



STRATEGIC PLAN 2017-2023
CENTER FOR DEMOGRAPHIC STUDIES

Bellaterra, April 23rd, 2017

(update of numerical data on January 12, 2021 and April 25, 2022)

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A review of the Plan is foreseen for 2020 (both the staffing and funding frameworks cover the period 2017-2020).

1. GENERAL INFORMATION AND LOCATION

1.1. PRESENTATION

The Center for Demographic Studies was created on February 10, 1984 at the initiative of the Generalitat de Catalunya and the Universitat Autònoma de Barcelona and consolidated as a consortium of the two institutions on July 15, 1985. During its first years of existence, it became a reference in the study of the Catalan population in the Spanish and European context.

a) Research and transfer.

In the first period, the main focus was on applied research, diagnosis and demographic projection, very much centered on public administration institutions and, in particular, on different departments of the Generalitat with a stable collaboration with the Statistical Institute of Catalonia. The demand for knowledge transfer to local Catalan entities, such as provincial councils, county councils, city councils and metropolitan entities of Barcelona, was also met.

This activity has been progressively developing and extending to the state level, accepting assignments from some state ministries and collaborating with different autonomous statistical institutes as well as with the National Institute of Statistics.

The economic crisis of 2008, which affected public administration in a forceful manner from 2010 onwards, drastically reduced funding for all types of studies and the transfer of knowledge at this level was greatly affected. The impact on baseline funding was added to this decline, which led to a stagnation in the growth expectations of the 2007-2012 Strategic Plan, which was extended for four years pending a more favorable situation. The funding foreseen for 2012 will not be available until 2016.

b) Training.

In 1988 the Centre for Demographic Studies started its own training program, not homologated, financed by the Department of Labor and the European Social Fund. The program for postgraduates "Methods and techniques for the study of population" (MTEP) was during seven editions (1988-2005) the only training program in Demography existing in Spain.

Currently the academic training of CED is focused on the participation, with a good part of the teaching staff and with the teaching coordination, of the official postgraduate studies of the Department of Geography of the Universitat Autònoma de Barcelona. These include the studies of the Doctorate in Demography and the Master in Territorial and Population Studies, specializing in Demography. The main axis of the demographic training lies in the link to the CED of the postgraduates who follow these programs, thus facilitating the monitoring of their training work and offering an adequate space to carry it out. This tutoring is carried out both by CED's own staff and by professors specialized in demography from the Department of Geography of the UAB, with whom CED has signed a mutual collaboration agreement. These professors have an office at CED as associated personnel because their research, although they are assigned to the UAB, is carried out at CED's facilities, where the researchers in training that they direct also stay.

In 2011-2012 and 2012-13 the CED was the home of the European Master in Demography, a program of initiation to research and study of populations with professors from the main European research centers in demography that form the *European Doctoral School of Demography* (EDSD). The EDSD School responds to the need of young European generations to acquire solid knowledge in demography and apply it professionally, its organization will represent a qualitative leap in terms of the training of the Center in an international environment.

As of today, mid-2017, the Master's Program (created in 2006) has graduated 82 students. The PhD in Demography (created in 1994) has produced 56 PhDs and has 28 theses in progress. The European Doctoral School of Demography (created in 2005) has graduated 211 students.

c) iCERCA's excellence evaluations

The evaluation of the CED's activity carried out by iCERCA in the spring of 2013, by an international panel of four experts in different aspects of research transfer and management and three distinguished demographers from the Center's Scientific Advisory Board, highlighted the high level achieved in the different areas of research, transfer, management, training, as well as its international recognition, and reported an improvement in dissemination compared to a previous evaluation carried out by the Scientific Advisory Board, management, training, as well as its international recognition and reported the improvement in dissemination compared to a previous evaluation, carried out by the Advisory, Monitoring and Evaluation Council of the Generalitat de Catalunya (see the presentation of the Strategic Plan 2007-2012/16), especially with regard to the variety of journals in which it was published. Nevertheless, some recommendations for improvement were presented:

- **The desirability of a greater weight of research in health, environment and economy**, with the introduction of new research groups in these areas which, on the other hand, were known to be central themes in the next European Commission H2020 program. It was recommended in this sense to explore, also, the collaboration with other CERCA centers with expertise in epidemiology or related topics.
- The need to broaden the variety of origins of the research staff in order to contribute to a **greater international culture of demography within the Center**. It is stated that this effort should be supported **by a proportional financing to offer researcher positions by the Generalitat and space by the UAB**. The UAB was also asked to make possible the consolidation of some of the postdoctoral positions with stable places at the University.
- The possibility of implementing a Foreign Visitor Program to facilitate the international environment in which the CED has to move, in this sense, **an increase in publications and research seminars in English** was recommended.
- The extension of knowledge transfer also to the international environment, especially in the sense of disseminating **the use of the important task of creating and maintaining population databases of high scientific content and interest**.

The extension of the 2007-2012 program contract until 2016, due to the consequences of the economic crisis, allowed some of these recommendations to be carried out, as will be seen in the next evaluation planned for 2017, some of which will also be included in the program contract presented here.

1.2. STRUCTURAL DATA AND RESOURCES

1.2.1. Legal regime

The CED, a public consortium between the Generalitat de Catalunya and the UAB, was constituted as a public entity with its own legal personality by Decree 207/1985 of July 15, 1985 (DOGC 573, August 9, 1985), with NIF Q-5855973-C and located at the UAB Campus. It is currently located at carrer de ca n'Altayó s/n, edifici E2, 08193 Bellaterra (Cerdanyola del Vallès). In the same DOGC (Official Gazette of the Government of Catalonia) the statuses are included, which were partially modified with the update of October 21, 2015 (DOGC 6988, dated November 2, 2015).

1.2.2. Governing Bodies

The highest body that governs the CED and has the functions of senior management is the Governing Council. It is made up of three members appointed by the Generalitat de Catalunya, three appointed by the UAB and the director of the center. This Governing Council elects one of its members as president. From its creation until October 2008, the President of the Governing Council was Dr. Jordi Nadal i Oller. Subsequently, Dr. Lluís Ferrer i Caubet (2008-2012), Dr. Ferran Sancho i Clavé (2012-2016) and Dr. Margarita Arboix Arzo (since 2016) have been presidents.

1.2.3. Organizational Structure

The CED management team is made up of the director, the deputy director and the manager. The management team is advised, and its activities are monitored by a Scientific Advisory Board composed of internationally recognized specialists in demography. Every four years one third of its members are renewed.

Dr. Anna Cabré was the director of the CED from its creation in 1984 until her retirement in 2014, currently she is the honorary director. Dr. Albert Esteve is the current director since January 1, 2015, after having opened an international process for his election, as recommended by iCERCA. Dr. Hermínia Pujol has been the manager since 1997. The figure of the post of Deputy Director has existed since 1997 and has been represented since then by Dr. Andreu Domingo. During the period 2012-2014 there were two co-directors, Dr. Domingo and Dr. Esteve, each of them leading one of the two Consolidated Research Groups of the CED, Dr. Cabré leading a third group, also in Demography, attached to the UAB.

Until 2014 the research was articulated around these three large groups integrated by different lines of research. In 2015, the new director reorganized the structure of the research into six areas that cover almost the entire subject matter of the discipline. One seventeen area specializes in applied demography, although the other six areas also take into account the transfer of knowledge from basic research projects. This research is carried out with funding from public bodies, through state and/or community plans of the Ministry of Science and Innovation or the European Commission (Plan I+D+I, H2020) and private foundations (Fundació LaCaixa, Fundació BBVA, Fundació Areces).

The CED fulfills the rest of its statutory objectives through specialized services such as a library and a documentation center, a data bank, and publication in its own editions or in international journals, as well as training activities and institutional, professional and social participation in seminars and public events aimed at the scientific community, *stakeholders* or the general public. The academic training activities have been described in detail in the previous section.

Human resources

The CED is made up of research personnel, research trainees, technical research support personnel and management and administrative personnel. In the first two groups, in addition to its own staff, contracted by the CED, there are associated personnel who belong to university institutions but who, to varying degrees, carry out research activities at the CED, whether paid or unpaid. Some visiting professors and/or researchers also stay there.

At the beginning of this Strategic Plan, the CED has 61 people, 50 of whom are research staff: 27 have a PhD degree and 19 are postgraduates and doctoral candidates. Of these 17 are linked to the UAB and are associated with the CED. All non-research staff are employed by the CED. The following table reflects the center's staff by category and assignment as of March 31, 2017 and the approximate forecast for the middle of the period covered by this II Strategic Plan.

TABLE 1: Personnel by categories and assignment, year 2017, forecast for 2020

	Total ETC	Total persones	Donations		Forecast FTE 2020
			#	%	
Total	42+14,5*i**	44+17*i**	22+8*i**	49%	
Research personnel	32+14,5*i**	33+17*i**	14+8*i**	44%	
Senior line manager	7+2*	7+4*	0+2*	18%	
Junior Line Captain			1	50%	
Researcher	4,5+0,5*	5+1*		33%	
Postdoctoral Staff	7,5			50%	
Predocctoral Staff	7+12**	7+12**	3+6**	47%	
Support technicians				100%	
Non-research personnel				73%	
Management and administration			5	71%	
Library and documentation				100%	
Training	1	1	1	100%	1
Computer systems	1	1	0	0%	1

April 2017 (* Professors and ** UAB scholars associated to the CED, no forecasts for 2022).

Infrastructure

a) Spaces

Since December 1994, the CED has occupied its own newly constructed building, located on the UAB campus. In this building there are individual offices and research rooms; a classroom, a postgraduate room and a conference room; a library and a documentation center, all distributed over four floors with a total surface area of 1,392 m². It also has adequate equipment of machinery and software and the common services of the university campus.

The construction of this building was financed by the Generalitat de Catalunya (Ordre de 30 de novembre de 1992, DOGC 1686, de 23 de desembre de 1992). The building was ceded to the UAB for the location of the CED for a period of 75 years -automatically extendable for the same period- according to an agreement between both institutions (October 28, 1994). In the same agreement, it is agreed that the UAB will finance the costs of cleaning and maintenance of the building, and the water, gas and electricity installations (this contribution, in particular, is accounted for in the CED's financial statements, but not in the budget statements, as this system does not allow it). In addition, the UAB makes a contribution to general expenses by means of a transfer for an amount equivalent to the financing of an administrative assistant.

Currently, the CED building has an occupancy that exceeds the desired optimum. Both in the I Strategic Plan and in the iCERCA evaluation of 2013, the convenience of accessing new spaces to meet the present and near future needs and to continue offering an adequate work place for both the research staff and for those who access the services offered by the Center was already stated. The use of one of the floors of building E1 would be the best option.

b) Economic resources

The CED is financed on the basis of contributions from the consortium members, grants for basic research projects obtained competitively, funding for applied research through open or restricted grants and competitions, and funding for training activities or grants for the hiring of predoctoral and postdoctoral research personnel.

The contributions of the Generalitat de Catalunya are based on an annual transfer to cover general operating expenses and the administrative and service structure of the CED, as well as grants to the two research groups recognized as consolidated, which are evaluated every five years. The Universitat Autònoma de Barcelona makes a non-monetary contribution for the maintenance of the building assigned to the CED, as well as a transfer equivalent to the financing of an administrative assistant, as mentioned in the previous section.

Figure 2 shows the evolution of revenues over the last 10 years according to their origin, leaving aside the effect of the economic crisis on applied research, which had reached a maximum of 38% of funding in 2009, but dropped to 5% in 2016.

QUADRE 2. Evolution of revenues over the last 10 years by source of financing.

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Basal income	518.850,66	557.407,00	600.485,88	640.440,00	705.728,00	675.396,65	678.203,65	682.463,44	795.061,64	881.941,00	887,4
Generalitat de Catalonia	417.770,00	450.303,00	482.309,00	513.088,00	567.280,00	533.608,65	533.608,65	533.608,64	633.608,64	716.000,00	716,0
Autonomous University of Barcelona	101.080,66	107.104,00	118.176,88	127.352,00	138.448,00	141.788,00	144.595,00	148.854,80	161.453,00	165.941,00	171,4
Competitive tickets	587.285,99	593.181,93	744.289,28	723.288,49	924.344,07	1.023.213,43	958.035,39	902.535,55	808.537,13	803.793,52	1.013,0
Public call	124.940,58	275.733,53	318.170,49	209.059,02	562.541,14	730.651,50	760.870,62	707.455,11	675.274,11	670.080,53	915,2
Research assignments	402.720,41	317.448,40	426.118,79	511.729,47	361.802,93	192.561,93	97.164,77	95.080,44	133.263,02	133.712,99	97,8
Training funding	59.625,00	0,00	0,00	2.500,00	0,00	100.000,00	100.000,00	100.000,00	0,00	0,00	
Total tickets	1.106.136,65	1.150.588,93	1.344.775,16	1.363.728,49	1.630.072,07	1.698.610,08	1.636.239,04	1.584.998,99	1.603.598,77	1.685.734,52	1.900,4

Data: Unitat de Comptabilitat del CED (April 2017).

c) Equipment and services

The library of the Centre for Demographic Studies is the only one in Spain specialized in demography and population studies. It makes available to the scientific and university community all the Spanish population statistics (since 1860) and an extensive bibliography on Spanish and international demography. In addition, it contains works on statistics, sociology, gender studies, economics, urban planning, geography, etc. It also has a collection of the most important demographic journals on the national and international scene, as well as a notable collection of doctoral theses, some of which can be consulted online through the TDX portal.

As of today, the collection consists of 10,690 volumes in paper format, and approximately 82 serial publications, of which some have ceased publication and others are currently only published in digital format.

The CED Data Bank has a large amount of demographic information on Catalonia, Spain and the world in different databases:

Data base Catalonia

Historical data for the Catalan area, at all territorial scales and for all available sources, since 1497: Population and flow series: births, deaths, marriages and migrations. Sociodemographic characteristics of the Censuses and Registers. Nomenclators, Registers, Inventory of parish archives and Municipal Canvasses. The data have been recorded from parish books, microfiches and publications of various authors. Once the basic information was obtained, it was homogenized and arranged in the form of time series.

IEPM Database (Integrated European Population Microdata)

The IEPM project coordinates the tasks at the European level, as part of an international project for the purification, harmonization and dissemination of census microdata, integrated into a user-accessible information system: IPUMS International. The project also generates a large volume of meta-information for each sample disseminated: documentation associated with the file, description of the archive and description of variables. At present, microdata from 24 European countries are managed, with microdata between 1960 and 2011.

InGRID database

InGRID is a distributed but inclusive European research infrastructure network serving the social science community, which aims to make an evidence-based contribution to a European policy strategy of inclusive growth. This research community focuses on social exclusion, vulnerability in employment and related social and labor policies from a comparative European perspective. The key tools in this social science research are all kinds of data: income statistics, social administrative data, labor market data, quality of life or working conditions surveys and policy indicators. For the period 2017-2021, the infrastructure has received funding for another 4-year project from the European H2020 program: the InGRID-2 project. The full project title is "InGRID-2 Integrating Research Infrastructure for European expertise on inclusive Growth from data to policy".

Database 5CofM (Five Centuries of Marriages)

The Five Centuries of Marriages project has opened a new line of research specializing in the preservation, transcription, harmonization and dissemination of historical sources of demographic interest (Llibres d'Esposalles, parish and civil registers, censuses and census) that, with the collaboration of the Computer Vision Center of the UAB, makes an intensive use of digital platforms and automatic recognition techniques of manuscripts. With the data thus recovered, many aspects of the demographic dynamics and social structure of the populations of the past are investigated. Special emphasis is placed on the use of nominative information (names and surnames) for the study of intergenerational transmission of social position, occupational mobility and for the estimation by indirect methods of mortality and migratory movements.

Much of the research carried out at the Centre for Demographic Studies is disseminated to the scientific community and/or the general public through various channels. Although publications and the participation of research staff in scientific events continue to be the most relevant channels, **the dissemination of research through** new newsletters, the CED website, social networks and the media complement this activity.

- The CED encourages the publication of the main research results in the most prestigious publishers or journals in demography, giving prominence to open access publications and their archives in institutional repositories (UAB's Digital Document Collection -DDD). On the other hand, it also coordinates and supports own publications, whether books or monographic volumes of journals.
- In addition to the publication, since 1984 of the working paper Papers de Demografia, in 2016 CED started publishing the quarterly Scientific Bulletin Perspectives Demogràfiques, designed to bring the most relevant aspects of demography to a wider audience in a didactic way.
- CED promotes participation in the main international and national scientific events in demography and population studies and organizes an annual Cycle of Conferences (with international speakers) and various research and transfer seminars, conferences and congresses, either within the framework of CED research groups or in collaboration with other national or international organizations.
- The CED website (www.ced.uab.cat) was renewed at the beginning of 2016. It provides information about the people, research lines, projects, teaching, different scientific events and activities organized or in which members of the Center participate, the demographic data bank, the library collection, as well as reports, reports of results and publications. This information is included in the monthly "Newsletter" and in the CED's social networks.
- Since June 2016, CED has been active on Facebook and Twitter (@CEDemografia), new channels that allow the dissemination of the activity of CED researchers, as well as contents derived from other institutions, scientific agencies or press that deal with topics related to demography or population studies.

The CED is already a reference among the media. In addition, it has the support of the Communication Area of the UAB for the media dissemination campaigns of the *Demographic Perspectives*.

2. MISSION, VALUES AND VISION OF THE CEDE

1) Mission

The excellence of demographic research in Catalonia, Spain and worldwide.

The transfer of demographic knowledge oriented to public decision making.

Training of specialists in demography and population studies.

Dissemination and open access to the results of the demographic research it carries out.

2) Values

Innovation, creativity, competence, interdisciplinarity, flexibility and commitment to society.

3) Vision

Expand CED's role as one of the leading international centers for research in European and world demography.

To maintain its position as a center of reference in demography in Catalonia and Spain.

To reinforce the role of leadership as a center for education and training in demography, at national level, and to acquire a place as a training center at international level.

To become a central actor in the social debate on population issues.

The excellence of the CED is based on:

- A balanced combination of his research on local and global issues.
- A combination of theoretical and applied research
- An innovative treatment of new and old data sources, some of them very little used (historical sources, administrative databases and census data).
- An interdisciplinary approach to research, combining perspectives from Geography, Sociology, Economics, History and Law, among others, plus an opening to collaborations in the field of technology, such as Computer Vision or interactive digital platforms.
- A wide diffusion of the main results of the research.

3. ANALYSIS OF THE POSITIONING OF THE CENTER FOR DEMOGRAPHIC STUDIES IN ITS COMPETITIVE ENVIRONMENT.

3.1. STARTING POINT OF THE II STRATEGIC PLAN.

During the period of the I Strategic Plan and based on its objective of promoting excellent and international level research, the CED increased the number of projects presented in public calls and the number of positively evaluated principal investigators. This special attention to basic research was not to the detriment of applied research, which -until the advent of the economic crisis- continued to be one of the pillars of CED's funding, but, on the other hand, it did represent an important activity when public administrations no longer had resources for the contracting of applied research studies or work.

The internationalization of research that had begun, at first, in the framework of projects of the General Directorate of Labor and Social Affairs, continued with funds from the Framework Programs of the General Directorate of Research: PMVI, PMVII and H2020 and, in particular, from the calls of the European Research Council (ERC). Also, in terms of training, we participated in the Marie Curie and Alfa postgraduate exchange programs, both at European and Latin American level and, later, we continued with the organization of two editions of the European Doctoral School of Demography program in which, since then, the CED has been actively participating. Finally, it is worth mentioning, with regard to international activity, the cooperative relations with the University of Minnesota, and specifically with the IPUMS project for the homogenization and dissemination of census micro-analysis, which has led CED to be - since 2005- the European headquarters of this project, with funding from the European Commission in the framework of different infrastructure calls.

The establishment in 2009 of a Scientific Advisory Board with professionals of recognized prestige in the field of demography from different research centers in Europe and the United States, will give greater strength to the activity of the CED. This activity was particularly recognized with the celebration, in 2014, of the 30th anniversary of the Center, moment in which we took the opportunity to honor and thank the work done by its president, Dr. Jordi Nadal i Oller, during the first 24 years, and its director, Dr. Anna Cabré, during these 30 years.

In the middle of 2014, an international public call was opened for the replacement of the CED director, as she was reaching the mandatory age of retirement. The process culminated with the appointment of the new director, Dr. Albert Esteve Palós, by the CED Governing Council, at the meeting held on October 24 of the same year, effective January 1, 2015. Dr. Anna Cabré was appointed honorary director. The new stage began with a renewal of the corporate image and a reorganization of the research structure, with new research lines, all following the recommendations of the 2013 iCERCA evaluation.

Adaptation to social changes is an indispensable requirement for the survival of research centers. With the introduction of competitive projects obtained in public calls, CED has restructured its policy of hiring new research personnel. These new contracts depend on the existence of calls for research projects and pre- and post-doctoral contracts, to obtain funding from different organizations.

In this sense, the signing of the European Charter and the Code of Conduct and Recruitment of Research Staff, promoted by Euraxess iCERCA, in July 2014, as well as the implementation of an OTM-R protocol (Open, Transparent and Merit Recruitment) and the follow-up of an Action Plan "HRS4R" for the improvement of human resources management (2016-2019) have been key. As a result, the profile of new research personnel is increasingly international. Priority is given to ensure that these researchers, who are capable of attracting funding in the future, have the greatest facilities to carry out their research, making them less burdened by administrative tasks, thanks to the support staff. Adequate structural funding for this critical mass must make possible the professional career of all members of the CED and ensure the level of excellence of the different areas of work.

3.2. SWOT analysis. Strengths, Weaknesses, Opportunities, Threats.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Human capital and the cooperative work environment - The advantage of combining basic and applied research. - Growing presence in the international sphere - The recognized prestige at national and international level - Flexible and responsible management - The leadership in demographic training 	<ul style="list-style-type: none"> - Dependence on non-permanent competitive funding - The scarce presence of private capital or patronage in financing - Difficulty in offering stable research careers - The lack of specialization in demography in university degrees.
OPORTUNITATS	AMENACES
<ul style="list-style-type: none"> - Visibility of demographics in public debates - The reactivation of the economy to recover the level of public research contracting. - Improving access to data and the benefits of the <i>Big Data revolution</i> - The growing emphasis on knowledge transfer and the reactivation of applied research. - New training models based on virtual work and collaboration with other centers. - The presence of CED in international institutions (journals, associations, congresses, research agencies). 	<ul style="list-style-type: none"> - The increasing bureaucratization of management, compared to the flexibility that originally had the public consortia for the management - Excessive emphasis on the need for competitive projects of uncertain evaluation to ensure the growth of the CED - Dynamics in University recruitment that do not reward successful research careers - The lack of a specific research career model and its financing. - Equalization of research centers with the public administration when contracting personnel and services.

4. OBJECTIVES OF THE STRATEGIC PLAN 2017-2023

The future of the Center for Demographic Studies inevitably depends on its ability to attract and retain talent, a task that began during the I Strategic Plan with the stable incorporation of research personnel who had previously passed a competitive external evaluation. This recruitment, so far of national scope, has begun to extend beyond our borders, despite the comparative disadvantage in salaries and promotion. Excellent research personnel with the capacity to open new areas at the frontiers of science and to transform it into useful knowledge for society, is the objective on which we will continue to work.

Since its beginnings, the CED has had a vocation of service and its future success depends on sustainable and balanced growth between basic and applied research. To achieve this, CED must become a reference center and consolidate its leadership in population studies, not only in Spain, but also in Europe, as one of the most important centers in its specialization.

The presence of CED on an international scale depends not only on obtaining structural and competitive funds to carry out its projects, but also on the collaborative relationships it establishes with research personnel and research centers around the world, on its presence in international forums and on its continuous consolidation in the areas of research where it is most competitive.

In this line, the strategy of this II Plan aims to increase the impact of research and knowledge of the CED in the social environment, both through social networks and the media, as well as through the implementation of guidelines for dissemination and transfer in each of the works carried out at the Center.

Training is the other key to the creation of future generations of demographers, able to publish in the most prestigious journals of the discipline, as well as to work as highly qualified experts in public or private institutions. To achieve this, the aim is to diversify the training offered by introducing new and more innovative training products, while continuing to collaborate in the UAB Doctoral Program in Demography and the European Doctoral School of Demography.

This future project would not be possible without a management structure that is capable, responsible, flexible to adapt to changes and to attract new research personnel, that can reward their talent and that can facilitate a collaborative and pleasant work environment.

It is in this sense that the different strategic and specific objectives of the Center are defined, both in terms of research and training, as well as the dissemination, transfer and social impact of the results.

4.1. IN THE AREA OF RESEARCH

4.1.1. Strategic objective

To promote quality research at an international level. This continues to be one of the strategic objectives of the CED. During the I Strategic Plan a central position at European level was achieved, which must be maintained and improved.

This objective was achieved without having the necessary critical mass in terms of its structural personnel, a matter that was compensated by the presence, effort and support of young research personnel, recruited in competitive calls for external evaluation and funding, who are not assured of their chances of stability or career, which is why this continues to be the great challenge of the II Strategic Plan. It has not yet been possible to expand the available space to meet new needs, both scientific and technological, for which we will continue to work, given that the current situation is becoming increasingly unsustainable and is creating new research and training initiatives.

The creation of a Scientific Advisory Council has been a key element in the evaluation and monitoring of CED's activities, although its periodic meetings have been linked to professional congresses.

4.1.2. Specific objectives

- ❖ Systematic talent acquisition, recruiting research personnel through open, competitive, externally evaluated, national and international calls for proposals.
- ❖ Consolidation of the foundational thematic areas (Family, Migration and Historical Demography), consolidation of the more recent ones (Health, Environment, Education and Labor) and creation of new lines (Population and Environment).
- ❖ Actively participate in the calls of the European Research Council.
- ❖ Maintain the high level of participation in state R&D&I calls for proposals.
- ❖ Maintain presence in international projects and networks in Demography.
- ❖ Encourage the participation of CED staff in international governance or management bodies.
- ❖ Implement progressive application formulas for the formalized periodic evaluation of research personnel.
- ❖ Organize a tri-annual joint session of CED research staff with the Consell Científic Assessor.
- ❖ Promote postdoctoral and senior research stays in centers of international prestige.

- ❖ Promote stays of excellent researchers at CED, both to promote the knowledge of mutual research and to undertake new joint research projects.
- ❖ Agree with the Generalitat de Catalunya on a basic structure of job positions and a feasible research career plan, taking into account the available economic resources.

4.2. IN TRAINING MATTERS

4.2.1. Strategic objective

To internationalize training in demography and to constantly update its contents, both in the field of teaching and in training stays. This continues to be one of CED's strategic objectives. In the I Strategic Plan, the quality mention of the doctoral program in Demography was maintained, the mention of European doctorate in doctoral theses was generalized, there was active participation in the European Doctoral School of Demography (both with the biannual hosting of the school and with faculty and students) and the full time dedication of doctoral students in their theses was encouraged.

The new challenges revolve around the expansion of the training offer, its internationalization and greater excellence through the actions foreseen in the Human Resources Strategy for Researchers Action Plan, obtained in February 2016 by the European Institution Euraxess, which encourages improvement both in the field of research personnel training and in ethical, professional and labor aspects in the field of research, following the recommendations of the Code of Conduct and the European Charter for Research.

4.2.2. Specific objectives

- ❖ Maintain the quality mention of the doctoral program in Demography.
- ❖ To rethink the program and the tools of the training program or to explore new initiatives for this formative stage.
- ❖ Maintain the number and duration of predoctoral and postdoctoral stays in prestigious foreign centers and, in particular, at the European Doctoral School of Demography (EDSD).
- ❖ Establish a continuous training plan for research personnel.
- ❖ Create a specific training program in demographic methods and techniques for technical and/or graduate personnel.
- ❖ Create an intensive, international program for postgraduates and professionals (Barcelona Summer School of Demography or ADEH).
- ❖ To write a code of good practices in research for predocs.

4.3. IN THE AREA OF DISSEMINATION, TRANSFER AND SOCIAL IMPACT

4.3.1. Strategic objective

To promote international publication and dissemination. This continues to be one of the strategic objectives of the CED, now focusing on indexed journals of recognized prestige.

On the other hand, in recent years new challenges related to the transfer of knowledge generated by research centers and its social impact have been faced. For this reason, both open access to data and publications, as well as the concern for the repercussion of research in society, have become of paramount importance.

In the first stage of the I Strategic Plan, in addition to a renovation of the corporate image and the website (2015), as well as the launch of a twitter and Facebook account (2016) to give more visibility to the CED's activity, the publication of a new* scientific dissemination newsletter: *Perspectives Demogràfiques*. These initiatives have represented a significant improvement in the achievement of this strategic objective.

4.3.2. Specific objectives

- ❖ Increase the excellence of the publications where the dissemination of CED research is done. Prioritize the journals indexed in the first quartiles of the specialty.
- ❖ To ensure the mechanisms that allow the detection of results generated for applied research that are susceptible to transfer.
- ❖ Stimulate a debate on the social utility of research, empowering research personnel to share their objectives and projects with the social agents receiving the knowledge generated (*stakeholders, policy makers*).
- ❖ Work on the creation and maintenance of a *Demographic Data Hub* (DDH). The DDH will facilitate the processing and visualization of population data and its work by the scientific and academic community.
- ❖ Maintain the high level of participation and excellence in professional congresses and seminars.
- ❖ Maintain the CED's annual program of conferences and international seminars.
- ❖ Increase the number of publications in Open Access to reach 100% of all material that does not have any external restriction.
- ❖ Implement a new library catalog, compatible with the UAB catalogs.

4.3. IN MANAGEMENT MATTERS

4.2.1. Strategic objective

Establish a broad and coherent strategy that adopts European best practices in human resources management. To increase the international visibility of CED, in particular as an attractive place to carry out quality research with an infrastructure adapted to the needs of its research staff.

In 2003 CED obtained the ISO 9001-2000 certificate for its management of training in demography. In 2004 it obtained the mention of quality for the doctoral program that it manages jointly with the Universitat Autònoma de Barcelona. In 2012 the Quality System initiated in training issues was extended to all the activities of the Center, following EFQM guidelines.

Since 2004, the CED's activity has been evaluated within the framework of a Program Contract established with the Generalitat de Catalunya. Following some of the indicators of excellence of this contract, in 2014 the CED adhered to the Charter and the European Code for Research and in June 2015 it became a member of the Euraxess network. Finally, in February 2016 it achieved the "hr" excellence in human resources with an Action Plan (2016-2019), which includes different improvement measures that have been included in this II Strategic Plan.

On the other hand, CED wants to be managed as a socially responsible entity, with a focus on sustainable development based on criteria of balance and efficient use of resources, both economically and environmentally. Likewise, CED has a clear strategic commitment to the establishment of policies that integrate equal treatment and equal opportunities, as it considers people as its main asset.

4.3.2. Specific objectives

- ❖ Develop the "hr" Action Plan for excellence in human resources management in research with the discussion and drafting of a series of documents to improve the management of research personnel and research: Equality Plan, Dissemination Plan, Transfer Plan, Code of Good Practices, Welcome Manual, Research Career Plan, Data Protection Protocol, etc.
- ❖ To explore, together with the Universitat Autònoma de Barcelona, the possibilities of obtaining new spaces with adequate characteristics to accommodate new working groups with specific needs.
- ❖ To increase technical support, both in-house and external, in the operation of the CED and in the management of projects that require intensive monitoring by the financing administrations.
- ❖ Align policies, initiatives and programs with European and international best practices.

5. MONITORING OF THE PLAN

Self-assessment and external evaluation are mandatory for the rendering of accounts to the member institutions of the Consortium of the Center for Demographic Studies, its governing bodies, its staff and society in general.

Each year the CED's management presents to the CED's Governing Council the activities carried out in the previous year, as well as proposals for the new year. The audits of accounts and compliance with current legislation are also presented annually. With this act we not only respond to the control of the legality, but also to the fulfillment of the established objectives.

This rendering of accounts is complemented by the annual monitoring of the Program Contract with the Generalitat de Catalunya, the monthly financial and budgetary monitoring within the framework of the European System of Accounts (SEC95) and the Budget Law of the Generalitat, the evaluation of the research staff, the review of the Management Quality System, the triennial evaluation by the AGAUR of the Consolidated Research Groups, the review of the CERCA Institution on the global activity of the CED, as well as the evaluation by the AGAUR of the Consolidated Research Groups, the triennial evaluation by AGAUR of the Consolidated Research Groups, the evaluation carried out by the CERCA Institution on the global activity of the CED, also triennial, and, finally, other more specific evaluations of the accreditation of the quality of the Doctoral Program or of the fulfillment of the HRS4R Action Plan.

Monitorització de l'activitat	Periodicitat
Rendiment de comptes al Sistema Europeu SEC95 mitjançant la intervenció de la Generalitat	Mensual
Rendiment de comptes davant el Consell de Govern del CED	Semestral
Revisió del Sistema de Qualitat en la gestió	Anual
Rendiment de comptes del Contracte Programa DGR-CED	Anual
Rendiment de comptes Llei de pressupostos de la Generalitat de Catalunya	Anual
Auditoria de comptes i de compliment de la normativa vigent davant Intervenció General	Anual
Avaluació del personal investigador	Triennial
Avaluació de grups de recerca consolidats (Avaluació de l'AGAUR)	Triennial
Avaluació externa de la institució CERCA	Triennial
Autoavaluació Pla d'Acció HRS4R	Bianual
Avaluació externa EURAXESS	Quinquennial
Avaluació per l'acreditació de qualitat del programa de doctorat	Quinquennial

QUADRE 1 Update (December 2020)

	Total	Total	Donations		Forecast	Review ETC
	ETC	persones	#	%	FTE 2020	December 2020
Total	42+14,5*i*	44+17*i**	22+8*i**	49%	56	40
Research personnel	32+14,5*i*	33+17*i**	14+8*i**	44%	44	32
Senior line manager	7+2*	7+4*	0+2*	18%	10	6
Junior Line Captain			1	50%	4	5
Researcher	4,5+0,5*	5+1*		33%	6	3
Postdoctoral Staff	7,5			50%	8	7
Predocctoral Staff	7+12**	7+12**	3+6**	47%	10	6
Support technicians	4	4	4	100%	6	5
Non-research personnel	10	11	8	73%	12	8
Management and administration	6	7	5	71%	8	5
Library and documentation	2	2	2	100%	2	1
Training	1	1	1	100%	1	1
Computer systems	1	1	0	0%	1	1
April 2017 (* Professors and ** UAB scholars associated to the CED, no forecasts for 2022).						

QUADRE 2 Update (April 2022)

	2017	2018	2019	2020	2021
PATRONS	888.702,90	901.802,00	930.352,16	1.035.680,00	1.049.102,06
Generalitat de Catalunya (DGR)	716.000,00	725.980,00	749.280,16	875.918,00	865.877,06
Universitat Autònoma de Barcelona	172.702,90	175.822,00	181.072,00	159.762,00	183.225,00
INGRESSOS PROPIS	1.184.532,53	1.294.666,77	1.229.408,84	1.202.354,92	1.369.154,57
Fons competitiu (conv. pública)	1.013.766,49	1.112.140,83	1.117.422,24	1.006.960,50	1.050.470,82
Fons competitiu (encàrrecs)	170.766,04	169.802,10	72.766,34	76.370,26	148.233,20
Finançament formació	0,00	12.723,84	39.220,26	119.024,16	170.450,55
TOTAL INGRESSOS	2.073.235,43	2.196.468,77	2.159.761,00	2.238.034,92	2.418.256,63

6. FORECAST OF THE EVOLUTION OF THE FINANCING OF THE ACTIVITY TO ACHIEVE THE OBJECTIVES IN THE FOLLOWING YEARS.

		2016 (1)	2017	2018	2019	
1	Competitive collections:					
	a) Competitive Call					
	Public administrations (Training: pre and post doctoral contracts, courses)	270.954,91	289.921,75	304.417,84	313.550,38	322.956,89
	Public Administrations (Research)	586.088,98	560.000,00	560.000,00	570.000,00	570.000,00
	Foundations (Research)	58.160,00	59.323,20	60.509,66	61.719,86	62.954,25
	b) Contract or agreement research					
	Foundations and companies	12.064,67	12.667,90	13.301,30	14.232,39	15.228,66
	Statistical Institute of Catalonia	35.000,00	35.000,00	35.000,00	36.000,00	36.000,00
	Public Administrations (Research)	39.757,63	40.562,10	39.104,80	56.292,14	54.352,59
	Other	11.000,00	11.770,00	12.593,90	13.475,47	14.418,76
	Total competitive charges	1.013.026,19	1.009.244,96	1.024.927,50	1.065.270,24	1.075.911,15
2	Non-competitive charges:					
	a) Generalitat					
	Transfer of operation	716.000,00	716.000,00	716.000,00	716.000,00	716.000,00
	Additional avaluació CERCA					
	TOTAL DGR	716.000,00	716.000,00	716.000,00	716.000,00	716.000,00
	b) University					
	Transfer of operation	22.731,90	22.731,90	22.731,90	22.731,90	22.731,90
	(2) Valoració aportació en services	148.697,00	153.157,91	157.752,65	162.485,23	167.359,78
	TOTAL UAB	171.428,90	175.889,81	180.484,55	185.217,13	190.091,68
	Total non-competitive collections	887.428,90	891.889,81	896.484,55	901.217,13	906.091,68
3	Collections for industrial property	0,00	0,00	0,00	0,00	0,00

4	Other charges		155,28	37.344,77	48.311,86	29.399,74	40.609,86
5	Total operating revenues		1.900.610,37	1.938.479,54	1.969.723,91	1.995.887,10	2.022.612,69
			2016	2017	2018	2019	
1	Variable operating payments:						
	Project-related expenses		392.569,49	395.000,00	395.000,00	395.000,00	395.000,00
	Personnel in training (subsidized contracts and collaboration scholarship holders)		270.954,91	289.921,75	304.417,84	313.550,38	322.956,89
2	Fixed operating payments:						
	Basic maintenance tasks		148.697,00	153.157,91	157.752,65	162.485,23	167.359,78
	Payments for general expenses, consumables		112.701,34	114.955,37	117.254,47	119.599,56	121.991,55
	Administrative and service personnel		436.621,35	440.987,56	445.397,44	449.851,41	454.349,93
	Research personnel		539.066,28	544.456,94	549.901,51	555.400,53	560.954,53
3	Total payments for operating operations		1.900.610,37	1.938.479,54	1.969.723,91	1.995.887,11	2.022.612,69
	RESULT OF THE OPERATING BUDGET		0,00	0,00	0,00	0,00	0,00
1. Provisional statement of income and expenses 2016.							
Valuation of the services provided by the UAB for water, lighting, cleaning (valued according to the square meters of the CED), it is a non-monetary contribution.							

ORDINARY OR OPERATING BUDGET. CENTER FOR DEMOGRAPHIC STUDIES								
			2016 (1)	2017	2018	2019	Real 2021 (3)	
1	Competitive collections:							
	a) Competitive Call							
		Public administrations (Training: pre and post doctoral contracts, courses)	248.023,91	255.464,63	263.128,57	271.022,42	279.153,10	491.636,36
		Public Administrations (Research)	609.019,98	621.200,38	633.624,39	646.296,87	659.222,81	421.110,00
		Foundations (Research)	58.160,00	59.323,20	60.509,66	61.719,86	62.954,25	137.724,46
	b) Contract or agreement research							
		Foundations and companies	12.064,67	12.667,90	13.301,30	14.232,39	15.228,66	8.180,79
		Statistical Institute of Catalonia	35.000,00	35.000,00	35.000,00	36.000,00	36.000,00	35.000,00
		Public Administrations (Research)	50.757,63	51.772,78	52.808,24	53.864,40	54.941,69	80.475,00
		Other	0,00	0,00	0,00	0,00	0,00	24.577,41
	Total competitive charges		1.013.026,19	1.035.428,89	1.058.372,15	1.083.135,95	1.107.500,51	1.198.704,02
2	Non-competitive charges:							
	a) Generalitat	Transfer of operation	716.000,00	716.000,00	716.000,00	716.000,00	716.000,00	732.877,06
		Addicional avaluació CERCA		150.000,00	300.000,00	300.000,00	300.000,00	133.000,00
		TOTAL DGR	716.000,00	866.000,00	1.016.000,00	1.016.000,00	1.016.000,00	865.877,06
	b) University	Transfer of operation	22.731,90	22.731,90	22.731,90	22.731,90	22.731,90	25.000,00
		(2) Valoració aportació en services	148.697,00	156.131,85	163.938,44	172.135,36	180.742,13	158.225,00
		TOTAL UAB	171.428,90	178.863,75	186.670,34	194.867,26	203.474,03	183.225,00
	Total non-competitive collections		887.428,90	1.044.863,75	1.202.670,34	1.210.867,26	1.219.474,03	1.049.102,06
3	European doctoral school scholarship payments		0,00	0,00	0,00	0,00	0,00	170.450,55
4	Other charges		155,28	2.207,37	5.585,75	9.026,60	13.265,64	
5	Total operating revenues		1.900.610,37	2.082.500,01	2.266.628,25	2.303.029,81	2.340.240,18	2.418.256,63
			2016	2017	2018	2019	2020	2021
1	Variable operating payments:							

	Project-related expenses	397.309,69	409.228,98	421.505,85	434.151,03	447.175,56	792.950,96
	Personnel in training (subsidized contracts and collaboration scholarship holders)	264.108,91	272.032,18	280.193,14	288.598,94	297.256,91	509.666,32
2	Fixed operating payments:						
	Maintenance work	148.697,00	148.697,00	148.697,00	148.697,00	148.697,00	158.225,00
	Payments for general expenses, consumables	114.213,56	116.497,83	118.827,79	121.204,34	123.628,43	155.320,88
	Administrative and service personnel	436.621,35	470.987,56	505.697,44	510.754,41	515.861,96	318.565,27
	Research personnel	539.659,86	665.056,46	791.707,02	799.624,09	807.620,33	500.000,00
3	Total payments for operating operations	1.900.610,37	2.082.500,01	2.266.628,24	2.303.029,81	2.340.240,18	2.434.728,43
	RESULT OF THE OPERATING BUDGET	0,00	0,00	0,00	0,00	0,00	-16.471,80
1. 2016 Income and Expense Statement.							
Valuation of the services provided by the UAB for water, lighting, cleaning (valued according to the square meters of the CED), it is a non-monetary contribution.							
3. Revenue and expenditure forecast 2021 (2020 was the year of the COVID pandemic and it did not seem representative to use it for the update).							