisation of the liberal order. Re-emerged actors do not demand a change of order so much as its appropriation and the modification of the balances in its governance. In parallel, power is de-terroritorialising and becoming transnational. This obliges us to ask whether from multipolarity we are already moving towards apolarity, whether we are witnessing the rise of new forms of imperialism without empires and whether individuals and other actors have greater levels of influence within their reach. While De-Westernisation dynamics would involve a change within the order, manifestations of the diffusion of power could herald a change in the global order.

Erosion of the state’s central place in the international arena. In a more interdependent world, borders dissolve and non-governmental actors participate in international relations, forming multi-level governance. The important role of cities and sub-state governments in the solution to global problems was fully recognised at the Habitat III conference held in 2016. But there is also growing parallel diplomacy activism among civil society actors and the private sector, who now occupy spaces previously considered state monopolies such as public security and militias. A series of overlaid structures, networks and transnational loyalties blur the concept of national sovereignty.

Sustainability and climate change. The 17 Sustainable Development Goals adopted in 2015 propose the transformation of development paradigms in line with global sustainability standards. Subjects such as global food security, soil erosion and water scarcity will require a great deal of economic cooperation and technology at global level. The Paris Agreement on the fight against climate change in 2015 – imperilled by the United States’ withdrawal – will require cooperation between Europe and its international partners in Latin America, Africa and Asia to lead a growth model transition that modifies patterns of production and consumption and improves risk prevention in the face of more frequent natural disasters.

Energy model change. In the coming decade the energy transition will accelerate towards a more complex energy matrix. The fall in the prices of renewable energy technologies makes them particularly competitive in emerging markets with growing demand. But the decisive factor in the global expansion will be the advances in storage technologies. Hydrocarbons will continue to be important but the changes in the world’s energy matrix will have geopolitical consequences similar to the effects shale gas extraction had on market prices. Cultural change among consumers will be decisive in the success of the energy transition.
**Urbanisation.** Increased urbanisation is a global trend. More people already live in cities than in rural areas. The phenomenon is particularly significant in developing countries, which will develop a completely urbanised society in an accelerated manner in the 21st century, much as Europe did in the 19th and 20th. The challenge of providing human security, services, infrastructure, water and food to this growing urban population in a sustainable manner is one of great magnitude and requires the relationship between the rural and the urban to be rethought.

**Demographic transition.** With the exception of Sub-Saharan Africa, every region in the world is in demographic transition towards lower birth rates. In many Latin American countries, in Asia, the Middle East and North Africa, as well as most OECD countries this trend is advanced, with birth rates close to or even below replacement levels. Population growth will stabilise after 2050 and the demands of ageing populations will have to be faced, affecting public policies and the sustainability of welfare states, while provoking more migration.

**Growth in mobility and diversity.** The challenge of the exponential increase in voluntary or forced migration and the explosion of humanitarian crises involving refugees have generated the need to manage movement, reception, coexistence and diversity in an inclusive way, avoiding xenophobic responses. In societies that are more diverse and dynamic the concept of citizenship broadens: solidarity in difference must be made possible, and the processes of exclusion and radicalisation must be prevented.

**Fourth industrial revolution.** The new forms of production brought by new technology will affect the international division of labour and the localisation of production. The growth in the transfer of wealth from work to capital increases the inequality of lands and peoples. Millions of jobs that exist today will disappear and demands will increase for national political responses that raise the pressure on the liberal trade system. New socioeconomic tensions will arise for which the current system of multilateral cooperation has no response.

**The massive dataset revolution.** The accumulation, use and exchange of the massive datasets that surround our everyday lives are changing the way we live, both facilitating our day-to-day activity (businesses, healthcare, politics, education, media, shopping) and generating new risks and ethical dilemmas, such as those around the use of drones. The new opportunities produced by, for example, blockchain technology, also bring dangers. The rules governing privacy, secure communications and data protection have become obsolete.

**New security risks.** The liberty of interconnection and the lack of borders in cyberspace bring with them the need for protection against piracy and cyberterrorism. Protection against information being manipulated for criminal purposes, economic and political extortion and terrorist radicalisation clash with the need to protect intimacy and personal data. The dangers of local terrorism and organised homicidal violence are also rising and require preventive and not just reactive responses.

**Neo-protectionism.** A nationalist retreat is appearing as a defensive response to the weaknesses and instability of the liberal economic and financial system. That system has been discredited for its inability to predict and prevent the consequences of the great financial crisis of 2008, which caused a depression of global dimensions. Citizens distrust traditional politics and seek alternative responses in populist movements and primary identities that threaten social cohesion.

**Crisis of democracy.** Corruption and citizens’ detachment from institutions erode their legitimacy and increase the polarisation of public opinion in a context of social network hyper-activity and distrust of the traditional media, which generates disinformation and the rise of the so-called post-truth phenomenon. The need to rebuild democratic health in a setting in which liberal values are being challenged is essential for social and political stability.
STRATEGIC LINES OF RESEARCH

CIDOB’s research priorities for the coming years are largely based on the background of the previous research carried out, but they also aim to analyse and provide responses to some of the global challenges having particular impact on the strengthening of global governance and multilateralism. The lines and subjects of research set out here constitute spaces for reflection that will be conducted in interdisciplinary working groups to analyse the different strategic subjects in the time period covered by this Master Plan.

The European Union in the world

The European Union (EU) is a reference point for CIDOB’s research and permeates all the areas of our work, including the debates on its transformation as an international actor in the global reordering and the loss of normative power. The specific axes of work are: 1) the EU’s role in the extended neighbourhood, examining its neighbourhood policies towards the south and east as well as addressing relations with neighbours of neighbours; 2) the EU in the Atlantic space, going beyond traditional transatlantic relations to cover relations with Africa and Latin America; 3) EU relations with the great poles of global power, including China, Russia and other emerging powers.

At the thematic level, the EU’s international relations are also addressed from three complementary perspectives: 4) economic relations with other international actors, especially in the fields of finance and trade; 5) security and defence policies, understood from a wide perspective that includes the different areas of the EU’s activity abroad, the fight against terrorism and organised crime, and the dynamics of securitisation and externalisation of border control; 6) the perspective of crisis management, taking into account the risks to regional and global security, the increase in areas of instability in the EU’s neighbourhood and the consolidation of an international order that is challenging the contemporary geopolitical system.

Supranationality, sovereignties and European integration

The concept of sovereignty has spilled over state borders and spread both to the vertical level (membership of supranational bodies such as the EU and the growing importance of sub-state actors) and the horizontal (increasing the range of actors and areas of sovereignty, such as food and energy). CIDOB proposes a reflection on sovereignty that transcends its habitual territoriality to encompass debates on multi-level governance, regionalism, federalism and the territorial tensions generated in Europe and around the world.

This line of research focusses in particular on the analysis of European integration dynamics and the reformulation of the project as a result of the recent European crises. CIDOB’s work agenda covers: 1) the debates on the construction of a flexible (or multi-speed) Europe and the effects of Brexit on the future of the EU; 2) the interinstitutional dynamics in the EU framework and the coexistence of intergovernmental and supranational methods in European integration; 3) political developments inside member states and their effects; 4) the debates on the emergence of a pan-European public opinion and the rise of populism; 5) the necessary reform of the eurozone; 6) migration and the common asylum policy and their consequences for the management of the Schengen space; 7) the observation of territorial tensions.

Global cities and metropolises

Cities have ceased to be merely local actors and have become laboratories for global solutions. Growing demographic pressure, the impact of the fourth industrial revolution and the need to design urban policies to face global challenges such as climate change, human mobility, the speculative economy and violence make cities and metropolises important spaces for innovation and solutions. CIDOB is beginning a new research programme, which conceives of cities as an open eco-
system of actors (public, private, national and international) and proposes interdependent lines of research that will be covered by following a transversal approach. Specific subjects for study will be:

1) new fair urban development paradigms based on the principles of inclusion of all sectors of society, environmental sustainability and urban-rural solidarity links; 2) increasing urbanisation and its impact on the development of public policies that attend to the major social necessities, such as access to housing and services, and those addressing phenomena such as gentrification; 3) economic models for cities as opportunities to promote inclusion, innovation and collaborative systems of production to generate equitable and sustainable development; 4) environmental policies on mobility and infrastructure investment to tackle the challenges of climate change; 5) managing the migration phenomenon, with emphasis on guaranteeing rights, access to public services and migration’s contribution to sustainable development; 6) urban violence and cities’ responses to international security challenges from a multidisciplinary perspective; 7) localising the Sustainable Development Goals (SDGs) and implementing the New Urban Agenda to consolidate the presence of cities in global governance structures.

Attention will be paid to other factors of a transversal nature, such as: the new models of governance linked to the growing role of cities on the global agenda; the processes of decentralisation and the mechanisms of participation of the main economic and social actors; the resilience of cities facing crisis and local and global challenges; and the international action of cities and their metropolitan areas as an instrument to strengthen intermunicipal and multilevel collaboration through the exercise of city diplomacy and their active participation in the main global agendas. CIDOB will produce applied research aimed at maximising the wellbeing of citizens, converting cities and metropolises into centres of inclusion, innovation and drivers of sustainable development to respond locally to global phenomena.

**Diversity, solidarity and inclusion**

Geographical mobility and technological impact make our society more diverse. The ambiguity of globalisation and the uncertainties caused by the technological revolution encourage the distrust of institutions, conventions and social values.

In this context, CIDOB aims to strengthen the common space for collective reflection and work between intellectuals, professionals and actors from European, Spanish and Catalan civil society, from the supranational to the local, with the goals of: 1) analysing the complexity facing classic models of inclusion at different levels of activity (European, state, regional and local); 2) rethinking the concepts of solidarity and diversity and how they relate to each other; 3) analysing gender equality as a transversal element of political action; 4) investigating the growth of populist discourses and social division; 5) evaluating the policies for integrating people who have migrated or been forcibly displaced; 6) studying democratic, inclusive solidarity business models such as the contributions from the field of social economics.

For this, we will question solidarity’s place as a key part of social coexistence rather than the extended opposition between solidarity and diversity. The analysis of factors such as inequality and environmental degradation requires deep reflection on the prevailing economic model. The final goal is to provide answers – both academic and political – that can lead to effective action to break all kinds of exclusion and rejection dynamics, improve social cohesion and favour coexistence in diversity.

**Mobility, migration policies and human rights**

The number of international migrants has grown to such an extent that 250 million people live outside their country, although their proportion of the global population as a whole remains stable at 3%. The number of those who have been forcibly displaced has reached 65 million, of whom 40 million are internal and 25 million are refugees. Immigration is the subject of political debates and one of the public’s main preoccupations. We will work on five fundamental issues:
1) factors that explain the dimensions and characteristics of migrations, especially the conditions at origin in Latin America, the Middle East and North Africa – although the gaze should be widened to the rest of the African continent and include the effects of climate change; 2) immigration policies that regulate access channels along safe, regular routes, access to residency or nationality, control of irregular movements through the securitisation of borders and the externalisation of migration control to countries of origin and transit, especially at European and Spanish levels; 3) the European common asylum policy, multilevel governance in reception policies for asylum seekers and refugees and the relationship between political discourse and public opinion at European and Spanish levels, which have been facing the so-called refugee crisis since 2015. Attention will be paid to the local level as well as the discourses on immigration and their relationship with policies; 4) the effects of immigration and asylum policies, both at supranational and national levels, on the situations of immigrants and other displaced persons, on mobility patterns (who, how and where) and the consequences for their legal status and their individual situation; 5) tensions between international obligations deriving from the Universal Declaration of Human Rights and the Geneva Convention and the sovereignty of states, especially in the European context, in relation to the policies of securitisation of border control and the right to asylum.

Global geopolitics

This line of research focusses on analysing the dynamics of conflict and cooperation, combining the focus on regional settings with a global vision that incorporates factors of transnational change and processes of constant global (re)ordering. Specifically, we will analyse the following fields:

1) identifying the adaptation mechanisms and the changes facing the international order and the various regional orders such as those in the Middle East, the post-Soviet space and Latin America; 2) studying the proliferation of asymmetric and hybrid conflicts, with the emergence of non-state actors, porous borders, liquid alliances and the widespread use of disinformation as a geopolitical weapon; 3) comparing regional integration processes and institutions, assessing the cooperation potential of shared maritime spaces in various regions such as the Mediterranean and the Atlantic space; 4) tracing the impact of global dynamics such as technological revolutions and changes in the distribution of power in various regional spaces and vice versa, indicating processes of change that start in one region, but alter or challenge the global order; 5) discussing the geographical and functional limits of security and identifying nexuses of (in)security and thereby contributing to the evolution of European strategic thinking and placing the focus on certain transitional spaces such as the Sahel, Turkey, Central America and Central Asia, as well as emerging issues such as the links between terrorism, organised criminality and illegal trafficking. Increased attention will be given to the challenge presented by the widespread use of disinformation to the health of European democratic systems; 6) analysing the rise of violent extremism that calls into question our societies and their inability to prevent local terrorism.

Sustainable development and equality of opportunities in the 2030 Agenda

CIDOB’s sustainable development programme seeks to address the challenges of development in a holistic way, to assess underlying socioeconomic problems and governance challenges at local, national and international levels within the framework of the Sustainable Development Goals (SDGs) and their implementation in Spain and Catalonia.

In particular, attention will be given to: 1) sustainable agriculture and its repercussions on food safety; 2) energy transitions, the mitigation of climate change and the adaptation to it, as well as rescue efforts in cases of disaster and reconstruction; 3) promoting inclusive growth models and analysing the gender, income, wealth and opportunity inequalities that constitute barriers to achieving them; 4) education as an important factor in human development and the approaches to education sector reform; 5) health and development, including risk factors such as pandemics (for example, obesity, drug addiction, malaria); 6) the process of implementing the SDGs, their localisation and the crucial actors, paying particular attention to the role of cities as they take on increasing responsibility in
global governance; 7) the coherence of policies linked to the implementation of the 2030 Agenda at domestic level and of coordination at the international.

GEOPOLITICAL SPACES OF REFERENCE FOR RESEARCH

In the globalised world geographical spaces in permanent transition are more interdependent. Regional dynamics need to be analysed as units that influence global balances.

The Global Europe

Europe is the space from which we project reflections on the transformations that take place in the world. CIDOB’s perspective from the European continent, with its tensions, conflicts and internal challenges, expands to its global presence. Far from encouraging a Eurocentric vision, a multi-faceted view is sought of the EU’s role in the world, of what its position is with regard to global events and the perception of it in the rest of the world. The intention is to explore the capacity of Europe and its member states to produce solutions that contribute to resolving global problems, to adjust to structural changes and to contribute to building international regimes that are fit for an increasingly complex world.

The Greater Mediterranean

In the Mediterranean various regions converge with which the European Union has sought to encourage cooperation, dialogue and integration. Since 2011 this space has undergone a seismic shock in the political and social fields, with notable risks of regression. CIDOB broadens its focus to the countries of the Sahel, Iran and the Arabian Peninsula and takes in three levels of analysis – local, regional and global – focusing on dynamics of fragmentation, interdependence and peripheralisation. The reconfiguration of the regional order will be covered, along with the changing dynamic in the configuration of alliances, the proliferation of conflict areas and the overlapping of lines of division. Research will also be bolstered on the needs and aspirations of youth, the emergence of new political and social dynamics in urban contexts and the central role of this region on the global environmental and energy agenda.

Russia and the Eurasian space

Russia shows a growing desire to strategically rival the EU and is encouraging regional integration processes in the Eurasian space that are incompatible with Europe’s neighbourhood policy. This situation brings tension to the domestic contexts of countries in the non-shared neighbourhood, from Belarus to Central Asia via the South Caucasus. Moscow combines these initiatives with a systematic use of the tools of hybrid war and disinformation aimed at destabilising the EU’s political system and its member states with implications for regional balances. In this scenario the inherent risks for European energy security should also be assessed.

The Atlantic Space

We propose a holistic view of the Atlantic in order to analyse the changes and continuities in this space, as well as its main prospects in the medium to long term with a global vision that goes beyond the traditional vertical (North-South) and horizontal (transatlantic axis as against South-South cooperation) approaches. We seek to identify drivers of transformation that will determine the role of this interregional space, analysing the elements of competition and conflict, but also the opportunities in the Atlantic space for generating regional and interregional orders. We are seeking to research the extent to which these initiatives may contribute to the reconfiguration of global governance, to incorporate the new development agenda and manage growing interdependence in a more stable and heterogeneous context. As part of the Atlantic space special consideration will be given to the United States and Canada, as both countries play strategic roles there. Nevertheless, the United States is all...
the more significant because of its role as a global player and, over coming years (coinciding almost exactly with those of this Master Plan), because of the critical position of its administration on multilateralism and its protectionist attitude, which puts the current global order at risk. In the absence of competition with the United States, the European Union's strategy towards the Atlantic space, which is based on multilateralism, has a more complex journey.

**Latin America and the Caribbean (LAC)**

After a decade of prosperity, the fall in raw materials prices has again shown Latin America’s serious vulnerability to changes of cycle in international demand. Increased poverty raises questions about development models, systemic corruption strains political systems and increased criminal violence erodes social harmony. We will analyse the political changes in the region and their effects on countries’ development and international integration strategies, on regional balances and their translation into regional bodies of cooperation and integration, and the consequences for their external alliances and, especially, for multilevel interregionalism with the EU. In particular, in the framework of LAC relations with the EU, the evolution of the commercial agreements against protectionism will be analysed, along with integration into value chains, the state of the digital ecosystem in LAC, the transformation of productive activities to new technologies, and technology transfer. Transnational security challenges will also be addressed, such as the narco-trafficking networks associated with transnational crime.

**The emerging Indo-Pacific**

The Indo-Pacific – with China and Southeast Asia as its central hub and India, Japan, Korea and Australia in its corners – is consolidated as the great driver of global economic growth. This vast space has established regional cooperation and dialogue initiatives such as ASEAN, promising ones promoted by Beijing such as the Belt and Road Initiative (or the new Silk Road), and new financial bodies being created such as the Asian Infrastructure Investment Bank and the New Development Bank (NDB). But, at the same time, the region plays host to frozen disputes and tensions that could lead to interstate armed conflicts with unpredictable consequences and global repercussions. The US, whose agenda pivoted further towards the Indo-Pacific during the Obama administration, seems to have regressed to a reactive, nationalist strategy. The EU and its states must seek to articulate a solid strategy of projection and presence in this space.

**Sub-Saharan Africa: New dynamics and development challenges**

Sub-Saharan Africa is facing new challenges. At the internal level, economic transformations show a dozen countries with strong growth, which allows us to speculate about whether we are looking at the African economic take-off, while other countries face huge difficulties. At the political level, the decline in the “third wave” of democratisation in the nineties seems to be underway, with significant protests and social mobilisations. In social terms, the region faces a demographic explosion that could double its population in 30 years and an accelerated urbanisation process. In security, the number of armed conflicts has fallen but violations of human rights continue and terrorism is a problem with transnational dynamics. Regionalism has not yet been consolidated due to political differences, a lack of economic incentives and overlapping initiatives. At the international level, the growing presence of China, the consolidation of bilateral forums with the BRICS, the NDB and South-South cooperation dynamics have redefined African relations with the world.

**FORWARD PROJECTION AND INSTITUTIONAL STRENGTHENING**

Over the coming years, CIDOB is committed to strengthening a series of elements of our work that contribute to its international projection, using innovative strategies to adapt and remain resilient amid the crisis of intermediaries that is affecting both the media and think tanks. Among these initiatives we must highlight:
Consolidation of work through competitive projects. International projects – particularly EU projects – have become an important source of funding for CIDOB. These projects also provide CIDOB with contacts and experience, help us to advance professionally, reinforce CIDOB's reputation as a think tank with an international reputation and contribute to consolidating Barcelona as a place known around the world for performing international studies in the field of the social sciences. CIDOB hopes in the future to boost its funding relationships with other philanthropic and academic foundations, both national and international.

International impact projection generating knowledge platforms. CIDOB's international projection requires the inclusion of the results of its excellent research on open knowledge platforms that allow us to speak to the largest possible number of relevant actors. CIDOB must identify and be present in the main networks for exchanging information to generate responses to the challenges of the 21st century with an effective use of new technologies that contributes to preserving knowledge and improving its impact on political futures around the world. CIDOB will continue fostering its work in networks, as it has before in initiatives such as EUROMESCO, EPIN, VIADUCT, Jean Monet Atlantic Network and RIBEI.

Forward-looking analysis. As a think tank CIDOB seeks to anticipate events, project trends, and identify risks and spaces of vulnerability. It also intends to identify opportunities and to construct scenarios that stimulate shared strategic thinking to contribute to the international debate and influence the political agenda.

Scientific excellence. CIDOB's researchers have already demonstrated their scientific excellence with growing participation at high-level international congresses where they make their research activity known among their peers. In the same vein, the intention is to increase publication in magazines of significant impact and excellence and with publishing houses of recognised prestige. Similarly, the magazine Afers Internacionals has positioned itself as a leading publication with substantial impact, and collaboration links have been established with institutions of recognised prestige, which increases its distribution.

Development of training activities. Among its institutional consolidation and future projects, CIDOB will return to the field of training activities in international relations in Barcelona in which it was a pioneer, starting to develop training activities, whether autonomously or in collaboration with other educational bodies. CIDOB must attend to the opportunities in the field of non-formal executive training, where its knowledge accumulated in the field of analysis aimed at political action and its extensive network of contacts and collaborators will allow it to provide courses on different subjects with great added value. Faithful to its flexible essence, CIDOB is also contemplating establishing strategic collaboration plans with educational institutions in the field of formal/official university masters courses.

Strengthening the relationship with trustees, institutions and diverse actors in civil society. In the last two years of the validity of the Master Plan (2014–2017), CIDOB has undergone frequent and significant changes to its board (institutional structure). In this new period, CIDOB will consolidate a better gender balance on its board and the diversity and plurality of its individual patrons, including greater internationalisation. With the institutions with which it already habitually collaborates, CIDOB will consolidate the relationship and will make these alliances visible. CIDOB will continue its policy of strengthening its institutional structure through its members and will look to reinforce its relations with civil society through the signing of collaboration agreements.

COMMUNICATION AND SOCIAL NETWORK INTERACTION STRATEGY

The multi-channel dissemination of our publications and our growing presence in the media has been and will continue to be a strategic commitment for CIDOB. Our aim is to make our contents reach civil society and the academic, political and economic worlds, providing analysis that is independent and a reference point for public debate which, at the same time, is able to influence the international activity of various political actors. To this end, an integrated Communication Plan will be produced that incorporates specific goals on key issues.
Mission and strategies. Communication allows us to be useful and influential as a think tank. Our objective is to provide in-depth analysis, quality and research and reaction capacity to the international news. Our presence on social networks for the dissemination of our content has been highly successful and Twitter is now the main external platform bringing traffic to CIDOB’s website, with a notable increase in the quality of the visits when compared with other sources of traffic such as search engines or through references. Nevertheless, presence in the media remains the most influential in forming opinion. In line with the goals established during the 2014–2017 period, CIDOB has consolidated its presence in the main media in Catalonia through regular collaborations in the written press and in programmes that are audience leaders, both on the radio and television. Its appearance in the media in the state and international arenas has also increased, cementing itself as a prestigious leader in the field of international relations. With the objective of widening its target audience public and forging alliances, CIDOB will continue with its strategy of association with leading digital media organisations, producing content through opinion articles, analysis dossiers, conferences and podcasts.

Audience segmentation. Through a prior study to identify the distinctive elements of CIDOB’s communicative identity and its adaptation to the 2.0 environment, and following two meetings with experts in digital and political communication and with CIDOB partners, the various communication channels have been adapted to the different target audiences. The new website will have a greater presence on social networks and will facilitate interaction with users. The new format will allow more content with graphic material to be incorporated, display to be improved on mobile devices and will integrate into a single web platform all the microsites for the projects in which CIDOB participates, including all the information, publications and results they produce. The new monthly newsletter has a new image in line with the new website.

To make our content more accessible in form without compromising depth of analysis, CIDOB has incorporated transmedia storytelling into its communication strategy, making a clear commitment to audiovisual content and seeking greater interaction with the end user. The segmentation of our audience has also led us to open up new channels for reaching a younger audience (YouTube, Instagram) and, at the same time, to facilitate meetings with high-level experts to reach opinion leaders and creators.

Display based on data. CIDOB has made a firm commitment to the production and communication of research based on worklists and their visualisation using our own infographics. This has been shown to be an attractive mechanism for transmitting content with impact on social media and in media outlets. The production of in-house infographics is an added-value feature that forms part of CIDOB’s contribution to the H2020 European Projects (Atlantic Future, Menara, Medreset, EU-LISTCO, Feutur) and which enriches periodical publications (Anuario CIDOB, Anuario de las Migraciones) both as a tool of research and of communication.

Meeting place. It is also CIDOB’s aim to consolidate itself as a meeting point with the public and a plural space that encourages dialogue and reflection between diverse social actors and institutions. Every year around 3,000 people come to CIDOB to attend our activities: the European Breakfasts, the conferences in the “What is going on in the world?” cycle and international seminars on our areas of research. This figure continues to rise despite an increase in these types of activities in Barcelona.

BUDGET PLANNING AND POLICY

The Master Plan is the reference framework for the research activities that will be formalised in an Annual Research and Activities Plan. The Annual Plan (AP) will be divided between activities and specific research projects that are contracted (establishing an obligation to complete them) and those that form part of CIDOB’s own activities and for which there is a set budgetary margin even if it is reduced by commitments in the Master Plan. The AP will be linked to the Annual Budget. The AP will be approved alongside the Annual Budget and adherence to it will be evaluated at the end
of the financial year. The Master Plan will be externally evaluated at the end of the four-year period with a mid-term internal review and evaluation.

CIDOB has achieved notable success in competitive international projects. Over the past five years it has been part of seven prestigious European Commission FP7/Horizon 2020 projects (three as Coordinator), it has hosted researchers with funding from the Marie Curie Actions programme and has received multiannual funding from the Europe for Citizens programme. It has carried out cooperative projects with Norway’s Ministry of Foreign Affairs and the CAF Development Bank of Latin America, and with foundations such as the Open Society Institute, Morocco’s OCP Policy Center, the Friedrich Ebert Foundation, the EU-LAC Foundation and the Mercator Foundation.

The annual budget must be balanced between income and expenses, and prudent in terms of the income expected with the aim of not incurring budget deficits at the end of the financial year. Consistent with this principle, activities must not be planned in the AP that do not have guaranteed (external) budget resources or which do not respond to commitments made in the Master Plan itself (internal). The organisation of research will be carried out in conjunction with CIDOB’s resources in administration, the projects office and the communications team.

INTERNAL ORGANISATION

To achieve the objective of this Master Plan and efficiently carry out the tasks proposed, internal reorganisation is necessary to aid the team’s work.

The criteria that must be taken into account in the implementation of the internal organisation are:

- Adaptability and flexibility: Soft transition from the current organisation. No budget increases that are not backed by new income and projects. Revision if necessary.
- Consolidation and perfection of the competitive processes of hiring staff with reports from external experts.
- Establishing a system of fixed remunerations that are appropriate for capturing talent internationally, with variable productivity incentives using objective evaluation.
- Maintaining the goals of gender equality and diversity and work-life balance, implementing instruments so that they are effective within the framework of the agreement on people employed by CIDOB.

ORGANISATION CHART

This new Master Plan creates two deputy-director roles that are accountable to the Director (Director General in the CIDOB Statutes). An Executive Deputy Director, including executive coordination (economic-employment, institutional and communication), to whom the following departments are accountable: the employment department; the economic-finance department; the press and institutional relations department; the activities department; the communication, fundraising and corporate image department; and another Deputy Director for Research who will be responsible for coordinating the research groups identified as strategic lines of research in this Master Plan.

As well as the projects department, some new departments will be created: a department responsible for the editorial line, a department responsible for the quality of research and its international impact, and a department responsible for teaching and other executive training activities.

MONITORING AND EVALUATION OF ADHERENCE TO THE MASTER PLAN

The Master Plan will have a mid-term internal assessment with the aim of it being updated by the end of 2019. The revision of the aims and instruments of the Master Plan will be proposed to the Foundation’s Board for their approval.
Before the end of the Master Plan period an external evaluation will begin with the purpose of being able to incorporate the results of this evaluation into the improvement of the next Master Plan.

The external evaluation will be performed in the manner established by the Advisory Council of the CIDOB Board, in collaboration with the Consulting Committees, bodies provided for in article 32 of the Statutes.

The Advisory Council, made up of a minimum of three and a maximum of ten members designated by the Board itself, has the mission of proposing initiatives and issuing reports.

The Consulting Committees, made up of a minimum of three and a maximum of twenty members, assess the Board and discharge their duties in specific areas (Scientific, Communication Media, Economic and Financial, and Diplomacy).