

CIMMYT 2030

Strategy Document

Document is part of the overall co-construction of the CIMMYT 2030 Strategy. To be shared with CIMMYT staff only.



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© The International Maize and Wheat Improvement Center (CIMMYT) is an international organization focused on non-profit agricultural research and training that empowers farmers through science and innovation to nourish the world in the midst of a climate crisis. Applying high-quality science and strong partnerships, CIMMYT works to achieve a world with healthier and more prosperous people, free from global food crises and with more resilient agri-food systems. CIMMYT's research brings enhanced productivity and better profits to farmers, mitigates the effects of the climate crisis, and reduces the environmental impact of agriculture.

CIMMYT is a member of CGIAR, a global research partnership for a food secure future dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources.

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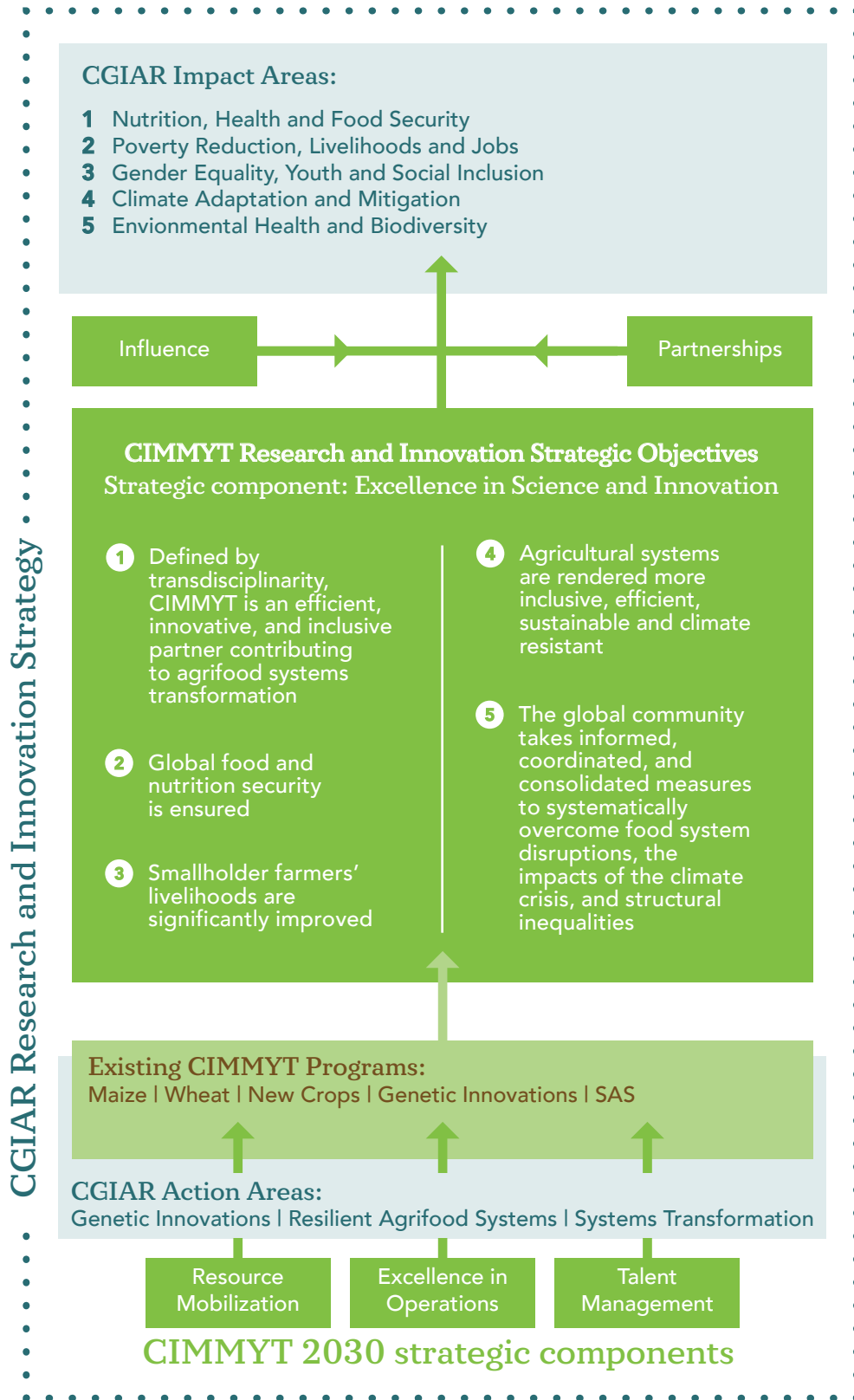
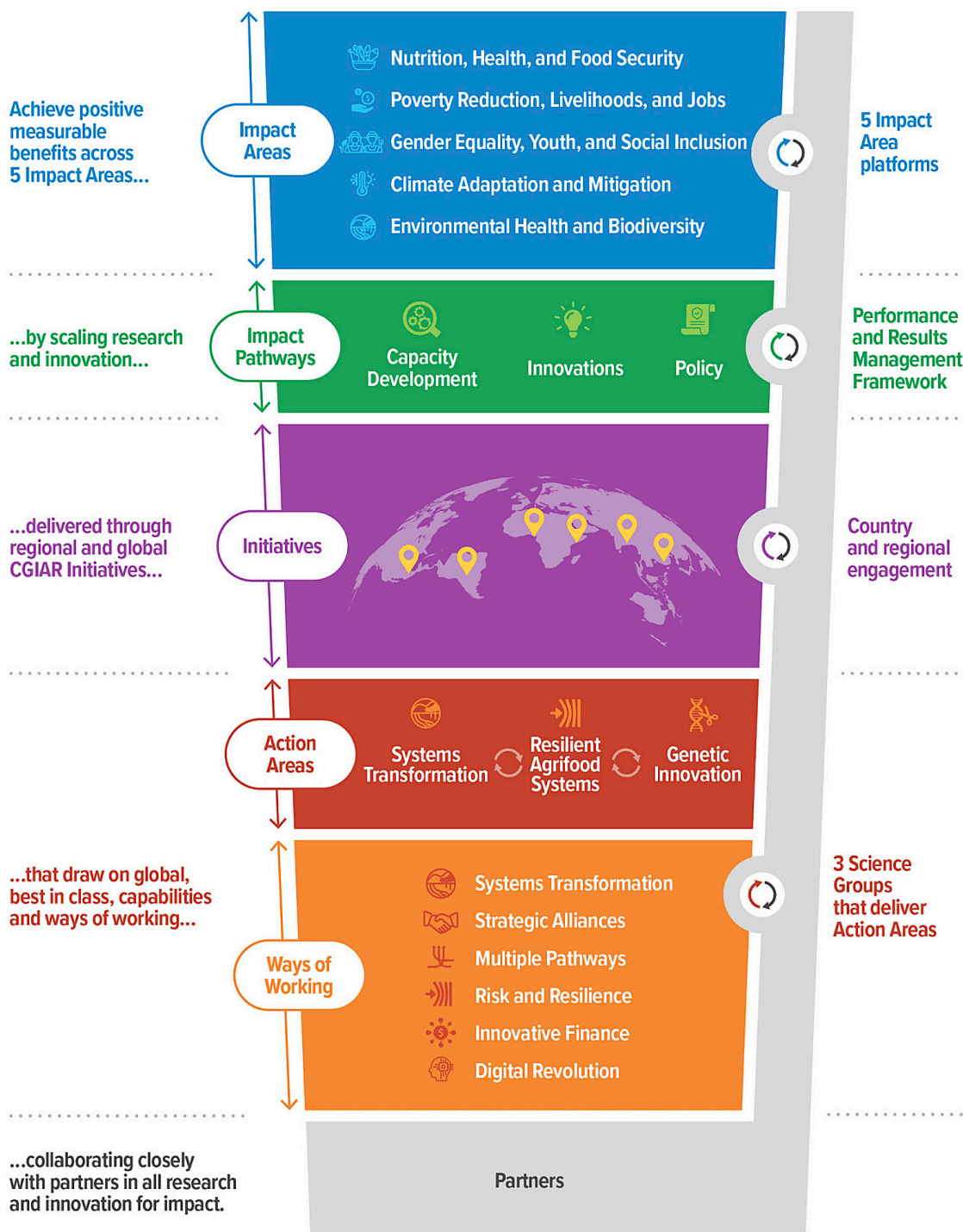


Figure 1:
Summary of the CIMMYT 2030 Strategy, and how it aligns with the CGIAR 2030 Research and Innovation Strategy

Figure 2: CGIAR 2030 Research and Innovation Strategy¹

CGIAR research and innovation will:



¹ "CGIAR R & I Strategy" CGIAR Performance and Results Management Framework CGIAR Innovative Finance & Resource Mobilization Strategy (Oct 2021)



Introduction

Escalating conflict, a pandemic, economic stagnation, rising levels of poverty and social inequality, intensifying effects of the climate crisis and natural resource degradation globe are just a few of the challenges that are driving unprecedented levels of need in 2022. We are currently experiencing our third food price crisis in fifteen years (2007-2008, 2011-2012, 2021/2022 and beyond) and, as with previous events, many of the drivers of the current food crisis are systemic linked to commodity speculation, poverty, climate change and conflict. Recognizing this, it is clear that, in addition to supporting the over 300 million people in need, all organizations with a mandate to contribute to the development sector must also consider which transformations in the underlying systems they can help make possible, to reduce vulnerability in the medium to long-term.²

CIMMYT is an ambitious public, international organization that is dedicated to solving tomorrow's problems today. We are committed to leveraging our skills and expertise to sustainably improve the livelihoods and resilience of resource poor smallholder farmers in the Global South, while working towards a

more productive, inclusive and environmentally sound agrifood system. CIMMYT will not undertake this work alone. The challenges facing the global community must be overcome through partnership and cooperation. This ambition is summarized by CIMMYT's closest partners and its role within the CGIAR:

“Food unites the world, and powers us forward. Today a powerful and unified global effort is needed to equip food systems to advance human and planetary health to their full potential.”³

CIMMYT is an organization that operates globally. To ensure that each branch of the Center functions efficiently and can collaborate towards the achievement of the Center's vision and thereby the OneCGIAR vision and mission, this 2030 Strategy has been subdivided into six strategic components: CIMMYT's scientific research and innovation is captured in the Excellence in Science and Innovation component. This is supported by five others: Excellence in Operations, Talent Management, Resource mobilization, Partnership and Influence.

² Humanitarian InSight Global Humanitarian Overview

³ <https://cgspace.cgiar.org/bitstream/handle/10568/110918/OneCGIAR-Strategy.pdf> pg 8

Each of these strategic components supports CIMMYT to deliver across its three pillars – Discovery, SystemDev and Inc. These three pillars each encompass different facets of the Center’s work.

Discovery:

The discovery pillar includes the work of the Center on scientific research and innovation. It captures the spirit with which CIMMYT approaches new challenges and seeks to co-create pioneering solutions to tomorrow’s problems.

SystemDev:

This pillar focuses on CIMMYT’s approach to taking a systems perspective on the challenges facing agrifood systems by location creatively tackling them through collective action in science and development partnerships to drive change.

Inc.:

Inc outlines the ambition of CIMMYT to design income generating activities and participation with startups which will provide the Center with alternative funds sources to support other activities and generate new private sector relationships in new intervention areas.

These strategic components and three pillars structure goals, focus work and thinking in CIMMYT and underpin this strategy process from the bottom-up.




CIMMYT is a core member of the CGIAR and the OneCGIAR transition. This change process works to integrate the capabilities, knowledge, assets, and people of all 12 Centers and align them around their common mandate of delivering scientific research to improve global food security. In 2020, the CGIAR Centers crafted a CGIAR Research and Innovation strategy, of which CIMMYT is a key implementer. As a result, the CIMMYT’s 2030 strategy is aligned with the core tenets of the CGIAR 2030 Research and Innovation strategy and fully embraces its central theme that we must “put the climate crisis at the heart of global research on food security” and to “transform food, land and water systems”.⁴

Our 2030 strategy process has aligned the thinking and work of each of CIMMYT’s strategic components across the three pillars with the guidance from overarching CGIAR strategies, to which CIMMYT is fully committed. We have crafted this strategic document to outline how CIMMYT will approach its work in the coming 8 years and invest in science for impact for the communities who need it most. We will set out CIMMYT’s 2030 Vision and summarize the overarching objectives that will guide the Center towards realizing it.

4 <https://sdg2advocacyhub.org/actions/onecgiar-new-research-and-innovation-strategy#:~:text=The%20goal%20of%20the%20OneCGIAR,hunger%20and%20halt%20climate%20change>

Methodology

There are many methodologies which can be employed to build a strategy. CIMMYT has chosen to use a suite of tools that foster collaboration and adapt them for a non-profit international organization whose vision is not to grow as an institution but to deliver greater value for the communities they serve, to innovate for the end users of their products and to ensure a better future for our global community.⁵ To define the top-line strategy for CIMMYT in 2030, we will respond to the following core questions:⁶

-  What does success look like?
-  Where can CIMMYT deliver the most value?
-  How can CIMMYT deliver value for communities?

There were two essential considerations in designing the methodology to create a 2030 CIMMYT strategic plan, namely that:

- 1) the process ensures that the vision and objectives that were defined for CIMMYT in 2030 fit within and were supportive of the objectives already defined by the OneCGIAR Transition & its Research and Innovation Strategy and;
- 2) CIMMYT's 2030 strategic plan is driven from the bottom-up, led by scientists and staff in CIMMYT who engage with the day-to-day work of the Center across CIMMYT's global portfolio.

The tools used to develop the elements of this strategic plan leveraged the framework provided in the CGIAR Research and Innovation strategy to guide the process from the top. Particular attention was paid to the five impact areas which this strategy seeks to serve. Staff from across the Center engaged in a consultative process to develop the objectives for each of the following four

prioritized strategic components: Excellence in Science and Innovation, Excellence in Operations, Talent Management and Resource Mobilization.

The process to define the objectives for each of the strategic components was adapted to fit the structure of the topic and the stakeholders involved. The Excellence in Science and Innovation component was led by the Emerging Thought Leaders Group (ETLG) within CIMMYT. This is a group made up of 24 early and midcareer scientists drawn from across CIMMYT's global and programmatic portfolio. The ETLG worked collaboratively to define the challenges facing the agrifood system to 2030 and brainstorm solutions to these problems before transforming those into the objectives defined in this report. This disruptive process puts the thinking of CIMMYTs up and coming, inspirational thinkers at the forefront of the strategy. The ETLG were given space to lead this work while the leadership team provided input throughout the process and supported the ETLG in the finalization of the objectives with the validation of all staff.

⁵ The tools used here are taken from Lafley and Martin (2013) *Playing to Win: How Strategy Really Works* and Kennedy and Maietta (2021) *Strategic Planning in the Humanitarian Sector: A Manual to Foresight and Futures-Focused Thinking*, Routledge. For a more comprehensive note on the methodology employed please see Annex 1.

⁶ These stages have been adapted from Lafley and Martin (2013) *Playing to Win : How Strategy Really Works*

With the commitment of the Center's leadership, every element of this strategic report was developed through rounds of consultation and includes input from a series of all-staff seminars which drew more approximately 200 participants working across the global south in each of the four sessions. This strategy is truly driven from the bottom-up with early and midcareer staff defining the next phase of CIMMYT's evolution.

This document focuses on the topline elements of strategic planning: the overarching

ambitions of the Center and the high-level objectives it hopes to meet by 2030. Work is ongoing to develop the tactical and operational elements (e.g. change management approach, action/implementation plans, resourcing/budgets). They will be included in the full CIMMYT 2030 strategy, by the Spring of 2023.

This report begins with a brief analysis of where CIMMYT is today, including a discussion of the strengths and weaknesses of the Center. Then each of the three core questions (see page 6) will be addressed in turn.



CIMMYT in 2022

CIMMYT has weathered the Covid-19 pandemic well. Strategic decisions taken by management have ensured that the Center is in a strong financial position to build and invest in its future as it prepares to meet the challenges of the coming decade. As CIMMYT has worked through the upheaval of the last few years, challenges in talent retention, in program implementation and in organizational development have grown. However, CIMMYT has continued to espouse the values of teamwork, integrity and excellence which characterize the Center and its staff while translating this into desired behaviors: listening, leaping forward, learn by doing and leading by example. As a stocktaking to kick-off the next strategic period, CIMMYT has engaged in some frank discussions with staff to shape what should be prioritized. This included some reflections on where the Center is today.

CIMMYT has many strengths. First and foremost being its dedicated, highly skilled, and effective staff. CIMMYT's network of trusted partners and its capacity for collaborative working are also key assets. Staff and partners form the backbone of the Center, and they will continue to be the driving force that moves the Center forward. The Center's strong reputation that garners respect from donors and partners enables CIMMYT to work effectively across the globe. CIMMYT's wheat and maize gerplasm and its unique expertise that is central to the Center's DNA has set the stage to expand its mandate into other crops and diverse for

and agricultural systems. This next step is a recognition of how much potential there is to build from CIMMYT's strong base.

As with all organizations, CIMMYT also has some areas to further invest in. One critical area that had been flagged to build on by staff was the need for a renewed strategic vision and especially for a bold science strategy. Within this strategy the centrality of the challenges presented by climate change and the interconnectedness of agrifood systems need to be recognized. In addition, investing further in CIMMYT's data science capacity and reducing some operational barriers to success were also highlighted. Some of those barriers included excessive bureaucracy, siloed research programs, and a lack of transdisciplinarity and incentives for enhanced collaboration. These issues have been critical to informing the development of the CIMMYT 2030 strategy which strives to increase CIMMYT's efficiency and effectiveness and create an organizational culture defined by collaboration.

Over the 2017-2022 strategic period, CIMMYT focused on developing an integrated philosophy to its work through a OneCIMMYT approach focusing on scientific excellence, capacity development and impact through partnerships. As CIMMYT enters the next phase of its work (2023-2030) it will continue to build on these foundations and invest in the integrative translational science for which it is known.

What does success look like?

CIMMYT's 2030 strategy towards a 2100 Vision

CIMMYT explored a big question: where does the Center want the world to be in 2100? In answering this question, the Center crafted a long-term vision of how it wants to engage in a changing world and achieve the transformation to a food and nutrition secure world, which meets needs within planetary boundaries:

“CIMMYT is a global thought leader and change agent for climate resilience, sustainability and inclusive agricultural development for a food and nutrition secure future.”

CIMMYT's evolving core business

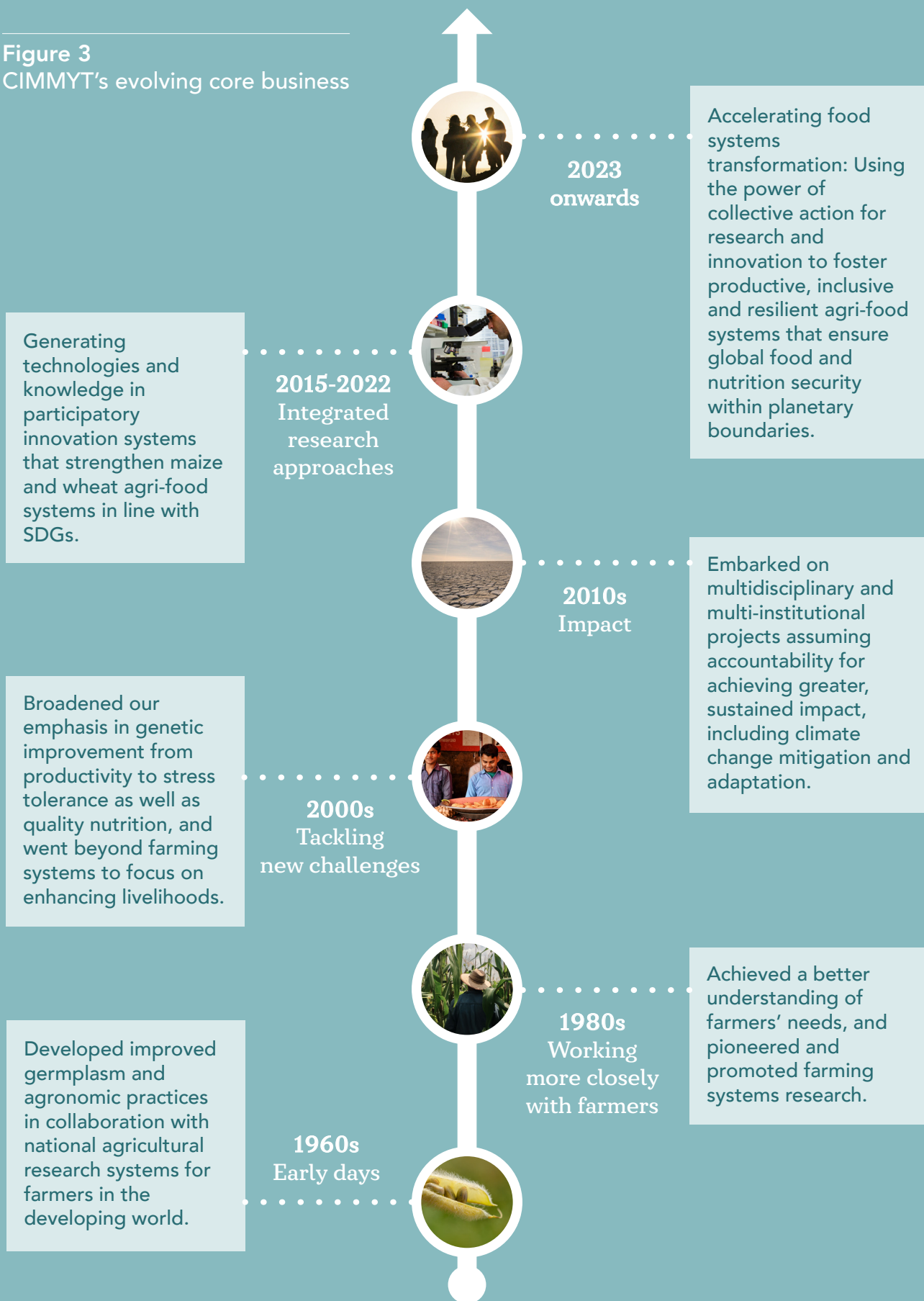
At each stage of CIMMYT's evolution it has taken its strengths and the skills it has built and grown, added to its experience, and expanded on what it delivers while maintaining the core strengths. CIMMYT has chartered an ambitious road while continually developing our core competences. Our progress has been informed and shaped by the larger framework provided

In pursuing this vision, the Center will work to empower resource-poor smallholder farmers through science, innovation and partnerships, to nourish the world in the midst of a climate crisis.

This 2100 vision clearly expresses the ambition that is going to guide CIMMYT's near, medium and long-term goals. Together with the overarching ambitions articulated by the CGIAR, this vision statement has shaped the objectives crafted in CIMMYT's 2030 strategy.

by the CGIAR summarized in the CGIAR Mission statement: “To deliver science and innovation that advance the transformation of food, land, and water systems in a climate crisis.” This strategy outlines how it will advance in the next phase to implement its vision and build on its strong foundation.

Figure 3
CIMMYT's evolving core business



Where can CIMMYT deliver the most value?

CIMMYT has the potential to operate in many spaces and to achieve our vision we will need to maintain this agility and increase our reach. To make sure that our resources are optimally deployed, the Center needs to focus on where it provides the most added value; where CIMMYT can leverage its expertise to support its partners and co-create solutions to the biggest challenges in specific agrifood systems. To do this, it is necessary to consider where we work today and where we will work over the course of 2022 to 2030.

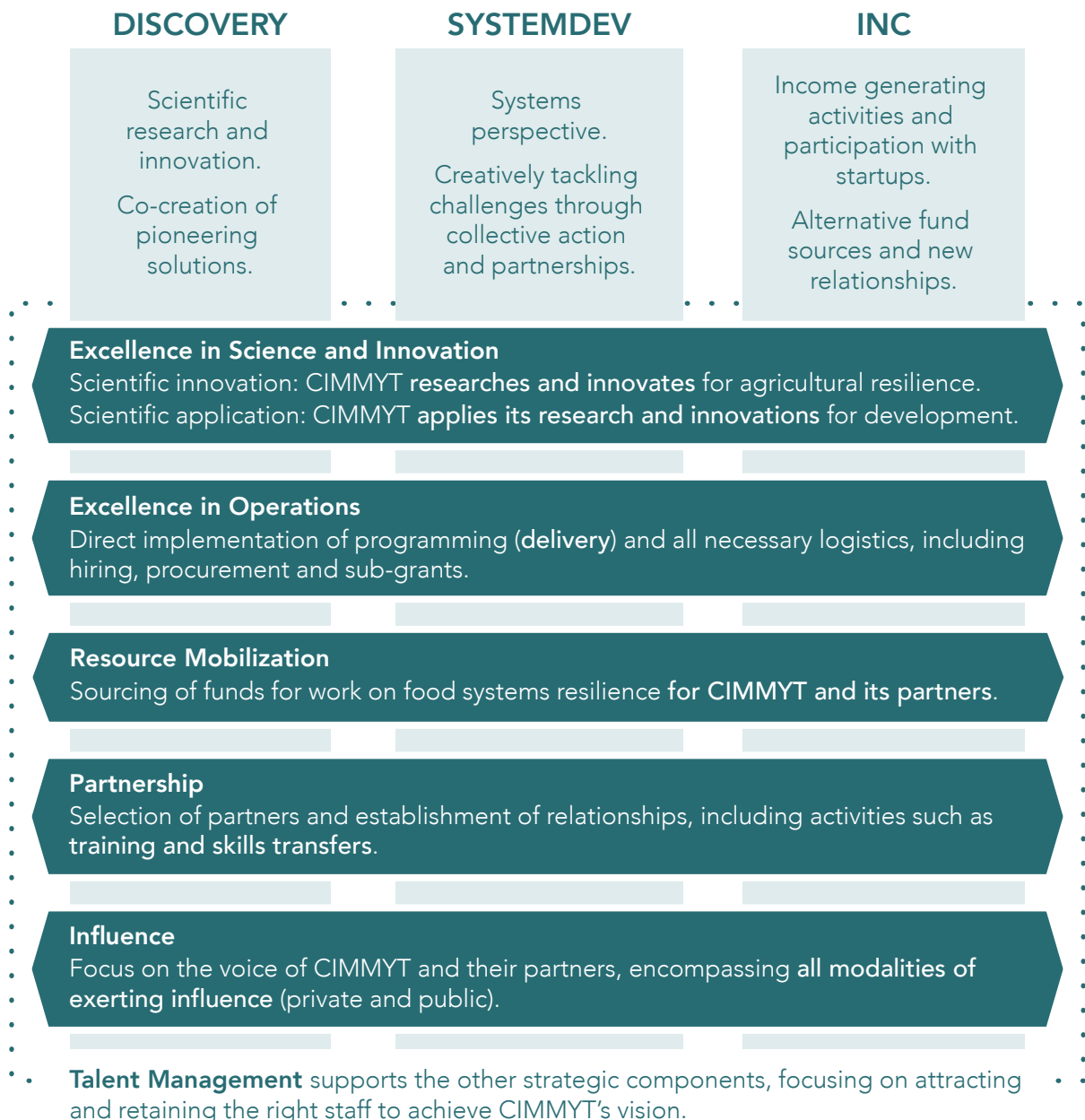


Figure 4: CIMMYT 2030 strategic and organisational structure

Organizational effectiveness for partnerships for impact

As the goals of non-profit and international public actors differ from those in the private sector, the analysis to identify spaces for competitive advantage for non-profits and public organizations also differs. Rather than creating a competitive advantage over others operating with their field, CIMMYT's organizational effectiveness should complement other actors in the CGIAR and in the development sector, striving to ensure the best possible delivery of services for communities through a collaborative approach.

Where CIMMYT can deliver the most value is not only a question of where in the world it works and on which challenges it focuses, but also where in the research-to-development-innovation-continuum the Center sits. To respond to this aspect of the question 'Where will CIMMYT play', CIMMYT developed a framework of organizational effectiveness domains that centers on collaborative modes of working and managing partner relationships over time - to gain a competitive advantage.

The framework references the CIMMYT 2100 vision, the 2030 scenarios and the six strategic components (see below). Organizational effectiveness activities in each of the domains' span and serve each of CIMMYT's three pillars: discovery, systemdev and Inc.

This framework for organizational effectiveness clearly outlines how CIMMYT is structured and approaches it work, supporting the Center to think through where to collaborate, how, and with whom. This is especially pertinent with regards to how CIMMYT engages with the CGIAR. The organizational effectiveness framework will be continually used by the Center to challenge itself to consider the areas in which it is working and where greater efficiency and impact could be found by

collaborating more strategically with partners and capabilities within the CGIAR system.

The other part of the response to the question of where CIMMYT will work is geographic. It responds to the question of where in the world CIMMYT has an added value. CIMMYT has and will continue to work in the Global South, serving the needs of resource-poor smallholder farmers and their rural communities. The Center currently works in over 40 countries in Latin America, Sub-Saharan Africa, and across Asia and together with our partners we aim to increase the scale of our work as our mandate grows. Though we will continue to operate in many of the same areas as we have over recent decades, the dynamics of the agrifood system in which CIMMYT engages and the global environment that shape it could change our operating space in a myriad of different ways.

To account for this uncertainty in our strategy development, we have integrated the use of foresight and specifically a set of 2030 Food and Agriculture scenarios to explore potential changes in our intervention areas (where we work) over the strategic period and help ourselves prepare to engage in different contexts across the globe. These scenarios are a decision-making tool that has underpinned the development of the strategy to ensure that it is context driven and focused on the most pressing challenges facing the agrifood system in which CIMMYT operates.

These scenarios along with the analysis of how they "stress-tested" the objectives to increase the robustness and agility of the strategy is explored in more detail at the end of the report but the framework of the scenarios which summarizes their content is below.

2030 Food and Agriculture Scenario Matrix

Climate conscious food production and consumption patterns are established, underpinned by innovations in the global food system and new technologies.			
Greater stability in global governance as great power tensions plateau, trade moves more freely but pockets of fragility persist and civil unrest flares during economic contractions.	<p>Step up</p> <p>The realization that inaction on transboundary risks (such as pandemics) creates an unstable environment worldwide motivates governments to pursue new solutions to old problems. While the goals are not met in their entirety, progress towards the SDGs is accelerated.</p>	<p>Two worlds</p> <p>The world works to contain intensifying conflict; lessening the impacts of global instability for populations at home becomes the <i>raison d'être</i> for governments. Many choose to focus their attention on minimizing shortages and limiting price fluctuations, especially in the food system. There is limited progress towards the SDGs.</p>	Intensifying conflict, civil unrest (including high government turnover) and rising levels of poverty create substantial displacement and continue to disrupt trade in key commodities.
	<p>Continuation not transformation</p> <p>Progress occurs but it is narrowly and superficially defined resulting in the rich getting richer and the poor continuing to bear the brunt of the ever more obvious results of a rampant capitalist system out of step with planetary boundaries. Progress towards the SDGs is highly unequal</p>	<p>Retrogression</p> <p>Conflict defines the context in much of the world as regional and local conflicts spill over to effect of life in most places. Aside from the conflict itself, migration, disruption in supply chains, economic stagnation and sky rocketing levels of poverty spread. Progress towards the SDGs is reversed.</p>	
Inefficient food production and excessive consumption patterns accelerate, technological innovation is focused on decreasing inefficiencies at the margins and is not transformative			

How can CIMMYT deliver value for communities?

To answer the third and final question of how CIMMYT will deliver value for our partners across agrifood systems and with an emphasis on smallholder farmers, we present a suite of primary and secondary objectives for each of the four strategic components included in this report: Excellence in Science and Innovation, Excellence in Operations, Talent Management and Resource Mobilization. The strategic components of partnership and influence will be developed after the objectives of the other components have been discussed and validated. This sequencing is to allow CIMMYT to ensure that its partnership and influence objectives service the others and offer the organization the chance to leverage the full range of its capacity and skills towards its scientific objectives and 2030 vision

The top-line objectives included in this report will guide us in the pursuit of our vision; they outline how each strategic component will approach their work. Primary objectives are designed to highlight what is critical in each strategic component for the realization of CIMMYT's vision. The secondary objectives outline the component parts which underpin the broader ambition.

The Excellence in Science and Innovation objectives define the bold science and innovation strategy that CIMMYT staff have requested and will implement over the coming eight years. It streamlines action on the climate crisis throughout its objectives and defines how we will use the most effective partnership model to advance our scientific ambitions in collaboration with key stakeholders.

The other strategic components facilitate the delivery of the excellence in science and innovation objectives and support the Center to scale our efforts. They reflect on the staff, systems, processes, structures and culture that will evolve to ensure that CIMMYT is a dynamic and effective organization delivering impact for its constituents over the course of the strategy and beyond.

All CIMMYT's work will be underpinned by our organizational values of teamwork, integrity and excellence. CIMMYT staff are committed to work collaboratively, to engage positively with one another and create a positive working environment. To achieve this staff will ensure that in their daily actions they lead by example, learning, listening and leaping forward.

A reminder: This document is not the full strategic plan but focuses on the topline elements of strategic planning – the overarching ambitions of the Center and the high-level objectives it hopes to meet by 2030. Work is ongoing to develop the tactical elements. They will be included in the full CIMMYT 2030 strategy, by the Spring of 2023.

Excellence in Science and Innovation

The Excellence in Science and Innovation objectives are the center of CIMMYT's 2030 Strategy. The ambitious vision we crafted requires us to be bold in defining what we want to achieve. This set of objectives looks critically at what the most pressing challenges facing the food and agriculture systems will be and captures the way CIMMYT wants to approach those issues.

This set of objectives aligns CIMMYT with its partners and demonstrates how it will continue to contribute to the achievement of the SDGs. CIMMYT does not create new and

innovative products for its own profit or return on investment; we do not seek socioeconomic changes to build our brand. Rather, we do so to realize the ambition of a food secure world and an agriculture system that is inclusive and productive while staying within planetary boundaries. CIMMYT's core strengths in genetic innovations, agronomy and farming systems and socioeconomic expertise are essential to the success of these objectives and will always be our unique selling point and comparative advantage in agrifood systems research and transformation with partners and donors.



CIMMYT's value add to the fight for a more food and nutrition secure world

As is demonstrated by the way CIMMYT's core business has continually evolved (pg 10) the Center has routinely built on its strong foundation, growing and complementing its existing strengths with new capacities when required. We are confident that CIMMYT can rise to meet the challenges of our time because the foundations of the organization remain strong and our capacity for integrative translational science is critical for the systems transformation that is needed to achieve the SDGs are realize a world without hunger that exists within planetary boundaries.

CIMMYT's strengths

CIMMYT's scientific and technical talent is its most valuable resource and greatest strength. It has created the critical mass of scientists expertise in applied crop improvement, agronomy and agrifood systems science. In addition to the staff CIMMYT uniquely conserves, characterizes and distributes the genetic resources of maize and wheat. Regional collaborative crop breeding, seed systems networks and other multi-actor platforms including NARES, civil society and private sector partners are a significant component of the value CIMMYT brings. Being able to offer modern breeding technologies, professionally managed phenotyping platforms and offering shared services like the Double Haploid and insect screening capacity to NARES and SMEs is a real value add that CIMMYT contributes to agrifood systems research. We have close partnerships across academia, industry and national programs that we leverage to achieve our objectives and realize our vision. It has made CIMMYT into the genetic diversity provider with a strong foundation of germplasm (especially in wheat and maize) for the current and future climates, with climate resilience, adaptation to diverse management conditions, and nutritional quality.

Our wide geographic footprint and strong capacity to develop and deploy improved

germplasm with client-preferred traits across continents including products that are more climate resilient, adapted to diverse management conditions, and have improved nutritional quality is the basis for our effective and impactful work. CIMMYT's consistent provision of high performing wheat and maize germplasm is one of the reasons that CIMMYT's mandate has grown to include new crops which it will integrate to support more diversified, sustainable systems.

In addition, we have a proven track-record in responding rapidly and effectively to major threats. This includes responses to diseases and insect pests affecting target crops e.g., MLN, Wheat blast, Fall Armyworm. We are exploring the challenges and opportunities of using advanced big data analytics in our operations and are committed to ensuring that this continues. Our commitment to open science, for discovery over space and time, is a critical way that we contribute to agriculture systems research for impact.

The soft and hard infrastructure for discovery and development is comprised of long-term research experiments, for slow and erratic processes, model and policy input. These long-term research experiments are connected to hub networks. Hub networks include physical

and social infrastructure to support communities in achieving locally-determined sustainable development goals, with a focus on agriculture. This includes setting up of processes that catalyze innovation at the field level, all along value chains from production to postharvest through to markets, and at community level. The hubs allow for monitoring on-farm and on farm experiments, for early warning of biotic and abiotic stresses, for co-design of place-based research, local agency and for G X E X M. CIMMYT has strengthened its open science capacity for discovery over space and time through data sets, data ontologies, biophysical

AND social, multi-scale data obtained through remote sensing complemented with modeling expertise.

Our platform of long-term field experiments across the global south provide unique scientific insights into production and mitigation of greenhouse gases, critical to adaptation efforts in rural Africa, Asia and Latin America. This is evidence-based foundation for developing new sustainable intensification pathways in agrifood systems through developing carbon and ecosystem service markets. World class scientific and technical workforce talent

Strengths:

- Multidisciplinary expertise in biological, social, economics, and related sciences
- Genetic resources – crop plant biodiversity – with mandate to conserve and freely share these
- Strong global presence and impact achievement and multiplication through networks for crop improvement, seed systems, socioeconomics.
- Delivering cutting edge science into the hands of small holder farmers in the global south
- Strong record of leveraging expertise from outside target areas, to magnify impacts in target areas (i.e. another way by which we multiply resources for our mission).
- Proven/documented record of large return on investments to our crop improvement work
- Successful history of applied crop improvement for climate resilience – drought, heat
- Demonstrated focus and expertise on sustainable cropping practices (long-term research plots; conservation agriculture; water-conserving technologies...)
- Demonstrated focus on working with and for resource-poor farmers (hubs; small-scale mechanization; community-based seed production...)
- Apolitical, not-for-profit: credible stewards of technologies to assure access by those who choose to use them

Opportunities:

There are many opportunities for CIMMYT to build on these strengths and deliver even greater impact for our partners and constituents.

- There is rapidly growing demand for our target crops due to drivers such as population dynamics, changes in climates, markets and food systems, dietary shifts, etc.
- We will deploy our existing tangible and intangible assets towards new crops with the extended mandate for cereals and legumes for diversified, sustainable systems
- There is renewed interest in product-oriented trait discovery and pre-breeding activities: opportunities for CIMMYT to discover the hidden gems (traits) in genetic resources conserved in the germplasm bank.
- Smallholder farmers represent 30-40% of GDP and 65-70% of labor force across Africa, this is a huge resource. Increasing participatory engagement with farming communities is a critical opportunity for CIMMYT to take advantage, our Regional On-farm Testing (ROFT) networks are one way we're already doing so.
- Developing innovative research collaborations with new cutting-edge public- and private-sector institutions globally including start-ups and the humanitarian sector.
- We have a very strong foundation in genetic innovations and breeding; one way to increase the impact of our improved products and innovations is to better integrate discovery through to delivery of breeding outcomes. More effectively linking our Gene bank with breeding pipelines using novel scientific approaches in plant breeding and agriculture in general: genomics, phenomics, enviromics, gene editing, etc. also provide an avenue for greater impact.
- Harness more and novel types of data - 'big data' - to enhance our decision making and improve rates of gain/impact by linking data sets across scales and disciplines providing an evidence base for multidisciplinary research, including remote sensing data, survey data and experimentation.
- Build capacity to use next generation analytical tools for meta-analysis, geospatial analysis and predictive models.
- CIMMYT is able to offer integrated cropping systems options for resource poor farmers in climate-vulnerable geographies. Our scope to do this is only increasing with the addition of the new crops to our programs.
- Participatory engagement with farming communities through our Regional On-farm Testing networks and building living laboratory infrastructure: building on mother and baby trial networks, and MasAgro type platforms and hubs
- Innovative research collaborations with cutting-edge public- and private-sector institutions globally.
- A key opportunity for CIMMYT is to embrace transdisciplinarity. One avenue we are exploring is how to increase engagement on demand-drivers.
- For a through success CIMMYT will have to build greater agency through Advisory services like nutrient expert, disease monitoring, e-agrology, yield gap, global N atlas, benchmarked information as well as by being the solid innovation provider of demand-driven sustainable agriculture development that is inclusive through to improve livelihood options and reduce drudgery, with responsible sourcing, policy interventions, and environmentally-friendly policy environments building and enabling environment for long lasting innovation.

Critical gaps in capabilities that need to be addressed for realizing Vision-2030

In addition to the opportunities, there are also several critical gaps in CIMMYT's capacity which will need to be addressed in order to implement the objectives we have defined. Firstly, we need to significantly strengthen our institutional capabilities on data management, bioinformatics, analytical platforms, and deep/machine learning. Depending on their relevance for other Center's, these investments could be developed as areas of excellence for CIMMYT or these expertise and platforms could be created at CGIAR level. Gaps can be filled by creating our own capacity or pulling in learning or capabilities from other CGIAR centers. These capabilities will help position the Center to leverage new technologies in our work including by streamlining market intelligence information from diverse sources and effectively aligning it with the breeding and seed systems priorities. Furthermore, we need to improve our capability to develop impactful products using disruptive innovations (e.g., genome editing, predictive breeding). Working to support underfunded research domains, such as for more complex, high risk research, with long-term returns of investment is also critical. Examples are de-risking investment in soil improvement; optimizing use of nitrogen fertilizer and enriching the rhizosphere's microbiome. This would enable the Centre to do more work in genetic discovery, pest/disease resistance, climate change mitigation, markets & value chains. Finally, the Centre needs to build strengths in areas such as Integrated pest management (IPM), epidemiological modelling, pest risk analysis, and pre-emptive breeding to increase our capacity to prepare for and respond to disasters. We lack expertise either in house or through effective partnership building in nutrition and health and in food processing.

The way in which we contribute to the achievement of the objectives we have outlined will be built from our core strengths which will always be CIMMYT's value add. The objectives defined for the excellence in science and innovation component stress how CIMMYT will embrace the opportunities it has for greater impact – a focus on developing new partnerships, supporting smallholder farmers, embracing transdisciplinarity and working on demand-side drivers are just a few of the opportunities highlighted in the objectives. Similarly, overcoming the critical gaps that were identified is also embedded in the objectives including the importance of disruptive innovations, the use of big data and the need to increase capacity to respond to emerging pests and diseases.

It is important that attention be paid to supporting inclusive value chains through training and opportunities being afforded to women, youth and others that have been disadvantaged historically, and not included in development opportunities. Our approach should be locally-led, and inclusively market driven where appropriate, with community engagement at the forefront to identify challenges and opportunities. Civil society strengthening through training and capacity building for local organizations will be an important part of hub network set up, as will support partnerships with private sector, where appropriate. That is, hub networks will prioritize and support market linkages, value additions, and local opportunities for natural resource management (NRM) rehabilitation, as cornerstones of sustainable agrifood systems development that is locally-determined.

The two main themes that run through the excellence in science and innovation objectives are the centrality of the need to address the climate crisis in all CIMMYT's scientific work and the need to focus on co-creation and genuine collaboration with partners.

These two themes came through strongly from the input from staff and are also defining features of the CGIAR 2030 Research and Innovation Strategy. Each of these primary objectives and the secondary objectives which underpin them feed into the CGIAR five impact areas:

1. Nutrition, Health and Food Security
2. Poverty Reduction, Livelihoods and Jobs
3. Gender Equality, Youth and Social Inclusion
4. Climate Adaptation and Mitigation
5. Environmental Health and Biodiversity

In addition to developing a set of objectives that crosscut the five impact areas, the objectives also focus on how to employ the three action areas of systems transformation, resilient agrifood systems and genetic innovations to that bring about new ways of working.

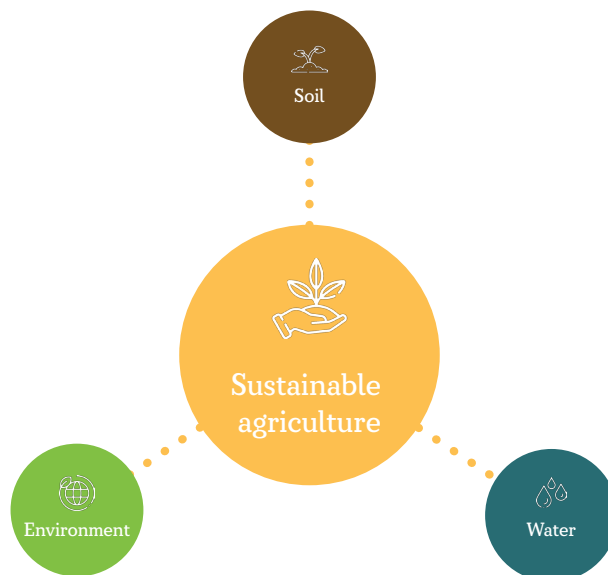


Figure 5: Sustainable agriculture

Key to this thinking is the understanding of the systems on which agriculture depends.

From paper to an effective 7-year strategy

Our values

- Excellence
- Integrity
- Teamwork

Our expected behaviors

- Listen
- Leap forward
- Lead by example
- Learn by doing

Our expected being

- Be impact driven
- Be humble and respectful of local context and needs
- Be collaborative
- Be generous in spirit and accountable in action

Our 7-collective steps

1. Address critical issues facing agriculture & wider society
2. Work for collective benefit
3. Advance knowledge of genetics and agrifood systems
4. Ensure continuing integration of technical advances
5. Target demand-drivers
6. Build multi actor multi disciplinary platforms to integrate components
7. Focus on a broad legacy

Our daily individual actions

- Care for the farmer
 - » Share our excellence
 - » Attract our investments
 - » Support our partners
- Care for each other



Excellence in Science and Innovation: CIMMYT’s 2030 strategic objectives as aligned to the CGIAR 2030 Research and Innovation Strategy

CGIAR 2030 Impact Areas

- Nutrition, Health and Food Security
- Poverty Reduction, Livelihoods, and Jobs
- Gender Equality, Youth, and Social Inclusion
- Climate Adaptation and Mitigation
- Environmental Health and Biodiversity

CIMMYT 2030 Strategic Objectives

Principle Objective 1



Defined by transdisciplinarity, CIMMYT is an efficient, innovative, and inclusive partner contributing to agrifood systems transformation

- 1.1. CIMMYT actively promotes and engages with other CG Centers to strategically align around common goals impacting crop systems
- 1.2. Work with stakeholders with whom CIMMYT have the greatest impact is prioritized
- 1.3. Effective and efficient environments for co-creating and scaling relevant, cost-efficient technologies, including disruptive solutions, are built through strategic partnerships
- 1.4. Institutional support for infrastructure capacity to handle big datasets, reduce the information gap in data management is improved

Principle Objective 5



The global community takes informed, coordinated, and consolidated measures to systematically overcome food system disruptions, the impacts of the climate crisis and structural inequalities

- 5.1. Gender equity and social inclusion plays a pivotal role in agrifood systems transformation and mechanisms to enhance female leadership are identified and supported
- 5.2. Possible future hotspots for resource conflicts and climatic disruptions are identified and tailored activities are designed
- 5.3. Foresight on food systems is used to underpin strategic dialogue between the private sector, government, and civil society
- 5.4. Capacity for proactive management and rapid response to emerging biotic stresses is strengthened

CGIAR 2030 Action Areas

- Systems transformation
- Resilient agrifood systems
- Genetic innovations

Excellence in Science and Innovation: CIMMYT's 2030 strategic objectives as aligned to the CGIAR 2030 Research and Innovation Strategy

Principle Objective 2



Global food and nutrition security is ensured

- 2.1. National, regional and global pathways for inclusive food system transformation are designed and implemented
- 2.2. Changes in agricultural value chains are anticipated and addressed
- 2.3. In partnership with private sector, national and regional access to key agricultural inputs (e.g., improved seed, fertilizers) is improved
- 2.4. Community access to sustainable healthy diets through diverse crops and cropping systems improvements, in partnership with public and private sectors, is enhanced
- 2.5. Agro-biodiversity is effectively conserved and utilized for developing innovations

Principle Objective 3



Smallholder farmers' livelihoods are significantly improved

- 3.1. Smallholder farmers have enhanced access to technologies, services and income opportunities
- 3.2. Smallholder farmers are empowered by strengthening new and existing institutions (public or private) that inclusively provide technologies, tools, information, services, market opportunities, etc. in support of smallholder farming
- 3.3. Farming is an attractive career for youth and women through value adding opportunities, dual on- and off-farm careers and other innovative options

Principle Objective 4



Agricultural systems are rendered more inclusive, efficient, productive, sustainable and climate resilient

- 4.1. Food systems, and especially smallholder farming systems, are climate resilient and provide substantial environmental, economic, and socio-cultural benefits
- 4.2. Agricultural systems are recognized as interlinked agroecosystems that sustain and enhance biodiversity and soil health
- 4.3. Decisions in the agricultural sector are driven by increased transdisciplinary and participatory research in an integrated context
- 4.4. Natural and locally based solutions are widely deployed to counter climate change and improve adaptation of smallholders, harnessing market system models that improve management and sustainability of agricultural systems
- 4.5. The importance of smallholder agriculture is reflected in the national policies and programs to enhance productivity while minimizing negative climate impacts

These strategic objectives define where we want to go and why we do the work we do, not the approaches we will employ to implement them. They reflect the objectives of other institutions working for a food and nutrition secure world and as such provide an entry point to begin discussions on where synergies between partners can be explored and lay a foundation for collaborations with many different kinds of partners. The ways in which CIMMYT will apply its core strengths to the achievement of these objectives will be outlined in the next phase of the strategy development project.

CIMMYT 2030 Excellence in Science and Innovation Primary and Secondary Objectives

1. Defined by transdisciplinarity, CIMMYT is an efficient, innovative, and inclusive partner contributing to agrifood systems transformation

- 1.1. CIMMYT actively promotes and engages with other CG Centers to strategically align around common goals impacting crop systems
- 1.2. Work with stakeholders with whom CIMMYT have the greatest impact is prioritized
- 1.3. Effective and efficient environments for co-creating and scaling relevant, cost-efficient technologies, including disruptive solutions, are built through strategic partnerships
- 1.4. Institutional support for infrastructure capacity to handle big datasets, reduce the information gap in data management is improved

2. Global food and nutrition security is ensured

- 2.1. National, regional and global pathways for inclusive food system transformation are designed and implemented

2.2. Changes in agricultural value chains are anticipated and addressed

2.3. In partnership with private sector, national and regional access to key agricultural inputs (e.g., improved seed, fertilizers) is improved

2.4. Community access to sustainable healthy diets through diverse crops and cropping systems improvements, in partnership with public and private sectors, is enhanced

2.5. Agro-biodiversity is effectively conserved and utilized for developing innovations

3. Smallholder farmers' livelihoods are significantly improved

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- 4.2.** Agricultural systems are recognized as interlinked agroecosystems that sustain and enhance biodiversity and soil health
- 4.3.** Decisions in the agricultural sector are driven by increased transdisciplinary and participatory research in an integrated context
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- 4.5.** The importance of smallholder agriculture is reflected in the national policies and programs to enhance productivity while minimizing negative climate impacts

5. The global community takes informed, coordinated, and consolidated measures to systematically overcome food system disruptions, the impacts of the climate crisis and structural inequalities

- 5.1.** Gender equity and social inclusion plays a pivotal role in agrifood systems transformation and mechanisms to enhance female leadership are identified and supported
- 5.2.** Possible future hotspots for resource conflicts and climatic disruptions are identified and tailored activities are designed
- 5.3.** Foresight on food systems is used to underpin strategic dialogue between the private sector, government, and civil society
- 5.4.** Capacity for proactive management and rapid response to emerging biotic stresses is strengthened

These objectives highlight the ways in which CIMMYT will engage with the challenges in the food and agriculture system over the course of the strategic period. It is an ambitious agenda which will deliver on CIMMYT's 2030 vision and contribute to the achievement of the CGIAR 2030 Research and Innovation strategy. It pushes the organization to think creatively about how it can increase its impact collaboratively and consider the different opportunities where CIMMYT's and its partners' unique expertise can be implemented to support agrifood system's transformation and ultimately, a more food and nutrition secure world.

Excellence in Operations



Excellence in Operations means establishing a client-focused approach to services which are designed to work with Scientists and staff throughout the organization to ensure the effective delivery of CIMMYT's programs. Constructing systems and processes that are agile, accessible, can respond in a timely manner and promote collaboration within CIMMYT as well as the CGIAR as the organization grows is fundamental to our success. These efforts prepare for and potentially where relevant leverage the One CGIAR global services and the integration for increased global and institutional efficiency and alignment.

1. Construct an expansive digital working environment that creates value for CIMMYT's staff and stakeholders
2. Create a digital campus that fosters collaboration
3. Streamline CIMMYT's legal systems to foster trust and sound decision making in all areas of operations
4. Institute a robust and agile financial system to support decision-makers and improve organizational efficiency

CIMMYT cannot function without our operational units – human resources, legal, finance procurement and IT. Each of these units serves a particular and vital function in facilitating operations for the entire global CIMMYT. We are investing in One CGIAR global services and the integration for increased global and institutional efficiency and alignment to leverage efficiencies and build these capacities with together with our partners. At CIMMYT, we define excellence in operations to mean establishing a client-focused approach to services which are designed to work with Scientists and staff throughout the organization to ensure the effective delivery of CIMMYT's programs. Constructing systems and processes that are agile, accessible, can respond in a timely manner and promote collaboration within CIMMYT as well as the CGIAR as the organization grows is fundamental to our success. In order to make the most of these investments, we understand that strengthening capacities and empowering

decision making at regional level is a critical step to realizing these objectives.

Each of these units has a role to play and in the excellence in operations strategic component the objectives for legal, finance, procurement and IT are all summarized. The organization's human resources are such a valuable asset there is a dedicated set of objectives which exclusively focuses on talent management, the discovery, nurturing and retention of staff. The excellence in operations strategic component underpins the talent management objectives as it focuses on the optimization of systems which are necessary for human resources to be well integrated. Correspondingly the talent management objectives which explore staff recruitment, training and development, career and succession planning, engagement and culture, and talent strategy support excellence in operations by ensuring that the right staff are in place to deliver CIMMYT's vision.

Operational units are central in creating the culture and spaces that foster collaboration, creativity, and innovation. Through the systems we develop, we can build trust and accountability between staff and with CIMMYT partners. As the organization grows CIMMYT's operational units will need to ensure that these systems are scalable and can respond to needs in a timely manner. They must also be structured to make the best use of and to contribute to CGIAR business support operations efforts to ensure alignment and seek greater efficiency.

In 2022, staff highlighted that bureaucracy and siloed working were some of the biggest challenges for the organization. Work to improve the efficiency and effectiveness of the organization in each research support service unit has already made progress and will continue to do so. Through initiatives such as the accelerated implementation task force, the work out initiative and investments in the information system we have seen great gains in 2022. The objectives outlined below structure how the excellence in operations strategic component will continue to advance to build a better organization for our staff at every level of the organization – and for interacting with our partners - and meet the needs of CIMMYT as it evolves.

As a truly global international organization with established presence in many countries across different continents, CIMMYT is aware that taking some decisions either does or may seem to last too long. We remain committed to servicing the organization's needs by finding opportunities to streamline our processes, without neglecting compliance related obligations and internal controls, with the aim to achieve faster decision-making by empowering staff and develop decision making capabilities and accountability frameworks.

CIMMYT 2030 Excellence in Operations Primary and Secondary Objectives

1. Construct an expansive digital working environment that creates value for CIMMYT's staff and stakeholders

- 1.1. Create comprehensive, accessible, flexible, and secure system for hosting mission-critical data and information
- 1.2. Strengthen best practices in data sharing across the organization to promote a culture of collaboration
- 1.3. Build systems and structures that support CIMMYT in exploiting the potential of big data
- 1.4. Ensure that relevant data is accessible beyond the organization to partners and beneficiaries

2. Create a digital campus that fosters collaboration

- 2.1. Design integrated systems that boost connectivity between operational units
- 2.2. Implement an ICT infrastructure to support CIMMYT's digital transformation
- 2.3. Ensure that both internal and external data sharing is legally compliant
- 2.4. Increase the accessibility of systems support for all staff

3. Streamline CIMMYT's legal systems to foster trust and sound decision making in all areas of operations

- 3.1. Design a reliable and easy-to-use legal system to support the programs, projects, and operational units with legal advice and contract management
- 3.2. Increase efficiency in administration and non-legal tasks while providing a high-quality service
- 3.3. Explore systems to enhance collaboration inside the organization and build relationships with third parties
- 3.4. Focus legal advisory services on the most pressing and challenging areas of operations
- 3.5. Support the organization to assess and manage exposure, risk and liability

4. Institute a robust and agile financial system to support decision-makers and improve organizational efficiency

- 4.1. Streamline financial processes to make the organization more efficient
- 4.2. Build a financial system that generates complete and accurate information in a timely manner
- 4.3. Facilitate the improvement of processes and services with up-to-date management reporting
- 4.4. Strengthen financial accountability and support decision-makers at HQ and in the regions in their accountancy

- 4.5. Deploy scalable, adaptable, and intuitive financial service tools across the entire global CIMMYT to facilitate decision making at every level

- 4.6. Increase staff capacity to operate key systems and provide remote support

5. Strengthen the procurement system to effectively secure the resources required for operations

- 5.1. Enact an agile procurement system capable of meeting CIMMYT's needs at HQ and in-country offices
- 5.2. Optimize the procurement system to meet the needs of stakeholders
- 5.3. Strengthen capacity for more effective and cost-efficient sourcing of goods and services
- 5.4. Ensure that procurement is compliant with all relevant legislation and regulations

Excellence in operations focuses on the fundamental systems that are required to ensure that the Center can function. These objectives outline how the Center will prioritize its organizational development over the strategic period to ensure that we are able to function effectively across the entire global CIMMYT. At the core of these objectives is the understanding that fostering collaboration and empowering regional decision making are central to CIMMYT's future. Without investing in operational units, it will not be possible to implement our Excellence in Science and Innovation objectives or realize our mission.

Talent Management and Development



We are focused on being an organization where people want to work, where a sense of belonging is fostered and colleagues feel energized, supported, and valued. For CIMMYT, the core of talent management is to discover and nurture talent throughout the organization.

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Future proof CIMMYT's structure and systems 2. Establish a collaborative culture which promotes innovation | <ol style="list-style-type: none"> 3. Demonstrate clear and exciting paths for promotion and advancement at CIMMYT 4. Draw top talent to CIMMYT |
|--|---|

We are focused on being an organization where people want to work, where a sense of belonging is fostered and colleagues feel energized, supported, and valued. There are several dimensions to achieving this: considering the wellbeing and development of staff holistically, ensuring that the Center is structured in a way that promotes collaboration and innovation, creating a culture where staff can excel and have purposeful work, and establishing practices which foster continuous learning and accountability. For CIMMYT, the core of talent management is to discover and nurture talent throughout the organization.

Changes in working culture and the challenges in attracting and retaining the right talent were accelerated in the COVID-19 pandemic.⁷ Encapsulated by the so-called Great Resignation workers across sectors and across the globe have reevaluated their priorities and redefined what they expect from their employers. While recruitment used to focus on two main areas of negotiation: job titles and compensation packages, employers now need to take a much more holistic view of their workforce. A sense of community, promotion

of good mental and physical health, liking what they do, quality free time, flexibility, company culture and career mobility are also determining factors in employee satisfaction.⁸

CIMMYT has already made significant investments to respond to these changes and our work over the last two years has been reflected in high levels of staff satisfaction. The 2022 CIMMYT culture and retention survey demonstrated that overall staff have a positive view of the Center and their work within it. CIMMYT Staff alignment with the organizational culture is high (rated 4 out of 5 on a scale where 5 equals "yes, I can excel at CIMMYT") and over 95% of staff somewhat agreed, agreed, or strongly agreed that their work at CIMMYT and engagement with their colleagues was stimulating and constructive. In the survey CIMMYT staff echoed some of the key global trends – such as the desire for flexible working (in hours and location) and greater opportunities for learning and training. This input has shaped the focus of CIMMYT on what personnel consider important in this new world of work.

⁷ <https://www.mercer.com/our-thinking/career/global-talent-hr-trends.html#agree>

⁸ <https://www.mckinsey.com/~media/mckinsey/email/leadingoff/2022/05/23/2022-05-23b.html>, <https://www.forbes.com/sites/jeannemeister/2022/01/05/top-ten-hr-trends-for-the-2022-workplace/?sh=66c18f4f3006>

CIMMYT's staff are our most valuable resource and over the coming strategic period the Center will continue to find ways to nurture its existing talent and attract the skills it needs to fulfil its vision. We are committed to being an employer of the future, adapting our approaches to the contexts in which we work and investing in the organization's culture and practices to ensure it continues to deliver for its workforce. As the world of work shifts CIMMYT will be ready to adapt. The objectives below outlines CIMMYT ambition in this area. These objectives have been collaboratively designed with input from staff across the Center in workshops, surveys, and seminars.

CIMMYT 2030 Talent Management Primary and Secondary Objectives

1. Future proof CIMMYT's structure and systems

- 1.1. Ensure that flexibility and simplicity define CIMMYT's working arrangements
- 1.2. Promote staff wellbeing and collaborative ways of working through physical and virtual spaces and practices
- 1.3. Support high performing teams which operate effectively across research and operational programs, in a transdisciplinary way
- 1.4. Explore and invest in integrated, mutually beneficial working arrangements with our partners (shared appointments, secondment, etc.)

1.5. Prioritize the security of its staff and take measures to mitigate risk wherever possible

1.6. Empowering Decision Making

2. Establish a collaborative culture which promotes innovation

- 2.1. Empower staff to create a solutions-oriented culture
- 2.2. Promote diversity and inclusion in the workplace
- 2.3. Develop and support leadership behaviors for managers and supervisors
- 2.4. Increase accountability for ensuring that the allocation of work tasks is appropriate and reasonable
- 2.5. Implement and promote accessible staff coaching, mentoring services and professional development services
- 2.6. Identify and implement an effective OKR (Objectives and Key Results) system
- 2.7. Develop the capacity the organization needs and will need in the future through a comprehensive training program supports

3. Demonstrate clear and exciting paths for promotion and advancement at CIMMYT

- 3.1. Increase opportunities for career development
- 3.2. Implement a staff and family welfare system so each individual feels highly valued

3.3. Develop comprehensive, equitable compensation and benefit packages that are appreciated by staff

3.4. Facilitate salary transparency

4. Draw top talent to CIMMYT

4.1. Enact effective staffing plans that anticipate needs of the Center and are responsive to changes in CIMMYT's operating environment

4.2. Introduce automated HR systems

4.3. Improve and further exploit market analysis

4.4. Design and adapt recruitment tactics by locations

4.5. Ensure employment contracts are flexible and tailored to the expectations/skills of talent

CIMMYT needs high quality personnel and expertise more than ever and the Center will continue working in partnership with our employees to build on our solid foundation and maintain our effectiveness in this new world of work.



Resource Mobilization



When we think about increasing CIMMYT’s footprint we understand this to mean growing our financial resources, geographic reach and most especially, our impact. CIMMYT has outlined an ambitious strategy to realizing our vision and key to achieving our objectives is ensuring that we have the resources to implement them.

1. Build our capacity to achieve our ambitious RM goals
2. Focus on cultivating strategic investments, including currently undervalued and new (to CIMMYT) R4D domains
3. Deepen donor relations at all levels
4. Diversify CIMMYT’s funding base and expand our range of donors
5. Increase collaborative proposal development and joint fundraising

When we think about increasing CIMMYT’s footprint we understand this to mean growing our financial resources, geographic reach and most especially, our impact. CIMMYT has outlined an ambitious strategy to realizing our vision and key to achieving our objectives is ensuring that we have the resources to implement them. The resource mobilization objectives below outline a multi-pronged approach to securing the requisite funds and building strong donor relations which will support CIMMYT as it evolves. We will continue to invest in our existing relationships with key donors, while concurrently ensuring that we are well positioned to take advantage of new funding opportunities as they arise. A significant part of our ambition is to create a dialogue with funders and spaces for mutual learning. Through these avenues we will communicate CIMMYT’s successes, our impact, our challenges, and our lessons learned. This set of objectives highlights our focus on people, actors and relationship management which are crucial to resource mobilization across global CIMMYT.

Resource mobilization at CIMMYT is a decentralized, coordinated process, involving many staff along the hierarchy and across programs and units. Staff at global and regional level all participate in building relationships and generating funds for the Center. As we move forward, we will put significant effort into ensuring that we work more closely with our partners in resource mobilization, fundraising and mutual learning.

There are significant opportunities which could result from greater coordination and cooperation through the OneCGIAR. One such advantage is the greater convening power the OneCGIAR holds and the ability to serve multiple geopolitical blocks. In light of this, the framework provided by the One CGIAR – Towards \$2 Billion: Resource Mobilization, Communication and Advocacy Strategy guided the development of CIMMYT’s 2030 Resource Mobilization objectives. The CGIAR – Towards \$2 Billion strategy is broken down into five Action Areas and there are opportunities for alignment across all of them, but especially in

action area 2: grow emerging markets, action area 3: tap climate finance funds, action area 4: engage country partners and international finance institution.

CIMMYT is already working on transition plans to begin to implement some of the changes that need to be made to scale up its resource mobilization and donor relations capacity that drive greater fundraising efforts. The expansion of the Donor and Partner Relations and Fundraising Support(ex-PMU) team will provide greater coordination and support to fundraisers across the organization and will empower them to collaborate on diversifying CIMMYT's donor base and deepening its relationships with their supporters.

CIMMYT 2030 Resource mobilization Primary and Secondary Objectives

1. Build our capacity to achieve our ambitious RM goals

- 1.1. Strengthen CIMMYT's resource mobilization capacity and competency in collaboration with other CIMMYT units and OneCGIAR IF&RM
- 1.2. Support staff throughout the organization, in regional offices and at HQ, in their RM work
- 1.3. Continually scan for and prepare to take advantage of fundraising opportunities as they arise at global and regional level

2. Focus on cultivating strategic investments, including currently undervalued and new (to CIMMYT) R4D domains

- 2.1. Cultivate funding for R4D in core, under-funded areas
- 2.2. Prioritize inter-CIMMYT Program initiatives that underpin CIMMYT's and its partners' transdisciplinary capacities

3. Deepen donor relations at all levels

- 3.1. Involve donors in continuous improvement and sharing learning related to delivery partner management, grant management and other topics, as they arise.
- 3.2. Invest in better networking our donors and making greater use of their networks with regard to awareness-raising and knowledge-sharing actions.
- 3.3. Ensure global funders consider CIMMYT a major agency for implementing their agricultural transformation and climate action investments through transdisciplinary approaches and multi-year innovations (e.g. Cereal Systems Initiative for South Asia, Integrated Agri-food System Initiative, MasAgro-Africa).

4. Diversify CIMMYT's funding base and expand our range of donors

- 4.1. Nurture relationships with key donors
- 4.2. Engage existing and potential donors about the importance systems approaches
- 4.3. Establish new partnerships to develop the Humanitarian-Rural Dev-Agriculture-Climate Change nexus
- 4.4. Create public Private Partnerships (PPP) with new kinds of funders or investors for R4D in pre-competitive spaces
- 4.5. Explore engagement pathways to connect with non-traditional donors, impact investors, partner organizations and governments beyond current relationships

5. Increase collaborative proposal development and joint fundraising

- 5.1. Prioritize joint fundraising with partners to attract more science-oriented funders with longer term impact horizons
- 5.2. Collaborate with more development-and humanitarian response-oriented implementing agencies to seek funds for joint projects and implement them

Ensuring that CIMMYT is exploring a plethora of avenues to generate more resources for its work is essential to our success. Investing and deepening our relationship with existing key supporters must happen alongside building new kinds of engagement with non-traditional donors.

Four 2030 Food and Agriculture Scenarios and their implications for where and how CIMMYT can in future deliver most value

The following scenarios are intended to provide insight into the potential futures of the food and agriculture system. These scenarios are not intended to be definitive predictions, rather they each represent a possible future which explores how the drivers that shape the food and agriculture system may evolve. There is unlikely to be one scenario which fits all contexts. Rather, each of these different scenarios could occur concurrently in different regions and countries or regions may pass through more than one scenario over the course of the outlook. By better understanding

the range of possible futures presented here, CIMMYT can assess the possible changes in where it will work, plan more robustly, preempt future challenges and consider how it can continue to be effective in an uncertain future.

Assumptions:

1. The SDG to end world hunger will not be achieved
2. There will not be an all-out war between P5 countries⁹



⁹ P5 countries being those that are on the UN Security Council: Russia, China, France, United Kingdom and United States.

2030 Food and Agriculture Scenario Matrix

Climate conscious food production and consumption patterns are established, underpinned by innovations in the global food system and new technologies.			
Greater stability in global governance as great power tensions plateau, trade moves more freely but pockets of fragility persist and civil unrest flares during economic contractions.	<p>Step up</p> <p>The realization that inaction on transboundary risks (such as pandemics) creates an unstable environment worldwide motivates governments to pursue new solutions to old problems. While the goals are not met in their entirety, progress towards the SDGs is accelerated.</p>	<p>Two worlds</p> <p>The world works to contain intensifying conflict; lessening the impacts of global instability for populations at home becomes the <i>raison d'être</i> for governments. Many choose to focus their attention on minimizing shortages and limiting price fluctuations, especially in the food system. There is limited progress towards the SDGs.</p>	Intensifying conflict, civil unrest (including high government turnover) and rising levels of poverty create substantial displacement and continue to disrupt trade in key commodities.
	<p>Continuation not transformation</p> <p>Progress occurs but it is narrowly and superficially defined resulting in the rich getting richer and the poor continuing to bear the brunt of the ever more obvious results of a rampant capitalist system out of step with planetary boundaries. Progress towards the SDGs is highly unequal</p>	<p>Retrogression</p> <p>Conflict defines the context in much of the world as regional and local conflicts spill over to effect of life in most places. Aside from the conflict itself, migration, disruption in supply chains, economic stagnation and sky rocketing levels of poverty spread. Progress towards the SDGs is reversed.</p>	
Inefficient food production and excessive consumption patterns accelerate, technological innovation is focused on decreasing inefficiencies at the margins and is not transformative			

Step up: The realization that inaction on transboundary risks (such as pandemics) creates an unstable environment worldwide motivates governments to pursue new solutions to old problems. While the goals are not met in their entirety, progress towards the SDGs is accelerated.

Peace in the Ukraine is achieved as a negotiated settlement which formalizes a small exchange of land and the relations between both countries and their allies are normalized. Though underlying tensions persist, they are managed, and conflict does not erupt again. This peace does a lot to stabilize global markets, allowing the free flow of basic commodities and key goods which have been affected by the war and COVID-pandemic.

The economic contraction created by the compounding global shocks of the COVID-19 pandemic and the 2022 war in Ukraine is as intense as predicted at the beginning of the outlook and forces countries to focus their attention on the cost-of-living crisis and sluggish economic growth at home. The pressure from citizenry for governments to take decisive action prompts a wave of investments in new systems and technologies as a means of financing a recovery. While this increases efficiencies in many systems it also creates a change in the labor market as long-awaited automations begin to affect employment in key aspects of the food system (e.g. transportation and processing). Though the increased automation reduces the number of people involved in the agriculture sector, the reduction in drudgery and the increasing use of technology attracts a new generation of farmers to enter the profession. Women are disproportionately affected by the changes in the structure of the labor force. The transitional unemployment is mitigated by increasingly generous social safety nets, including with large scale pilots of UBI. Though there is a lack

of training support to enable those displaced by new technologies to easily find alternative forms of employment.

Though civil tensions and unrest continues in some areas of new/existing fragility (e.g. Afghanistan, the Balkans, Venezuela, Lebanon) it does not spiral into all out conflict in most of these settings. Most areas that were conflict zones at the beginning of the 2020s (e.g. Yemen, Somalia, Central African Republic) are still unstable but some places have seen improvements as the impacts of an increasingly stable global food system has regulated prices and investments in the nexus of agriculture and peace have promoted stability. With stability and the economic recovery, population growth accelerates which drives up demand for food.

While there is a reduction in levels of conflict the impacts of the climate crisis become the primary driver of humanitarian need. Changes in the climate create a growing number of places where everyday life is made harder and recurrent shocks displace tens of millions of people. The international community prioritizes support to areas that are hardest hit and where most people are affected. While the need to address immediate humanitarian needs is, at times, overwhelming, the international community commits to structural changes in key areas to reduce vulnerability over time.

With the increasing understanding of the interconnectedness of risks global governance institutions are reinvigorated as they are called upon to support nations in tackling what are seen to be the next big threats which could affect their own populations – the climate crisis, food system instability and the potential for another mass outbreak of disease. The shocks which destabilized global markets in the early 2020s prompted significant investments to address the weakest points in the system. Climate resilient agricultural practices are

implemented at large scale, including practices for carbon sequestration on farms. The global community acknowledges loss of biodiversity as a critical issue and begins to implement mitigation actions at a large scale. Investments in the food and agricultural systems such as the use of block chain and digital agriculture begin to change the incentive structure in the food system and redefine what agriculture looks like overtime. By 2030 the scarcity mindset is being replaced with a sustainability mindset for many people. Meat consumption is not significantly altered over the course of the outlook but by 2030 the rate of growth begins to slow significantly and demand for foods with better nutrient composition increases.

Though chronic hunger still exists it is even more concentrated in conflict areas. By 2030 transitory and seasonal hunger greatly lessened for much of the global population. Progress towards the SDGs is uneven but overall positive. By 2030 there are greater gains than expected in the goals on Climate action (Goal 13), Life on Land CIMMYT (co-) develops (carbon) certification schemes, links smallholder farmers to carbon markets (Goal 13), Zero hunger (Goal 2) and Global health and wellbeing (Goal 3) than were expected at the beginning of the outlook.

Two worlds: The world works to contain intensifying conflict; lessening the impacts of global instability for populations at home becomes the *raison d'être* for governments. Many choose to focus their attention on minimizing shortages and limiting price fluctuations, especially in the food system. There is limited progress towards the SDGs.

Conflict intensifies across the world. The war in Ukraine becomes protracted as a long, active front is held with regular skirmishes. Other

regional conflicts spike, and the elevated levels of conflict result in increasing rates of illicit trade in weapons and drugs to drive war economies. Conflict defines the rest of the decade as regional and civil wars create an increasingly strong vortex into which neighbors and allies are embroiled. Military budgets dramatically increase and much of the funds for international overseas development assistance are reallocated into military support. By 2030 all remaining overseas development aid is structured to support countries allied with major donors. Even as the world works to try and contain conflict zones, global insecurity and instability in areas not directly affected by conflict increases and by 2030 there is limited progress towards stabilization. There is a complete redirection of global, regional, and country specific priorities.

Limiting the effects of global instability for populations at home becomes the *raison d'être* for governments. Many choose to focus their attention on minimizing shortages and limiting price fluctuations, especially in the food and energy markets. The cost of energy skyrockets and is higher over the whole course of the outlook; black and brownouts are increasingly common. Price fluctuations occur frequently, and wealthier nations worsen the dynamic by hoarding commodities when they can and subsidizing basic goods at home. High price volatility in the commodities market makes life especially hard for smallholder farmers. There are significant shifts in geographic food production priorities. Communities in the Global South bear the brunt of these dynamics and by 2030 both chronic and transitory hunger have increased.

Continued disruption to supply chains forces greater innovation in agricultural production, food transportation and food loss and waste management in many places. While some innovations are tailored to produce and channel

more goods in conflict zones, most are created to adapt to the highly volatile markets - e.g. efforts in localization. Regional crop switching for improved resilience becomes common as communities shift what they grow and eat to adapt to the changes in their environment. While there are adaptations made to what is grown, agricultural processes are largely unchanged in the Global South and labor-intensive work becomes hazardous for those living in increasingly erratic climates. Though some investments into machine learning result in advances in many cases the volatility in the markets make it too unpredictable for serious efficiencies to be gained.

Countries such as India, Morocco, Egypt, Sweden, Denmark, the U.K., Chile, Costa Rica etc. spearheads developing more climate conscious approaches. While these make some progress towards making agriculture part of the solution to the climate crisis, efforts to address the root causes (and impacts) are not systematized and most initiatives are focused on adaptation. As some new climate conscious modalities take hold, by the end of the outlook these begin to influence consumption patterns as well. However, the biggest driver in changing consumption patterns is the consistently increasing levels of poverty and deprivation which occurs all over the world.

There is unequal and faltering progress towards some SDGs including: Goal 7: Affordable and clean energy, Goal 9: Industry, Innovation and Infrastructure and Goal 13: Climate Action but these gains are predominantly concentrated in the global north. In general, all progress is held back by the staggering reversals in Goal 16: Peace, Justice and Strong Institutions as well as Goals 1-5 on Poverty, Hunger, Well-being, Education and Gender Equality.

Continuation not transformation: Progress occurs but it is narrowly and superficially defined resulting in the rich getting richer and the poor continuing to bear the brunt of the ever more obvious results of a rampant capitalist system out of step with planetary boundaries. Progress towards the SDGs is highly unequal.

Stability in governance translates into economic growth and the recession that many feared is not as long lasting as forecast. Investments are made to grow the economy built on the availability of cheap energy again. The reduction in quality of life felt after the upheaval of the opening years of the decade result in a push to accelerate progress as younger generations feel their opportunities have been too constrained. However, progress is narrowly and superficially defined resulting in the rich getting richer and the poor continuing to bear the brunt of the ever more obvious results of a rampant capitalist system out of step with planetary boundaries. A large part of this is driven by the increasing frequency of shocks (both climactic and economic) to which the more vulnerable communities are completely exposed. Though these shocks affect tens of millions of people, over the course of the outlook they do not create a tipping point to action as it is the most marginalized people that are most affected. Inequality is worsened and the difference between what the rich eat and what the poor can afford grows.

Stability in global governance should provide the opportunity for countries to invest in new ways of working but instead of cohesion, the peace dividend is squandered on competition. Countries in the global north see the losses which defined the early years of the 2020s as a challenge to be overcome and many focus on building their own advantage over others. This stymies transformational innovation as quick wins are sought and there is limited exploration

and investment in more creative, inclusive solutions to the major challenges in climate, food and agriculture. Countries more exposed to the increasingly apparent effects of the climate crisis without the resources to mitigate the impact and muddle through, struggle to mobilize sufficient interest in the problem to create genuine transformation and they see significant environmental degradation. There is a continued rise in climate driven migration.

Aid funding is donor driven and doesn't do much if anything to address the structural causes of vulnerability. It is distributed according to government priorities and is often used to reinforce donor government initiative or companies headquartered in the West. For some donors' issues such as gender and increased nutrition become priorities.

Self-interested national policies are prioritized but the results of this affects everyone as inefficient systems create high prices that worsen inequality. A major push to re-establish and secure global supply chains, subsidization of food production as part of the economic recovery and flooding international market increasing import dependence and decrease food system resilience. The negative aspects of the green revolution become accentuated. Increased use of resource intensive agriculture, requiring substantial energy makes it even harder for small holder farmers to compete. Leadership from some countries in the global majority result in new technologies being piloted and rolled out but few are scaled.

There is a return to progress in some of the SDGs as the global economy stabilizes. The increasing rates of poverty created in the wake of the COVID 19 pandemic slow and are reversed by the end of the decade, though inequality increases dramatically. There are some corresponding gains in Goal 2 (Zero Hunger) and Goal 4 (Education) as absolute

poverty is reduced. However, all the goals related to climate, industry and inequality are still far from being achieved.

Retrogression: Conflict defines the context in much of the world as regional and local conflicts spill over to effect of life in most places. Aside from the conflict itself, migration, disruption in supply chains, economic stagnation and sky rocketing levels of poverty spread. Progress towards the SDGs is reversed.

Escalating levels of conflict which defined the early years of the 2020s spreads, intensifying in already vulnerable regions and drawing P5 countries into proxy wars on multiple fronts. In addition to the unresolved protracted conflicts (e.g. Somalia, DRC, Yemen, Ukraine etc.) new or renewed conflicts breakout in highly fragile areas such as in Lebanon and in the Balkans states. The strategy of containment which had previously limited the fragility and disruption caused by a conflict to its neighboring region collapses and instability spreads across the world like a contagion. The waging of war and support to parties in conflict requires all the political and economic capital countries have to dispense. Almost all overseas development aid is re-routed to military aid and economic support for allies. The SDG agenda is all but abandoned as the international community scrambles to protect their domestic populations from the impacts of the global insecurity and to invest in strategically important areas.

The climate crisis continues unabated, creating recurrent large-scale shocks which devastate countries and regions. Environmental degradation intensifies forcing people from their lands as whole areas become uninhabitable. The increased competition for resources increases already high levels of

conflict. A vicious cycle is created where conflict (exacerbated by climatic shocks) destabilizes regions, disrupts supply chains, drives shortages and price spikes in commodities and ultimately results sky rocketing levels of poverty and food insecurity. Chronic hunger is entrenched in a greater number of places and transitory hunger becomes the norm for those living in poverty in all countries as social safety nets are insufficient to meet the new scale of need. Economic instability provokes a financial crisis, and this combined with the escalated levels of food insecurity foments civil unrest. Government turnover (both peaceful and forceful) is high.

Food production is severely affected as volatility in the market means that the supply of agricultural inputs (including labor and fuel) is unpredictable and the ability to transport goods to market is not guaranteed. Where possible there is a reversion to subsistence farming. International markets breakdown as countries impose export bans and attempt to build local supply chains to ensure a continuous food supply for their own populations. This results in some localized innovations (both technological, especially in the global north and also in structures e.g. the use of cooperatives in global majority countries) however, such inventions are not scaled.

Progress towards all SDGs is stalled or reversed.

What do these scenarios mean for CIMMYT?

These scenarios capture the range of possible futures in which CIMMYT could be working through the strategic period. They outline how where we are needed could shift and, how we work might change. Integrating this flexibility into our strategy can help us to maintain our agility towards the question of where and how we will work so that we can adapt to increase our effectiveness over the course of the outlook. Not only was creating these scenarios a useful visioning exercise to challenge staff to think about the 2030 strategy with a futures lens but they were critical in testing the robustness of the objectives that were defined. We ran an exercise to assess how effective each set of objectives would be in each of the four different futures and used this framework to consider what if any amendments should be made to increase our agility.

Excellence in Science and Innovation Robustness test

The excellence in science and innovation robustness test demonstrated the strength of the objectives across all four scenarios. Participants felt that the objectives would be most relevant in the Step-up scenario as their ambitious nature positions the organization well to take advantage of new opportunities to improve the resilience of agrifood systems and tackle the climate crisis. Though scenarios with greater stability provide an easier environment implementing these objectives, they are flexible enough to have continued relevance across the other three scenarios and there was only one reflection that the objectives might not be effective in the Retrogression scenario. To increase the relevance of these objectives in scenarios with greater instability,

where innovation would need to take place in more resource-constrained contexts and in conflict settings where we would need to invest in different kinds of partnerships to ensure access, amendments were made to the objectives. These amendments included adding a dimension of cost efficiency and to stress the need for new and diverse partners including those at a subnational level.

Excellence in Operations Robustness test

Two general reflections from robustness test spurred changes in the initial draft of the Excellence in Operations objectives. The discussions highlighted that it was important to stress that any of the systems being developed needed to be scalable such that in scenarios where CIMMYT could have the opportunity to grow, these systems would be fit for purpose. In addition, it was decided that agility in these systems is key as two of the scenarios (Two Worlds and Continuation not transformation) would require CIMMYT to continue working across very different contexts. Agility rather than flexibility is what was prioritized as it was felt that the term agility better represents the ability to work effectively in different contexts and within different legal systems. More specifically, during discussions of the Step-up scenario it was clear that in a future where CIMMYT could play a central and potentially convening role in implementing investments in food systems resilience and in Climate Change adaptation and mitigation it would be necessary for the organization to have systems in place which could share relevant data with partners safely and in compliance with legal frameworks. This was added as a specific objective. Finally, in scenarios where there is more potential for blue sky research it was also discussed that it would be necessary for CIMMYT to ensure it had the capacity to focus the skills of its legal department on developing legal instruments to regulate IP within CIMMYT's mandate. This inspired the addition of Secondary Objective 3.4.

Talent Management Robustness test

The robustness exercise demonstrated that the talent management are quite robust. In the Step-Up scenario all participants felt that the objectives were either very well or well adapted while in the other three scenarios less 10% of staff felt that the objectives would not be effective. In the cases where participants felt that the objectives were not well adapted to that future, recommendations were made to increase their relevancy. These recommendations included adding a specific objective which highlighted the importance of ensuring staff safety in scenarios with increased conflict and considering ways in which CIMMYT could manage fluctuations in funding and staffing. These amendments were integrated into the final objectives presented above.

Resource Mobilization Robustness test

Like the exercise with the excellence in science and innovation and talent management strategic components, our resource mobilization objectives were considered quite flexible. The objectives were most effective in the Step up and Two Worlds scenarios. This is a result of the fact that the resource mobilizing climate was seen to have more potential under the scenarios with a more positive agrifood system outlook – the scenarios driven by the hypothesis of “climate conscious food production and consumption patterns are established, underpinned by innovations in the global food system and new technologies”. While the objectives were also considered to be relevant in the Continuation not transformation scenario there was a feeling that they were only somewhat or not relevant in the Retrogression scenario. This discussion prompted the participants to reflect that in a context where conflict defines the environment it may be difficult to fund the full breadth of CIMMYT's programming as donors were likely to have so many demands on their resources. During the robustness test it became clear that if CIMMYT

was to be able to fully take advantage of the opportunities presented in the Step-Up and Two Worlds scenarios we would require greater resource mobilization capacity. As a result, the first primary objective to “build our capacity to achieve our ambitious RM goals” was added.

These robustness tests have highlighted that the objectives defined in this report are ambitious and prepare the organization to take advantage of opportunities for growth. The objectives represent the enthusiasm of staff to apply their skills and the resources of the organization to addressing the greatest challenges facing the agrifood system and vigorously pursue transformation. With the

adaptations made because of this exercise, the objectives are also flexible enough to ensure our continued relevancy in scenarios in which we are working across differing contexts (Two Worlds and Continuation no Transformation). For the Retrogression scenario while most participants felt that the objectives were still at least somewhat relevant there were discussions that in a world with such intense conflict dominating our operating environments and the political climates in all countries CIMMYT may need to reprioritise some of our objectives. As a result, we will monitor how our environment evolves and assess the ways that we can continue to be effective.

Conclusion

The aspiration to create a world that is nutrition secure where sustainable agriculture is part of the solution to the climate crisis and agriculture provides an avenue to build household resilience and enables communities to pull themselves out of poverty requires the strategic use of resources. In addition, we are cognizant that systems transformation is a process, and we are determined to adopt a culture that prioritizes exploration and collaboration all the while maintaining our focus on empowering our end-user – farmers. As we implement the objectives outlined in this report, we will concentrate on supporting our partners, attracting new donors into the agrifood system and sharing our excellence. We are eager to meet the challenge of present humanitarian crises while simultaneously pivoting forward, pursuing discovery and science to solve tomorrow's problems today.

Designing CIMMYT's 2030 strategy is a key step in that journey. This report outlines the top-line objectives that will guide CIMMYT through its next strategic phase and help it to work with its partners to deliver on the SDGs in 2030. The next stage in this process is to present this working document to CIMMYT's board for their review and validation. After the input from the board has been integrated, CIMMYT will move from strategic level discussions to the operational and tactical level work

of determining how it will implement these objectives. Moving into the planning phase will concretize how each department and unit will work to realize the ambitions highlighted here. The organization will engage in consultations about the allocation of human and financial resources and challenge itself to consider if its structure is still fit for purpose.

The leadership at CIMMYT are determined that this process continues to be driven by its staff and as a capstone to this process it will host a Science and Innovation week where it will build out the full strategy and tactics with staff. This will include challenging staff to think through What does this strategy mean...

- What does it mean for the world?
- What does it mean for CIMMYT?
- What does it mean for our partners?
- What does this mean for my Program/Unit?
- What does this mean for my Team?
- What does this mean for me?

CIMMYT will publish its full 2030 Strategic plan in the Summer of 2023.



Annex 1: Method note

CIMMYT is eager to design an ambitious strategy to carry the Center to 2030. This strategy will represent the aspirations of the Center and articulate how the Center will contribute to the achievement of the One CGIAR 2030 Research and Innovation Strategy. CIMMYT has privileged partnerships with CGIAR Centers and particular attention will be paid to ensure that the CIMMYT 2030 Strategy serves the five impact areas of the One CGIAR 2030 Research and Innovation Strategy: Nutrition, Health and Food Security, Poverty Reduction, Livelihoods and Jobs, Gender Equality, Youth and Social Inclusion, Climate Adaptation and Mitigation and Environmental Health and Biodiversity.

This preliminary CIMMYT 2030 Strategic Document outlines the objectives of the Center to achieve CIMMYT's Vision. Building from the bottom up this strategy will be made up by input from CIMMYT's six strategic components:

1. Excellence in science and innovation
2. Excellence in operations
3. Retaining people and talent
4. Resource mobilisation
5. Partnership (to be completed after the objectives for the above strategic components are defined)
6. Influence (to be completed after the objectives for the above strategic components are defined)

There are many approaches to strategy, most developed for implementation in the private sector to enable companies to make choices that increase their competitive advantage. This project employed several of these tools but adapted them for use with a non-profit organization for which the vision

is not to grow as an institution but to deliver greater value for the people they serve, to innovate for the end users of their products and to ensure a better future for our global community.¹⁰ The approach used to develop this strategy leveraged the work already being undertaken at CIMMYT, empowered leaders to craft objectives that meet the needs of their departments and simultaneously addressed the core questions required to create a strategic vision for CIMMYT in 2030. CIMMYT's 2030 Strategy will be crafted by responding to the following core questions.¹¹

Stages in strategy design

1. What does success look like?

CIMMYT's 2100 Vision is well crafted and answers one of the key questions in developing a strategy: What is your winning aspiration? As CIMMYT leadership had already been through the process of defining the purpose of the Center and its guiding mission, the 2030 strategy adopted this formulation as the vision for the 2030 strategy.

"CIMMYT is a global thought leader and change agent for climate resilience, sustainability and inclusive agricultural development for a food and nutrition secure future."

2. Where can CIMMYT deliver the most value?

CIMMYT in the world

An element of foresight will be integrated to respond to the question of where CIMMYT should "play" in the food and agriculture space. A set of 2030 Food and agriculture scenarios will ground the strategy exercise in the futures in which CIMMYT will be working. These scenarios are broad images of what the

potential evolution of CIMMYT's operating environment could be – they are deliberately topline to set the stage for the strategy and enable decision makers to consider where CIMMYT's expertise is most needed to respond to the challenges of tomorrow and who the end-users of CIMMYT's products are and will be. By adding a temporal element to the analysis of where CIMMYT delivers the most value, CIMMYT can consider how it can ensure it remains relevant in a changing environment.

CIMMYT in the development sector

Where CIMMYT can deliver the most value is not only a question of where in the world it works and on which challenges it focuses, but also where in the development sector the Center sits. To respond to this aspect of the question where will CIMMYT play, a set of activities for effectiveness was created and analyzed. This set of activities for organizational effectiveness was used like a value chain; it is a clear description of the Center's processes broken down into a series of activities to increase their efficiency and gain a competitive advantage. As the goals of non-profit actors differ from those in the private sector, the analysis to identify spaces for competitive advantage for non-profits works slightly differently. Rather than creating a competitive advantage over others operating with their field, the analysis of CIMMYT's activities for organizational effectiveness examines how it can complement other actors in the development ecosystem, striving to ensure the best possible delivery of services for communities through a collaborative approach.

A set of activities for organizational effectiveness has already been created using the CIMMYT 2100 vision, the 2030 scenarios and the six strategic components (see Annex 1). It breaks down CIMMYT's work from resource mobilization to delivery of programs into different activities. These activities fit

within the six strategic components and show where CIMMYT will work (within the non-profit industry).

3. How can CIMMYT deliver value for communities?

In the private sector there are two ways in which organizations try to gain an advantage (i.e. determine how they are going to win), cost leadership or differentiation. Cost leadership focuses on reducing costs and gaining efficiencies. Differentiation focuses on setting the organization apart from its competitors in the quality and/or uniqueness of the products or services that it delivers.

For non-profits focusing on delivering services that empower their end-users and promote global development through partnership and cooperation, differentiation is the most useful advantage to cultivate. By identifying where CIMMYT adds value and subsequently how the Center can deliver in that space to the highest level, CIMMYT can become an organization that not only benefits the small holder farmers they support but also catalyzes change through the food and agriculture system by striving to amplify the work of their partners.

Work in each component

Each lead of a strategy component took responsibility for collaboratively defining the objectives for their activities within the set of activities for organizational effectiveness that ensures that CIMMYT delivers the highest quality service for their end-users and promotes transformation in global food system. This was the lens through which each strategic component made the decisions on what they are going to do and what they are not. How they created these objectives differed according to how the leads have chosen to approach the project with their own teams. It was critical that the process is designed from

the bottom-up to ensure that the teams have ownership of their portion of the strategy and that they are confident to take the strategy forward to consider what capabilities, systems and resources they need to implement the objectives they designed. Each component also conducted a robustness test using the 2030 Food and Agriculture Scenarios. During this test the teams assessed how agile each of the set of objectives they developed were in the face of changing contexts. Through this analysis they were able to identify areas that were missing and complement their objectives with others that will help to increase the adaptability and relevance of the objectives.

Each strategic component will be summarized in a 3-page document that follows a rough outline:

- Introduction (link to the CIMMYT 2030 Vision, CIMMYT activities for organizational effectiveness and OneCGIAR strategy where relevant)
- Primary and secondary objectives

Ensuring that this strategic document highlights and builds from the work that CIMMYT has already undertaken, that it encapsulates the values and vision of the staff and that it is ambitious in representing the capacity of the Center to develop is the priority. As a result, the project design was heavily focused on cultivating buy-in from CIMMYT staff, through

the development of each strategic component and a series of all staff seminars.

The Excellence in Science and Innovation, Excellence in Operations, Talent Management and Resource Mobilization strategic components will be drafted and shared with the board for validation before the Partnership and Influence components are started. This sequencing is necessary as without a clear vision on the other strategic objectives it will not be possible to comprehensively define what CIMMYT's objectives in partnership and influence would be.

Documentation of findings

A preliminary 2030 CIMMYT Strategy document that presents the findings of this process will be delivered at the CIMMYT Board Meeting in December 2022.

The first three questions in Lafley and Martin's Strategy Cascade will be answered in CIMMYT's 2030 Strategy Report. The more tactical questions (What capabilities must be in place? and What management systems are required?) will be answered by each strategic component in their follow up work as the design the process of strategy implementation.



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