Revision of the CIDOB Master Plan
(2019-2021)
CIDOB, CENTRE OF GLOBAL THINKING

International thinking has never been so necessary, or so questioned. Two parallel phenomena are currently affecting the activities and raisons d’être of think tanks as key parts of the ideas ecosystem. On the one hand, the world is shrinking and this, in turn, increases the influence of international developments on people’s everyday lives. The politicisation of European and international politics is reconfiguring the agenda of a growing number of actors, governments and institutions. This results in greater citizen interest in these matters and creates more opportunities to increase the influence and relevance of think tanks. The value of informed analysis today should, therefore, be rising.

On the other hand, polarisation and the public and political opposition to experts is also growing. The populist wave and authoritarian shift occurring in many parts of the world, allied to misinformation, are causing the value of social analysis to be questioned. More and more voices proclaim that expert knowledge should make way for the politics of emotions: this creates a crisis of the intermediaries that connect politics and knowledge, including think tanks and the media. Opposition to experts and knowledge has thus become a risk to research centres.

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

CIDOB’S MISSION AND VALUES

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

As a recognised independent institution with a long history, CIDOB pursues excellence and rigour in its analysis, 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 citizens’ daily lives. CIDOB seeks relevance and social impact for its research and attends to public institutions’ needs and requests for international information, aiming to influence decision-making processes and provide alternative visions.

CIDOB also promotes innovation in the analysis of global politics, with the aim of transcending classical international relations structures and considering the growing impact of global phenomena on local realities. Innovation in research also involves opening up new lines of research to keep pace with current social transformations.

From Barcelona, CIDOB analyses the influence of the international on the local and the definition and construction of the international from the local. Thematic relevance and the analysis of aspects
of the international agenda that prompt greatest interest in Barcelona, Catalonia, Spain and Europe prevail in its publications and activities.

CIDOB also seeks to mobilise a large number of social actors, to reach new audiences and to network with public institutions and civil society. Its objective is to continue being a leading European and international centre for the study of global politics, as well as a meeting point and window to the world.

The values that define CIDOB’s work are:

- The desire to act as a public good through the provision of international knowledge.
- Excellence, through the rigour, quality and independence of our analysis.
- Innovation in the approach to studying international relations.
- Visibility, via new research formats and media presence.
- The promotion of the good management and economic health of the institution and the proactive search for new projects.

CIDOB’s Code of Ethics 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 respecting human rights. It also frames these criteria within the general values of humanism, democratic pluralism, non-discrimination, gender equity, meritocracy, economic and environmental sustainability, quality in the provision of services and action as a collective good. The values that govern the research are also specified, among which are innovation, professionalism and rigour, scientific excellence, respect for authorship, open access and best value for money, as well as reliability, honesty and responsibility in research.

**KEY STRATEGIC LINES OF RESEARCH**

The challenges arising from a transforming international context reflected in the Master Plan 2018–2021 remain valid. Starting with the elements of analysis of the international system identified, CIDOB has reorganised and systematised its strategic research areas along thematic and regional lines. This was achieved through the collaborative work of the entire research team with the aim of giving continuity to current research priorities.

In this exercise, the key strategic lines were identified within CIDOB’s main research areas. The strategic lines were, in turn, refined to specific lines of research, for which CIDOB’s research team is responsible. Each strategic line is coordinated by a senior CIDOB researcher, who ensures the coherence of the lines of research, in which various researchers participate.

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1. The Code of Ethics approved by the Board of Trustees on June 28th 2019 is available here: https://www.cidob.org/cidob/transparency/ethical_code
2. The Master Plan 2018–2021 is available here: https://www.cidob.org/cidob/plan_director_2018_2021

CIDOB is a research centre that, through excellence and relevance, seeks to analyse the global issues that affect political, social and governance dynamics, from the international to the local.
To facilitate the organisation and achievement of specific goals, the strategic and research lines are set out in annual work plans. These are agreed jointly by the director, the research coordinator and the research team at the beginning of the year and are evaluated at its end. The work plans contain the commitments in terms of activities, projects and publications for each line of research and are accompanied by an individual research plan for each member of the CIDOB research team.

THEMATIC STRATEGIC LINES OF RESEARCH

1. GLOBAL GEOPOLITICS AND SECURITY

This strategic line focuses on analysis and foresight of cooperation and conflict dynamics, as well as the actors and institutions with global reach. It focuses on the intersection between regional contexts and global dynamics to analyse transnational drivers of change and global (re)ordering processes. Specifically, this strategic line contains the following lines of research:

1.1. Global political dynamics, multilateralism and the international order: Analysis of the major challenges facing the liberal international order, particularly in relation to the questioning of its constituent institutions, norms and values, paying specific attention to the challenging of the principles and institutions of multilateral governance.

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 (erosion of multilateralism and increased connectivity, among others), and from a comparative perspective.

1.3. Global risks and trends: Prospective approach to global challenges, identifying the main trends, spaces of risk and opportunity and the actors and dynamics with disruptive capacity.


1.5. Violent Extremism: Study of the radicalisation processes that lead to violent extremism (radicalisation factors, grievances and ideologies) and the multiple tools developed to deal with it (fight against terrorism, prevention of violent extremism and resilience, among others).

1.6. New forms of international intervention: Analysis of new tools for intervention, diplomacy and humanitarian aid in complex international scenarios, including resilience as a strategy for preventing conflicts and consolidating peace.

1.7. International sanctions: Impact of sanctions on the countries subject to them and political implications for those who apply them, especially as a result of their proliferation as a foreign policy instrument since 9/11, both globally and in the EU.

2. MIGRATIONS

The number of international migrants – those residing in a country other than that of their birth – has risen to 250 million people, although as a proportion of the global population the figure remains stable at 3%. The number of forcibly displaced persons has reached 65 million, of whom 40 million have been displaced internally and 25 million are refugees. Immigration is a source of increasing polarisation in political debate and one of citizens’ main concerns, as public opinion polls in various European countries show. CIDOB addresses migration from a triple perspective: as a subject of politicisation in public debates, as an object of public policy and in relation to its forms of governance:

2.1. Politicisation of immigration: Analysis of the relationship between politicisation, politics and policies from a comparative European perspective. This line focuses on the study of the concept of the politicisation of immigration and the construction of narratives, with particular attention given to the main actors and media involved at local, national and European levels.
2.2. **Immigration and integration policies**: Comparative analysis of the design, implementation and effects of immigration and integration policies. Based on the definition of migration and integration policies, this line analyses the different asylum seeker integration and reception policies in various European countries and the consequences of migration policies for countries of origin, transit and destination and on the life and well-being of the migrants themselves. To answer these questions, CIDOB uses indicators to comparatively evaluate policymaking (norms, actors, relationships, resources and practices), implementation, effectiveness and the effects of integration and immigration policies.

2.3. **European migration governance**: Analysis of migration and asylum policies in relation to the European integration project. On the one hand, CIDOB analyses the harmonisation of policies and, on the other, the shared responsibility of member states, in order to elucidate the extent to which common European policies exist in the fields of immigration and asylum, what factors hinder the reform of the common European asylum system and to what extent a different distribution of responsibilities would facilitate agreements at European level.

3. **GLOBAL CITIES AND METROPOLISES**

Cities and metropolises have ceased to be merely local actors and have become laboratories for global solutions. Rising demographic pressure, the impact of the fourth industrial revolution on cities and their citizens and the need to design urban policies capable of addressing global challenges such as climate change, human mobility, social protests and growing inequalities make cities and metropolises important spaces for solutions and innovation within the framework of the 2030 Agenda and Sustainable Development Goal (SDG) 11 on sustainable cities and communities. In particular, CIDOB analyses:

3.1. **Cities in global governance**: Study of the impact of the new global order on cities, how they position themselves 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 public policy, taking in political advocacy, economic projection, technical cooperation and decentralised cooperation.

3.2. **Cities’ socioeconomic challenges**: Analysis of the socioeconomic conditions that affect global cities and metropolises and which often have their roots in globalisation dynamics. These include the intersection between technology and the city, from the perspectives of technological disruption and the possibilities for citizen empowerment, where CIDOB analyses the ability of new technologies to create virtual spaces for economic interaction (platform economies) and their influence on cities. The impact of digital transformations on municipal governance is examined, along with the effect of these transformations on the relationship between city and citizenship and mechanisms such as scientific and technological diplomacy, as well as the challenges resulting from multiple inequalities in urban environments and the neighbourhoods of cities and metropolises, including access to housing and migration.

3.3. **Cities’ environmental challenges**: Analysis of new partnerships for building urban resilience from the point of view of the climate crisis and the capacity of city networks to boost cross-border and multilateral cooperation, often beyond the frameworks established by states and within the framework of SDG 17 on partnerships. 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 holistically, taking stock of underlying socioeconomic problems and governance challenges at local, national and international levels, within the SDGs framework for achieving the 2030 Agenda. This line focuses on the analysis of the regulatory and institutional framework of multilevel governance in order to forge alliances that allow political leadership and guidance in the implementation of the SDGs and, in particular, the role of the European Union (EU) and its member states. The specific lines of research consist of:

4.1. Natural resources, climate change and livelihoods: Analysis of natural resources in sustainable development, especially in the economies of developing countries in the Middle East, Africa and Latin America. Analysis of the water-energy-food nexus, how it is affected by climate change and its impact on lifestyles.

4.2. Partnerships for governance in the 2030 Agenda: Study of the systemic issues in the 2030 Agenda from the perspective of the multilevel alliances proposed in SDG 17, the generation of inclusive decision-making processes and the incorporation of accountability instruments that facilitate the coherence of development policies.

4.3. Localising the 2030 Agenda: Given the local and localisation aspect of the SDGs, this line is developed in conjunction with the strategic line on global cities and metropolises, with particular reference to SDG 11, which is dedicated to the promotion of sustainable cities and communities. From this perspective, the need to implement a culture of local governance and sustainability equipped with policies and programmes that are capable of being aligned at sub-national, national, regional and global levels is analysed.

4.4. Promotion of peaceful and inclusive societies for sustainable development: Within the framework of SDG 16, the construction of effective, responsible and inclusive institutions at all levels that promote democracy and the reduction of inequalities (which is also addressed in SDG 10) is also considered. This line includes analysis of the global governance transformations that allow better representation of various actors, particularly those from developing countries.

GEOGRAPHICAL RESEARCH LINES

a) EUROPE

The European Union (EU) is a reference point for CIDOB’s research. It considers the debates over the EU’s internal transformation and its role as an international actor, incorporating the idea that today the concept of sovereignty has overflowed state borders to expand both vertically (via membership of 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 on its future, inter-institutional dynamics, political developments within member states, debates about polarisation and 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 that encompasses debates about 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 the analysis of the instruments and policies of the EU’s external action (in international contexts of fragility and contestation and the promotion of resilience as an external action paradigm) and in the EU’s relations with major geopolitical spaces (including relations with the...
countries in its immediate and enlarged neighbourhood and countries and areas of particular interest such as the United States, China, Latin America, the former Soviet space and Africa).

b) THE GREATER MEDITERRANEAN

Several regions converge in the Mediterranean with which the EU has sought to strengthen cooperation, dialogue and integration. Since 2011 this space has experienced 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 Gulf states and covers three levels of analysis – local, regional and global – 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. In addition, the needs and aspirations of young people, the emergence of new political and social dynamics in urban contexts and the central role of this region for the global environmental and energy agenda are analysed.

CIDOB also closely follows the 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 the study of Euro-Mediterranean relations base on a renewed triangle that connects Europe, the Mediterranean and Africa.

c) LATIN AMERICA AND THE ATLANTIC SPACE

Latin America faces new internal contestation movements today. Rising poverty calls development models into question, systemic corruption strains political systems and increased violence harms coexistence. CIDOB analyses the political changes taking place in the region and their effects, both on the countries’ development and international integration strategies, as well as on regional balances and their transfer to regional cooperation and integration bodies, as well as the consequences of their external alliances, particularly multilevel interregionalism with the EU. Bilateral EU relations are analysed with countries such as Brazil, Chile, Argentina, 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) and horizontal approaches (transatlantic axis versus South-South cooperation). This means identifying the engines of transformation that shape this interregional space, analysing the dynamics of competition and conflict, and the opportunities to generate regional and interregional orders that can refigure global governance. Regarding the United States, CIDOB promotes research on the Trump administration’s position in relation to multilateralism, its protectionist attitude and the challenge these agendas pose for the international order.

d) OTHER REGIONS OF INTEREST

As far as possible – and depending on the resources and projects available – CIDOB intends to fulfil its vocation as a centre for global thinking and incorporate the dynamics of other regions of the world into its analysis. These include a recurring interest in Russia and the Eurasian space, which is characterised by Moscow’s growing desire to strategically rival Brussels and destabilise European internal politics through disinformation tools and hybrid wars. Russia also rivals the EU in its relations with the Eurasian space, counteracting the European Neighbourhood Policy and disrupting the region’s traditional balances from Belarus to Central Asia via the South Caucasus.
CIDOB also intends to deepen its analysis of Sub-Saharan Africa and the Sahel. Internally, what stands out are the economic and growth (or stagnation) transformations occurring in many countries in the region, the political prospects for democratisation, the demographic explosion and the security challenges that hinge on the reduction of armed conflicts but are counteracted by increased human rights violations and terrorism as transnational threats. Externally, CIDOB bases its analysis on regionalism in Africa and relations with the EU, as well as the growing influence of international powers such as China, the consolidation of bilateral forums with these new powers and the effects on the continent’s cooperation dynamics.

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

PUBLICATIONS AND ACTIVITIES

In all its activities generating and disseminating international knowledge, CIDOB pursues the criteria of excellence, relevance and impact in its research. In a similar way, CIDOB promotes the scientific excellence of its researchers, encouraging their participation in high-level international academic conferences and the publication of articles in journals of major scientific influence.

In its publications, CIDOB combines the informative-analytical and the academic-cultural with the publications expected of a think tank. Among the first group are the CIDOB International Yearbook (a reference work that has since 1989 used a multidisciplinary and transversal approach to provide the keys to interpreting international relations, combining political, economic and social concerns and a growing amount of visual content, such as infographics, maps and graphs), and the CIDOB Monographs (book-format collections of content from a range of research projects, seminars, debates and workshops organised by CIDOB since 2009).

Academic-cultural publications include the Revista CIDOB d’Afers Internacionals (created in 1982, this international relations journal is published three times a year, and each issue is a monograph whose articles are original research papers that have passed an external double-blind peer review process and are indexed in the main social sciences academic databases), and the CIDOB Immigration Yearbook (an annual publication that has since 2007 applied an interdisciplinary perspective to the study and analysis of migration, mainly in Spain, but also in the European and Latin American contexts).
The quality and rigour of each of these publications are guaranteed by an editorial board and an international advisory council. For the *Revista CIDOB d’Afers Internacionals* the former has nine members, while the latter is composed of 23 recognised international specialists. For the *CIDOB Immigration Yearbook*, the editorial board is formed of the publication’s scientific coordinators and the advisory council is made up of 15 recognised experts in the migration field. Both publications are indexed and evaluated in the leading academic reference databases.

The publications that are typical of a think tank include *CIDOB Notes Internacionals* (online policy-oriented expert analysis), *CIDOB Opinion* (short online articles in a journalistic style), the *CIDOB Report* (collaborative work of CIDOB researchers and associates on specific issues in the international news) and *CIDOB Briefings* (executive reports that diagnose issues of international relevance, identify good practices and formulate policy recommendations).

The coherence and quality of CIDOB’s editorial lines are guaranteed by the Editorial Publications Board, the editorial decision-making body, which also receives the decisions of the boards of the academic-cultural publications. This board conducts scientific discussions, is responsible for ensuring compliance with the peer review and filter processes for the publications, and constitutes a space for dialogue with CIDOB’s communication and management departments.

In this way, the quality, impact and dissemination of CIDOB publications are strengthened through the figures of the editors of the main publication lines, the editorial and scientific boards, the peer review processes of the (academic-cultural and think tank) publications, as well as through dialogue with the CIDOB staff responsible for disseminating the knowledge generated. To ensure this knowledge reaches both international and local audiences, the three working languages of CIDOB publications are English, Spanish and Catalan.

In 2019, the reading of CIDOB publications on the institution’s website showed a remarkable rise on previous years, almost doubling across all editorial lines. The number of views of *Notes Internacionals* rose from approximately 130,000 in 2018 to 249,000 in 2019; *Opinions* rose from 43,000 to 57,000; the *CIDOB International Yearbook* from 34,000 to 51,000; the *Monographs* from 11,000 to almost 18,000; *Revista CIDOB d’Afers Internacionals* from 27,000 to 44,000; and the *CIDOB Immigration Yearbook* from 7,000 to almost 10,000. To these figures must be added, in the academic-cultural lines, over 100,000 queries and downloads from the academic platforms on which they are hosted, such as RACO, JSTOR and DOI, among others.

The main objective of CIDOB’s activities is to convey expert knowledge to relevant sectors such as civil society, academia, business, political decision-makers and the media. Through a range forums, CIDOB aims to establish itself as a meeting point, to innovate in the formats and mechanisms of knowledge transmission and to grow the target audience for its activities beyond the over 3,000 people who pass through CIDOB each year.

These activities include *CIDOB Breakfasts* (benefitting from the presence of a leading figure, the breakfasts have been organised since 2001 to foster debate and critical thinking on current international issues, and are followed by an open debate with a selected audience); *What is going on in the world?* (a cycle of conferences of an informative nature that pose questions for debate shaped by 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 the results of research to a specific audience, generate debate and contribute to informed analysis in the media).
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 to discuss the major issues affecting international security, which includes the participation of experts, academics, intellectuals and high-level politicians. Each year, it also presents the CIDOB Immigration Yearbook in Madrid and the CIDOB International Yearbook in Barcelona, as well as at some of the city’s universities.

INNOVATION IN COMMUNICATION AND ANALYSIS

Along with its activities and periodic publications, CIDOB aims to innovate in its communication formats and the focuses of its analysis. In terms of formats, in 2019 CIDOB launched Microsites, an evolution of CIDOB Dossiers, where a series of resources are collated (academic and press articles, videos, the activities agenda, chronologies, biographies, infographics and comparative tables, among others) on different topics in the international news. All the content is open and links to the CIDOB website. In 2019, visits to the institutional website increased by over 60%, from a total of approximately 1 million visits in 2018 to 1.6 million in 2019.

The institution maintains its commitment to CIDOB Infographics, graphic and visual content generated within the framework of our research projects and publications – mainly diagrams, maps and statistical graphics – which CIDOB will store, organise and display in a new section of the institution’s 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 that is spread 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 launch a new series of regular podcasts and videocasts, while continuing to offer streaming of its main conferences. It will also promote the renovation of the International Yearbook website in time for its 2020 edition – the 30th – as well as of the institutional website, with the aim of making it more dynamic, visually appealing and better adapted to the institution’s strategic lines.

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

In the coming years, CIDOB seeks to strengthen its commitment to new focuses of analysis, notable among which are: incorporation of young voices in its activities, publications and institutional relations; greater emphasis on gender issues, both in terms of participation in activities and as a field of study in international relations; and technological advances as a subject of analysis as well as a mechanism for disseminating knowledge. To these focuses must be added the commitment to prospective analysis, with the aim of anticipating events, projecting trends and identifying areas of vulnerability and opportunities for encouraging 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, CIDOB aims to achieve a multiplier effect for its activities and research. In the coming years, CIDOB will pursue the following objectives:
Consolidate the securing of competitive research projects and financing diversification. Since 2013 CIDOB has participated in around 40 international research projects, receiving a total of approximately €6.4 million. Of these, 23 projects were funded by the EU, five were coordinated by CIDOB and six featured the institution as sole partner, with a value of over €5.5 million.

CIDOB has received international funding from institutions such as the UNDP, the Union for the Mediterranean, the EU-LAC Foundation, Open Society Foundations, Stiftung Mercator, the OCP Foundation, Friedrich-Ebert-Stiftung and Bertelsmann Stiftung, as well as private funders such as La Caixa Foundation. In the coming years, CIDOB aims to maintain its commitment to securing financing through competitive research projects while increasing private funding sources, as well as 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 reinforces 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 be part of 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 (the Ibero-American Network for International Studies), and will extend its international connections through networking and participation in international research projects.

Promotion of strategic relations with the sector. CIDOB will continue to foster its relations with universities and other research centres in order to collaborate strategically in the development of 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 carries out regular activities, including the Istituto Affari Internazionali (IAI), Institut Barcelona d'Estudis Internacionals (lIBEI), Ideograma and Revista 5W, among others, as well as participating in foundations that align with its foundational goals.

Strengthening the institution’s action plan. In the coming years, CIDOB will update the composition of its Board of Trustees beyond the presence of public institutions and incorporate new individual board members, ensuring gender balance, diversity of origin and internationalisation. It will also set up the Advisory Council (provided for in article 32.1 of its statutes) and the Scientific and Economic Consulting Committees provided for in article 32.2 of its statutes will be consolidated, while the constitution of the Media and Diplomatic Committees will be studied.

The institution’s action plan will implement the proposals raised by these governing bodies in order to improve CIDOB’s profile, develop better fundraising strategies and study the creation of a corporate partners programme. The CIDOB partners programme will also be reinforced with a new strategy for attracting and fostering relationships with partners, while the creation of an ambassadors programme for the institution will be investigated.
INTERNAL ORGANISATION AND BUDGETARY POLICY

Human capital and teamwork, rather than the sum of individuals, are CIDOB’s main asset. CIDOB’s team is intergenerational, diverse and multidisciplinary, and promoting these qualities must be a priority for the development of the institution’s work. The following work processes and improvements will be promoted in the research, institutional and management fields.

In line with what was established during 2019, coordination and cooperation mechanisms will be promoted among the research staff and with the rest of the work team. Weekly meetings of researchers to be attended by all research staff aim to discuss, debate and pool institutional and research priorities. These meetings are also attended by CIDOB’s management and activities and communication departments, with the aim of facilitating the institution’s overall development.

Bi-monthly research seminars are also organised at 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 encourage joint research dynamics and share knowledge from a multidisciplinary perspective.

The director and the research coordinator conduct the follow-up of the strategic lines, including their research projects and priorities. To do this, 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.

At the institutional level, the Master Plan 2018–2021 and this review for 2019–2021 shall serve as a reference framework for CIDOB’s research activities. The Board of Trustees is regularly informed of the annual priorities and the results of the research and activities carried out. It also approves the institution’s annual budgets and evaluates compliance with them at year’s end.

The annual budget should be balanced between income and expenses, prudent with respect to the expected income and should seek not to incur a budget deficit at year’s end. Consistent with this principle, activities that do not have guaranteed external budgetary resources or do not match the internal commitments reflected in the Master Plan may not be planned. Budget increases must be accompanied by new revenues and projects. CIDOB will always ensure the transparency of its resources and budgets.

At the management level, CIDOB will structure its work around the areas of research, economic-financial and administrative management, and executive coordination, which report to the general director, while the organisational chart will be restructured to establish the working dynamics of the other areas of the institution. Priority will also be given to improving the institution’s organisational, management and accounting systems to respond to accounting and public procurement requirements.

In recruitment processes, the procedures have been adapted to the competitive standards required by European projects and a clear remuneration scheme will be promoted, which will allow talent to be recruited in accordance with the workers’ collective agreement and the relation of between professional categories. Gender balance in recruitment, the diversity of the CIDOB team, continuous education within budgetary limits and work-life balance will also be promoted.

PRESENTATION AND FOLLOW-UP OF THE REVISION OF THE MASTER PLAN

Once approved by the Board of Trustees, this revision of the Master Plan will be presented to CIDOB’s Scientific and Economic Consulting Committees, its Advisory Council and partners.
The contents of this document will be reflected in CIDOB’s tools of institutional communication, including its website, a new institutional brochure and a presentation video.

This document will be valid until the end of 2021, at which time it will be updated through an internal and external consultation process that includes the CIDOB team, the members of its Board of Trustees, the Consulting Committees, the Advisory Council and CIDOB’s partners.