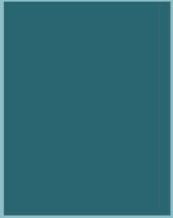


Science and Innovation for a Food and Nutrition Secure World CIMMYT's 2030 Strategy





Science and Innovation for a Food
and Nutrition Secure World
CIMMYT's 2030 Strategy



© CIMMYT is a cutting edge, non-profit, international organization dedicated to solving tomorrow's problems today. It is entrusted with fostering improved quantity, quality, and dependability of production systems and basic cereals such as maize, wheat, triticale, sorghum, millets, and associated crops through applied agricultural science, particularly in the Global South, through building strong partnerships. This combination enhances the livelihood trajectories and resilience of millions of resource-poor farmers, while working towards a more productive, inclusive, and resilient agrifood system within planetary boundaries.

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

For more information, visit cimmyt.org.

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CGIAR 2030 Research and Innovation Strategy

CGIAR research and innovation will:

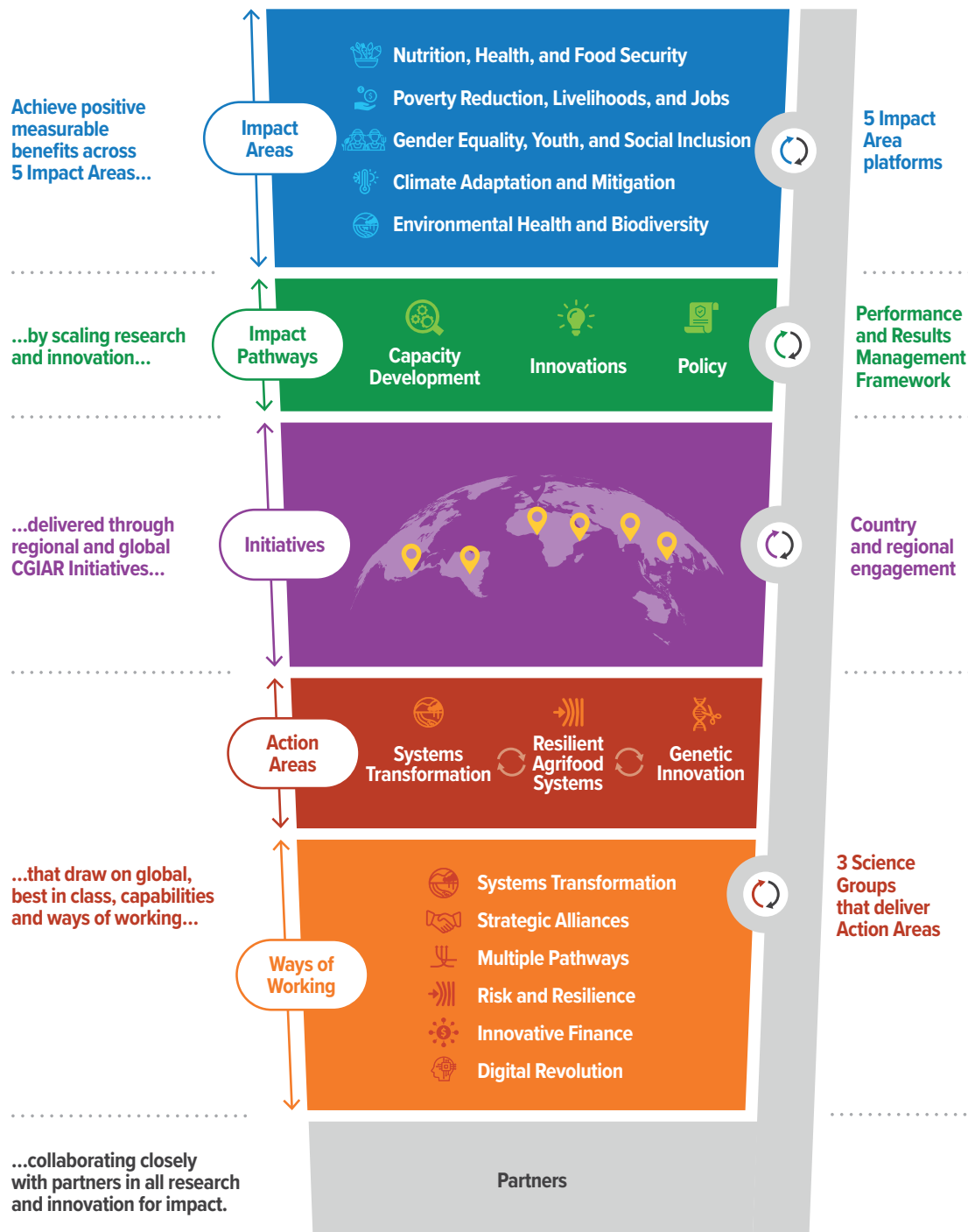


Figure 1: CGIAR 2030 Research and Innovation Strategy¹

¹ CGIAR "CGIAR 2030 Research and Innovation Strategy: Transforming food, land, and water systems in a climate crisis"

Introduction

Escalating conflict, a pandemic, economic stagnation, rising levels of poverty and social inequality, intensifying effects of the climate crisis and global natural resource degradation are just a few of the challenges that are driving unprecedented levels of need in 2023. We are currently experiencing our third food price crisis in 15 years (2007-2008, 2011-2012, 2021/2022 and beyond) and, as with previous events, many of the drivers of the current food crisis are systemically linked to commodity speculation, poverty, climate change and conflict. Recognizing this, it is clear that, in addition to supporting the 339 million people in need, all organizations with a mandate to contribute to development must also consider which transformations in the underlying systems they can help bring about, 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 evidenced by CIMMYT's closest partners and its role within 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 effectively, efficiently and can collaborate towards the achievement of the Center's vision, and thereby the [One CGIAR 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 and Advocacy for Impact.

² UNOCHA (2022) [Global Humanitarian Overview 2023](#), New York

³ CGIAR "[CGIAR 2030 Research and Innovation Strategy: Transforming Food, Land and Water Systems in a Climate Crisis](#)", 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 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 that will provide the Center with alternative fund 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 CGIAR Research Center. The **One CGIAR** change process works to integrate the capabilities, knowledge, assets and people of all CGIAR Centers and align them around their common mandate of delivering scientific research to improve global food security. In 2020, CGIAR Research 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 “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 guidance from CGIAR’s overarching strategies, to which CIMMYT is fully committed. We have crafted this strategic document to outline how CIMMYT will approach its work in the coming seven 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 its realization.



We must put the climate crisis at the heart of global research on food security and transform food, land and water systems.



Bram Govaerts | Director General

⁴ SDG 2 Advocacy Hub, [OneCGIAR - a New Research and Innovation Strategy](#)

CIMMYT 2030 Strategy

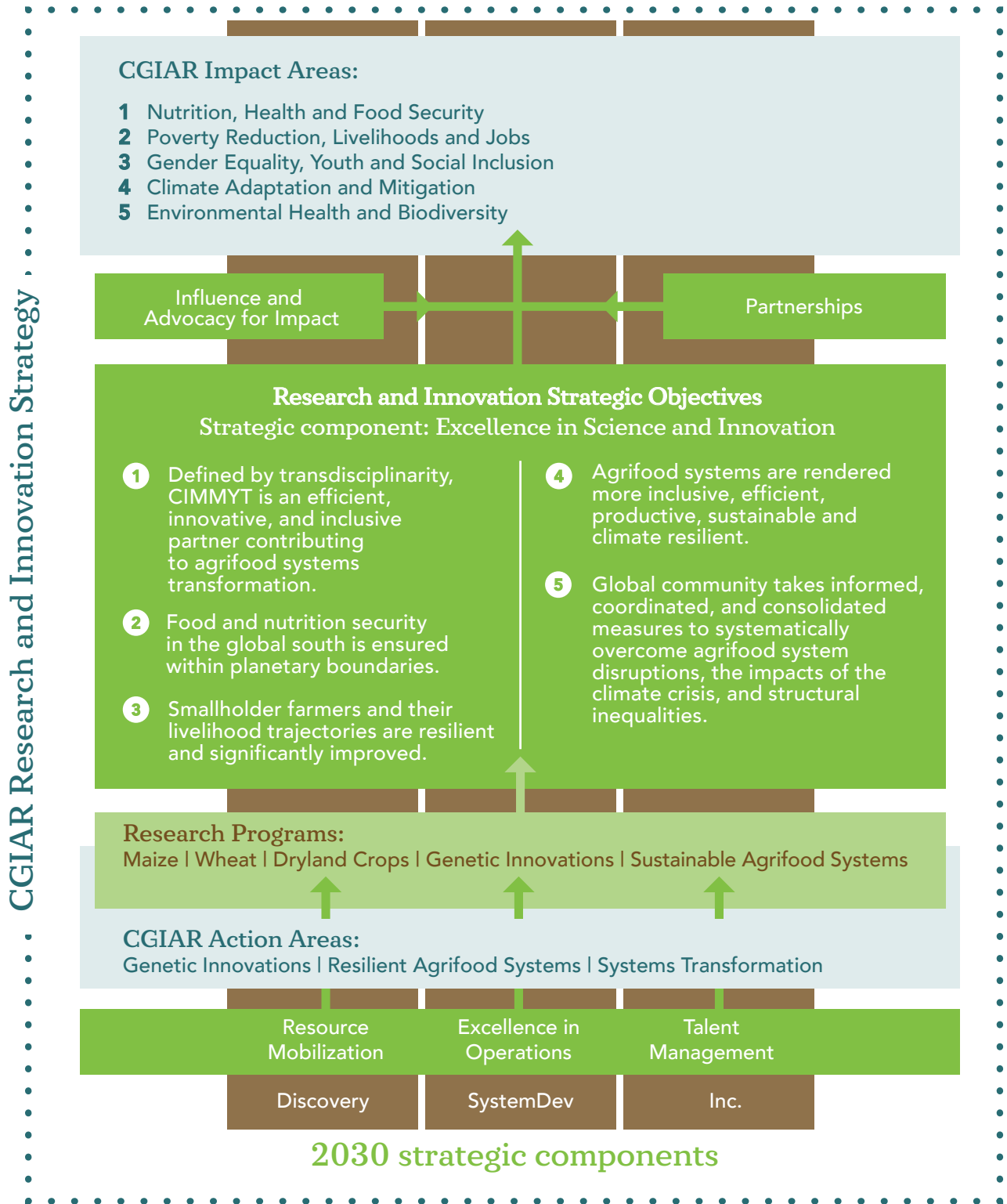





Figure 2: Summary of the CIMMYT 2030 Strategy, and how it aligns with the CGIAR 2030 Research and Innovation Strategy

Methodology

There are many methodologies that 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 it serves, to innovate for the end users of its 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 Strategy, namely that:

- 1) the process had to ensure that the vision and objectives that were defined for CIMMYT in 2030 fit within and were supportive of the objectives already defined by the One CGIAR transition and its Research and Innovation Strategy;
- 2) CIMMYT's 2030 Strategy was 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:

- 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

Staff from across the Center engaged in a consultative process to develop the objectives and approaches for each of the following strategic components: Excellence in Science and Innovation, Excellence in Operations, Talent Management and Resource Mobilization, Partnership and Influence and Advocacy for Impact.

The process of defining 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

⁵ The tools used here are taken from Lafley and Martin (2013) *Playing to Win: How Strategy Really Works*, Harvard Business Review Press 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*.

these problems before transforming those into the objectives defined in this report. This disruptive process puts the thinking of CIMMYT's up and coming inspirational thinkers at the forefront of the strategy. The ETLG were given space to lead this work while the leadership team and the board provided input and guidance throughout the process and supported the ETLG in the finalization of the objectives with the validation of all staff.

With the commitment of the Center's leadership and Board, every element of this 2030 Strategy was developed through rounds of consultation and included input from a series of all-staff seminars that drew more than 200 participants working across the global south to each of the five sessions. The 2030 Strategy was the focus of our 2023 Science and Innovation Week in Mexico where we held 3 days of virtual and in-person sessions to work on the draft and finalize the objectives. This strategy, championed

by the leadership team, was fueled by the contributions of early and midcareer staff in a bottom-up approach, with the endorsement of the Board playing a pivotal role in defining CIMMYT's next phase of evolution.

This document focuses on the topline elements of CIMMYT's strategy – 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) as well as the KPIs which will guide the implementation of the strategy and measure the Center's progress.

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 5) will be addressed in turn.





CIMMYT in 2023

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, learning 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 is 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, garnering respect from donors and partners alike, enables CIMMYT to work effectively across the globe. CIMMYT's wheat and maize germplasm and its unique expertise have set the stage for the Center to expand our work into other crops and interventions into broader 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 has some areas in which to further invest. One critical area that was flagged by staff at the outset of this process 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 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 through a One CIMMYT 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 **its** needs within planetary boundaries:



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



This 2100 Vision clearly articulates the ambition that is going to guide CIMMYT's near, medium and long-term goals. Together with the overarching ambitions articulated by CGIAR, this vision statement has shaped the objectives crafted in CIMMYT's 2030 Strategy and our new mission statement. 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. Our mission statement reinforces the ambition of our vision and concisely articulates what we do and what we do it for: "Science and innovation for a food and nutrition secure world." This mission statement reflects our commitment to employing cutting-edge research, transformative technologies and innovative approaches to address the complex and interconnected challenges facing the agrifood system.

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 its core strengths. CIMMYT has charted an ambitious road while continually developing its core competences. Our progress has been informed and shaped by the larger framework provided by 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 CIMMYT will advance in the next phase to implement its vision and build on its strong foundation.

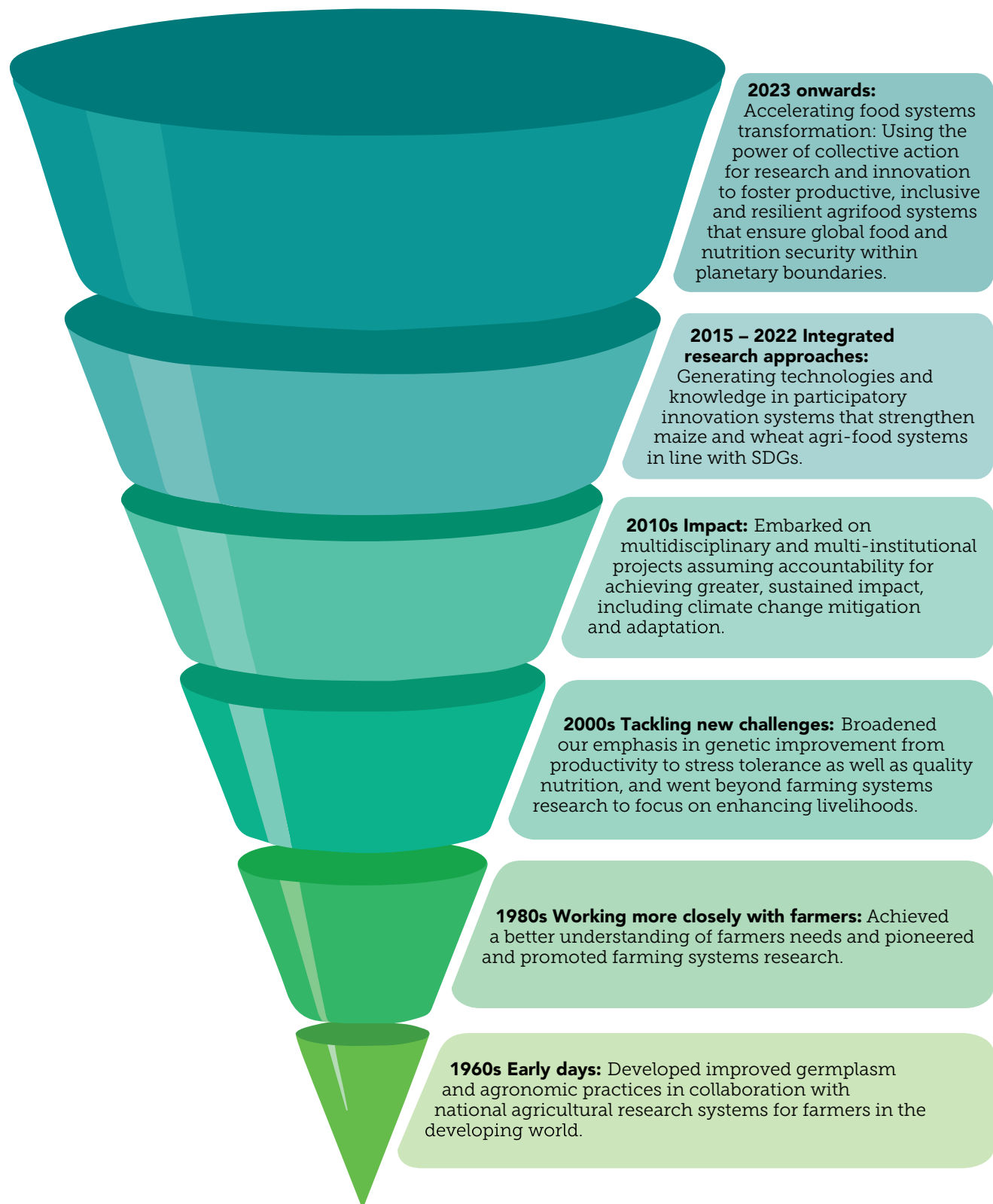


Figure 3: CIMMYT's evolving core business

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 2023 to 2030.

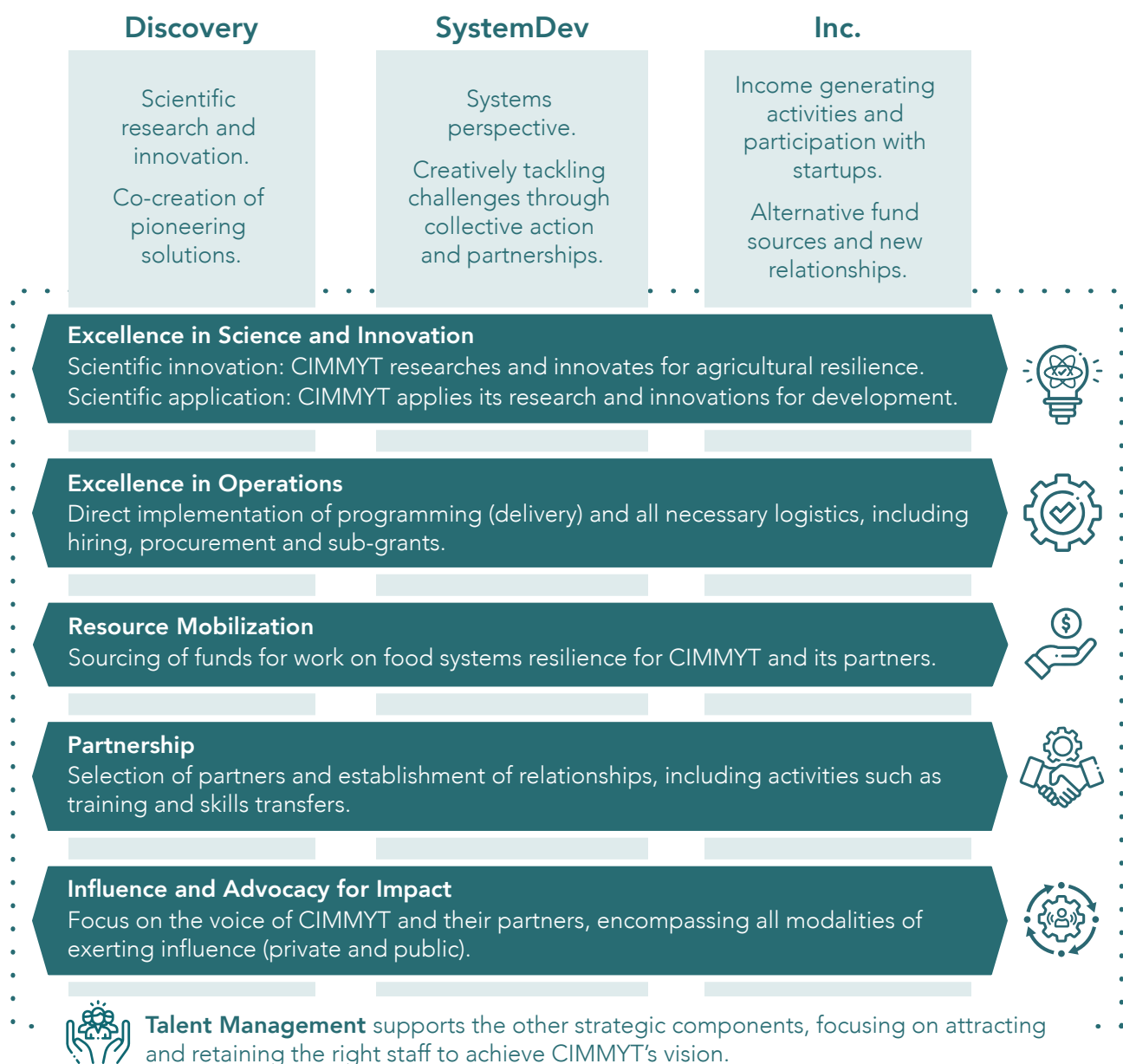


Figure 4: CIMMYT 2030 strategic and organizational structure -activities for organizational effectiveness



Pearl millet

Activities for Organizational effectiveness

As the goals of non-profit and international public actors differ from those in the private sector, the analysis of identifying spaces for competitive advantage for non-profits and public organizations also differs. Rather than creating a competitive advantage over others operating within their field, CIMMYT's organizational effectiveness should complement other actors in 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 activities for organizational effectiveness that centers on collaborative modes of working and managing partner relationships over time.

The framework was informed by the CIMMYT 2100 vision, the 2030 scenarios and the six strategic components (see above). The activities for organizational effectiveness interlink each of the six strategic components that each span and serve CIMMYT's three pillars: Discovery, SystemDev and Inc.

This framework for activities for organizational effectiveness clearly outlines how CIMMYT is structured and approaches its work, supporting the Center to think through where to collaborate, how, and with whom. This is especially pertinent with regards to CIMMYT's engagement with CGIAR. The activities for 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 made by collaborating more strategically with partners and capabilities within CGIAR.

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 80 countries in Latin America, Sub-Saharan Africa and across Asia and, together with our partners, we aim to increase the scale of our work. Though we will continue to operate in many of the same areas as previously, the dynamics of the agrifood system in which CIMMYT engages and the global environment that shapes it could change our operating space.

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, are explored in more detail at the end of the report but the framework of the scenarios which summarizes their content is shown 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.

<p>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>	<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>	<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>
	<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, with an emphasis on smallholder farmers, we present a suite of primary and secondary objectives or approaches for each of the strategic components in this report: Excellence in Science and Innovation, Excellence in Operations, Talent Management, Resource Mobilization, Partnership and Influence and Advocacy for Impact. These 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.





Sorghum

Excellence in Science and Innovation



The Excellence in Science and Innovation objectives are central to 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 the most pressing challenges the food and agriculture systems will face and captures CIMMYT's approach to 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. They 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 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 and realize a world without hunger that exists within planetary boundaries.

Strengths

CIMMYT's scientific and technical manpower is its most valuable resource and greatest strength. It has created the critical mass of scientists working on applied crop improvement, agronomy and agrifood systems science. In addition, CIMMYT uniquely conserves, characterizes and distributes the genetic resources of maize and wheat. The well-established regional collaborative crop breeding, seed systems networks and other multi-actor action platforms including both National Agricultural Research and Extension Systems (NARES), civil society and private sector partners are a significant component of the value CIMMYT offers. It is a priority for the organization to continue to nourish and deepen our engagement with these institutions as we build strategic partnerships on modern breeding technologies. Being able to offer professionally managed phenotyping platforms and offering shared services to NARES and SMEs is a real value add that CIMMYT contributes to agrifood systems research. We have a critical mass of scientists and close partnerships across academia, industry and national programs that

we can leverage to achieve our objectives and realize our vision. CIMMYT is a unique genetic 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 foundation upon which our interventions are built. We are the go-to source of genetic variation for adaptation of wheat and maize to diverse, changing and challenging production environments. CIMMYT's consistent provision of high performing globally adapted wheat and maize germplasm is one of the reasons that CIMMYT's work has grown to include new crops which it can 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., Maize Lethal Necrosis (MLN), Wheat blast, Fall Armyworm. We are already ahead of the curve in exploring the challenges and opportunities of using artificial intelligence in our operations and are committed to ensuring that this continues. Finally, our commitment to open science, for discovery over space and time, is critical to how we contribute to agriculture systems research for impact.

Our agronomy and systems research, along with our human capital and innovation capacity, supports impact pathways in Latin America, Africa and Asia. The soft and hard infrastructure for discovery and development is comprised of long-term

research experiments, for slow processes 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 processes that catalyze innovation at the field level and at community level, all along value chains from production to postharvest through to markets. The hubs allow for monitoring on-farm experiments, for early warning, 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.

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 focus on 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 the labor force across Africa. This is a huge resource. Taking advantage of increasing participatory engagement with farming communities is a critical opportunity for CIMMYT, as our Regional On-farm Testing (ROFT) networks are already doing.
- CIMMYT has a richly multidisciplinary team and partners in projects with a broad range of stakeholders inside and outside of CIMMYT. Developing innovative research collaborations with cutting-edge public- and private-sector institutions globally is an important area of investment.
- 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.
- We can improve connectivity by effectively linking our gene bank with breeding pipelines using novel scientific approaches.
- Data management systems and approaches are improving and are being institutionally deployed, enabling faster and more comprehensive use and re-use in R&D efforts. The use of new technologies in plant breeding and agriculture in general (genomics, phenomics, enviromics, gene editing, etc.) also provides an avenue for greater impact.
- CIMMYT is able to offer integrated cropping systems options for resource-poor farmers in climate-vulnerable geographies. Our scope to do this is 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.

Critical gaps in capabilities that need to be addressed for realizing Vision 2100 and Strategy 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 capabilities on data management, bioinformatics, analytical platforms and deep/machine learning. Depending on their relevance for other Centers, these investments in expertise and platforms could be developed as areas of excellence for CIMMYT or could be created at CGIAR level. Gaps can be filled by creating our own capacity or pulling in learning or capabilities from other CGIAR Research 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). Delivering cutting edge science into the hands of smallholder farmers in the global south is at the core of CIMMYT's competitive advantage and this must be prioritized. Working to support underfunded research domains, such as for more complex, high-risk research, with long-term returns of investment is also critical. This would enable the Center to do more work in genetic discovery, pest/disease resistance, climate change mitigation, markets and value chains. Finally, the Center 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.

The way in which we will achieve the objectives we have outlined will be to build 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.

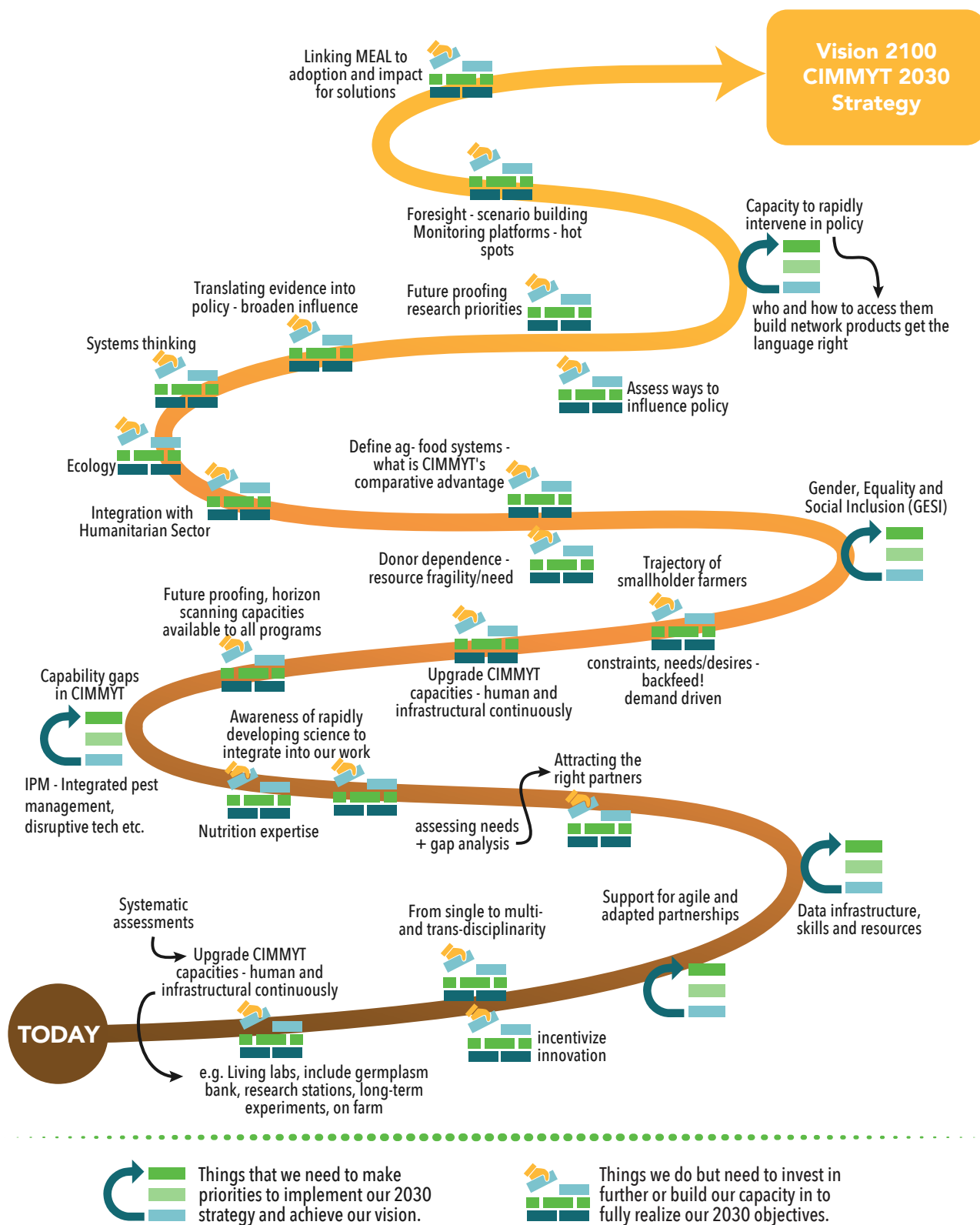


Figure 5: Critical gaps in capabilities that need to be addressed for realizing our Vision 2100 and Strategy 2030

*This is a non exhaustive list and not limited.



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 the 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. To be successful CIMMYT will have to build greater agency through advisory services like nutrient expertise, disease

monitoring, e-agrology, yield gap, global N atlas and benchmarked information, as well as by being the solid innovation provider of demand-driven, sustainable and inclusive agriculture development. Success means improving livelihood options and reducing drudgery, with responsible sourcing and policy interventions. Building environmentally-friendly policy environments as well as enabling an environment for long lasting innovation are also key.

The two main themes that run through the Excellence in Science and Innovation objectives are 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 bring about new ways of working.

CIMMYT's 2030 strategy is focused on translating its vision into action. The Excellence

in Science and Innovation objectives are the primary vehicle by which this will be done but these are reinforced by our values, expected behaviors, expected ways of being, our seven collective steps and our daily collective actions.

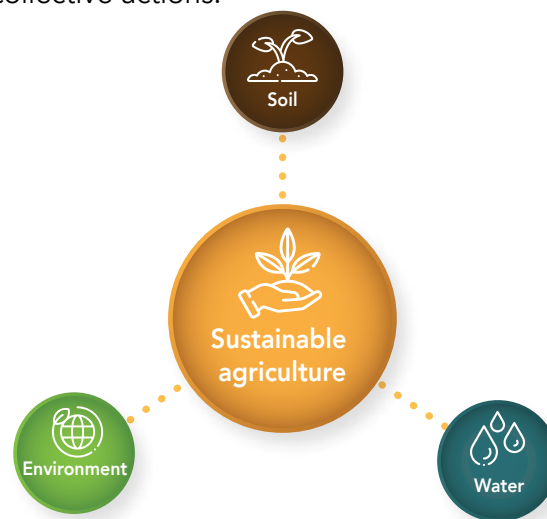


Figure 6: Sustainable agriculture

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

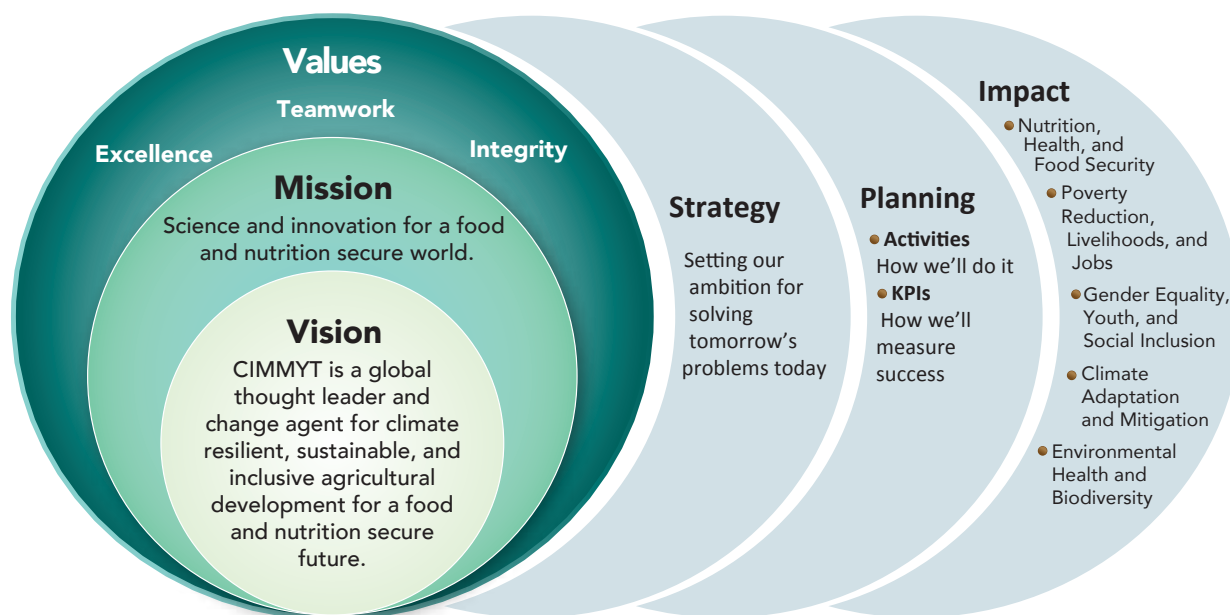


Figure 7: CIMMYT 2030 Strategy

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 and 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 2030 Objectives

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 engages with partners to promote strategic alignment around common goals transforming agrifood systems.
- 1.2. CIMMYT's human and infrastructural capacities are continuously improved.
- 1.3. Stakeholders embrace excellence in science and innovation for positive and transformative changes in agrifood systems.
- 1.4. Effective and efficient environments for co-creating and scaling relevant, accessible technologies, including disruptive solutions, are built through strategic partnerships.
- 1.5. Capacity to handle data and reduce the gaps in data and knowledge management to support evidence-based decision making within CIMMYT and among partners is assured.

Principle Objective 2



Food and nutrition security in the global south is ensured within planetary boundaries.

- 2.1. Pathways for sustainable, inclusive agrifood system transformation are designed and implemented.
- 2.2. Shifts in agricultural value chains are anticipated and addressed.
- 2.3. Improved access to key agricultural innovations is assured.
- 2.4. Access to sustainable healthy diets through diverse crops and cropping systems improvements, in partnership with civil society, public and private sectors, is enhanced.
- 2.5. Agrobiodiversity is effectively conserved and utilized for developing innovations that support sustainability and resilience of farms, communities, and landscapes.

CGIAR 2030 Action Areas

Systems transformation

Resilient agrifood systems

Genetic innovations

Excellence in Science and Innovation 2030 Objectives

Principle Objective 3



Smallholder farmers and their livelihood trajectories are resilient and significantly improved.

- 3.1. The aspirations and needs of smallholder farmers drive and consistently inform the agrifood research agenda.
- 3.2. Smallholder farmers have enhanced access to cost-effective and inclusive technologies, services and income opportunities.
- 3.3. New and existing institutions (public or private) that inclusively provide novel technologies, tools, information, services and market opportunities are strengthened.

Principle Objective 4



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

- 4.1. Ecological solutions are widely deployed, especially in smallholder farming systems, for climate resilience, environmental, economic, and socio-cultural benefits.
- 4.2. Decision makers recognize agrifood systems as interlinked agroecosystems that sustain and enhance biodiversity, soil health and environmental quality.
- 4.3. Increased transdisciplinary and participatory research drive evidence-based decision making in the agricultural sector.
- 4.4. Market driven systems and emerging models are harnessed to improve agrifood systems and their sustainability.

Principle Objective 5



Global community takes informed, coordinated, and consolidated measures to systematically overcome agrifood system disruptions, the impacts of the climate crisis, and structural inequalities.

- 5.1. Foresight on agrifood systems underpins strategic dialogue and informs policy.
- 5.2. Gender equity and social inclusion play pivotal roles in agrifood systems transformation.
- 5.3. Farming becomes an attractive career, especially for youth and women, through value-adding and profit-making opportunities.
- 5.4. Responses to agrifood systems crises including conflicts and climactic disruptions are defined by proactive and appropriate solutions that build resilience.
- 5.5. Policies and investments prioritize smallholder agriculture.

Excellence in Science and Innovation 2030 objectives

We built the Excellence in Science and Innovation objectives from an understanding of what CIMMYT's operating environment is in 2023 and a foresight exercise which analyzed how it may change by 2030. Through this process we defined what the most pressing challenges to creating a food and nutrition secure world are and built the objectives from this foundation. Each of the four scenarios (Step up, Two worlds, Continuation not transformation, and Retrogression) explored a different future and different potential obstacles to achieving our vision but they all reflected that the greatest challenges will be:

- Climate change
- Natural resource management/ degradation
- Political instability
- Inequality (income and social)
- Food insecurity
- Nutrition insecurity

Progress towards most SDGs has stalled if not reversed over the last few years.⁷ The cumulative impact of the increasing effects of climate change, the global disruption from the COVID-19 pandemic, the cost-of-living crisis and escalating conflict has resulted in unprecedented levels of need. The objectives we have crafted seek to break the vicious cycle which has been pushing the world's most vulnerable communities further into crisis and leverage scientific research and development in agriculture to be part of the solution to a more just world.

Our first primary objective, *"Defined by transdisciplinarity, CIMMYT is an efficient, innovative and inclusive partner contributing to agrifood systems transformation"*,

encapsulates the way that we will work. We are committed to working across disciplines to translate research into outcomes. If we do not embrace transdisciplinarity to increase our impact, if CIMMYT is not an effective partner, if we do not continually learn and improve, if we do not lead where we can affect change, then we will not be able to leverage our skills and expertise to tackle the challenges facing the world today.

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

- 1.1. CIMMYT actively engages with partners to promote strategic alignment around common goals transforming agrifood systems.
- 1.2. CIMMYT's human and infrastructural capacities are continuously improved.
- 1.3. Stakeholders embrace excellence in science and innovation for positive and transformative changes in agrifood systems.
- 1.4. Effective and efficient environments for co-creating and scaling relevant, accessible technologies, including disruptive solutions, are built through strategic partnerships.
- 1.5. Capacity to handle data and reduce the gaps in data and knowledge management to support evidence-based decision making within CIMMYT and among partners is assured.

⁷ "A preliminary assessment of the roughly 140 targets with data show only about 12% are on track; close to half, though showing progress, are moderately or severely off track and some 30% have either seen no movement or regressed below the 2015 baseline." UN General Assembly – Economic and Social Council (July 2023) *Progress towards the Sustainable Development Goals: Towards a Rescue Plan for People and Planet*, Economic and Social Council 2023 session 25 July 2022-26 July 2023 Agenda Items 5(a) and 6.

Primary objective two, *“Food and nutrition security in the global south is ensured within planetary boundaries”*, outlines our options for creating a better world. If we can deliver the science and innovations that CIMMYT is known for, we can contribute to achieving this objective and ultimately the vision of a world free from hunger. This objective highlights CIMMYT’s value add in this fight.

2. Food and nutrition security in the global south is ensured within planetary boundaries.

- 2.1. Pathways for sustainable, inclusive agrifood system transformation are designed and implemented.
- 2.2. Shifts in agricultural value chains are anticipated and addressed.
- 2.3. Improved access to key agricultural innovations is assured.
- 2.4. Access to sustainable healthy diets through diverse crops and cropping systems improvements, in partnership with civil society, public and private sectors, is enhanced.
- 2.5. Agrobiodiversity is effectively conserved and utilized for developing innovations that support sustainability and resilience of farms, communities, and landscapes.

Developing the science and innovation that could transform the agrifood system is not enough; we need to translate that into impact for farmers and communities. Primary objective three, *“Smallholder farmers and their livelihood trajectories are resilient and significantly improved”*, reflects the importance of smallholder farmers as central to the agrifood system. Working to support smallholder farmers is the entry point from which significant change can be achieved and

their role in agrifood systems transformation cannot be overstated. Our innovations are only relevant when they can be put towards a positive livelihood trajectory of those smallholder farmers.

3. Smallholder farmers and their livelihood trajectories are resilient and significantly improved.

- 3.1. The aspirations and needs of smallholder farmers drive and consistently inform the agrifood research agenda.
- 3.2. Smallholder farmers have enhanced access to cost-effective and inclusive technologies, services and income opportunities.
- 3.3. New and existing institutions (public or private) that inclusively provide novel technologies, tools, information, services and market opportunities are strengthened.

If we are to invest in the science and innovation that can support the transformation of the lives of smallholder farmers and the agrifood system more broadly, then we must do so in a manner that ensures agriculture is part of the solution to global challenges and does not exacerbate the problems. Primary objective four, *“Agrifood systems are rendered more inclusive, efficient, productive, sustainable and climate resilient”*, outlines the principles that will guide our work.

4. Agrifood systems are rendered more inclusive, efficient, productive, sustainable and climate resilient.

- 4.1. Ecological solutions are widely deployed, especially in smallholder farming systems, for climate resilience, environmental, economic, and socio-cultural benefits.

- 4.2. Decision makers recognize agrifood systems as interlinked agroecosystems that sustain and enhance biodiversity, soil health and environmental quality.
- 4.3. Increased transdisciplinary and participatory research drive evidence-based decision making in the agricultural sector.
- 4.4. Market driven systems and emerging models are harnessed to improve agrifood systems and their sustainability.

Finally, for us to truly achieve our vision, *“CIMMYT is a global thought leader and change agent for climate resilient, sustainable and inclusive agricultural development for a food and nutrition secure future”*, we need to increase our impact by informing and influencing others. Primary objective five, *“Global community takes informed, coordinated and consolidated measures to systematically overcome agrifood system disruptions, the impacts of the climate crisis, and structural inequalities”*, highlights our ambition to do so.

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

- 5.1. Foresight on agrifood systems underpins strategic dialogue and informs policy.
- 5.2. Gender equity and social inclusion play pivotal roles in agrifood systems transformation.

- 5.3. Farming becomes an attractive career, especially for youth and women, through value-adding and profit-making opportunities.
- 5.4. Responses to agrifood systems crises including conflicts and climactic disruptions are defined by proactive and appropriate solutions that build resilience.
- 5.5. Policies and investments prioritize smallholder agriculture.

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 us to think creatively about how we can increase our 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. These objectives each build upon each other to realize the transformation that we seek.



Figure 8: Interaction of the Excellence in Science and Innovation objectives

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. Effective systems and tools are developed and maintained.
2. Enabling activities across CIMMYT are streamlined to enhance collaboration and effectiveness.
3. Enabling units enhance the sustainability, results, and impact of our scientific research.

CIMMYT cannot function without support from enabling units such as communications, human resources, legal, finance procurement and knowledge management and IT. Each of these units serves a particular and vital function in facilitating operations for the entire global CIMMYT. At CIMMYT, we define excellence in operations to mean establishing a client-focused approach to services that 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 is fundamental to our success as we grow. We are investing in One CGIAR global services and in the integration of increased global and institutional efficiency and alignment to build these capacities together with our partners. To make the most of these investments at a global level, we understand that strengthening capacities and empowering

decision making at regional level within CIMMYT is also critical to realizing these objectives.

Enabling units are central to 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.

The objectives below outline 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 our partners.⁸

⁸ The Excellence in Operations objectives outlined below are complemented by a specific set of objectives focusing on talent management in the following section.

Excellence in Operations 2030 objectives

1. **Effective systems and tools are developed and maintained.**
 - 1.1. Create and maintain accessible, secure, and flexible tools for supporting CIMMYT's mission.
 - 1.2. Implement an ICT infrastructure to support CIMMYT's digital transformation and capacity to exploit big data for R4D.
2. **Enabling activities across CIMMYT are streamlined to enhance collaboration and effectiveness.**
 - 2.1. Ensure clarity in processes to enable better decision making and greater accountability.
 - 2.2. Promote information and data sharing to foster a collaborative culture.
 - 2.3. Incorporate learning and make timely adjustments as needed for continuous improvement and increased agility.
3. **Enabling units enhance the sustainability, results, and impact of our scientific research.**
 - 3.1. Ensure an operating environment within applicable regulatory, compliance and risk management frameworks.
 - 3.1. Make relevant data accessible to partners and beneficiaries outside the organization.

These objectives outline how we will prioritize our 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 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



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.

1. Top talent is retained and attracted for future proofing the achievement of our mission.
2. An enabling, empowering, career growth environment develops and retains top talent.

Talent Management in the future world of work

Our ambition is to continuously be 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 future proofing our work: considering the all-around wellbeing and development of staff, ensuring that CIMMYT promotes and rewards teamwork and collaboration, creating a culture where staff can excel in performing purposeful work in scientific research and innovation, and establishing practices which foster continuous learning and accountability. Recognizing the value of our diverse workforce and prioritizing talent, diversity, fairness and inclusion is central to how CIMMYT delivers value and defines who we are as an organization.

Changes in working culture and the challenges in attracting and retaining the right talent were recently accelerated for employers across the globe. Workers across sectors have reevaluated their priorities and redefined what they expect from their employers. Recruitment used to focus on two main areas of negotiation: job titles/levels and

compensation packages and the profile of the position. Recent studies suggest that 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 now also highly valued factors in employee satisfaction. CIMMYT has already made significant investments to respond to these changes. This has been reflected over the last two years in significantly declining turnover rates and high levels of staff satisfaction.

CIMMYT is, as a matter of priority, investing in ensuring that the organization continues to be a top-notch platform where scientific exploration and innovation are impact oriented. CIMMYT's reputation as a renowned scientific institution is critical in attracting and retaining those at the forefront of their fields. CIMMYT is committed to providing premier scientists with a platform from which they can do their work in a safe and stimulating environment. This is the key element that enables us to achieve the desired impact.

The 2022 CIMMYT culture and retention survey demonstrated that 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. 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. In addition to taking steps to respond to this feedback, such as in the creation of the Learning and Training academy, CIMMYT is aware that supervisory skills significantly impact on talent management and maintaining an engaged and productive workforce. As such, the Center has invested in the development of supervisory skills to strengthen the organization’s support of staff growth and satisfaction on a daily basis.

CIMMYT’s staff are our most valuable resource and over the coming strategic period the Center will continue 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. Agility is key and 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 and the global population we serve is vitally important.

CIMMYT will continue to be a premier platform from which outstanding scientists can build impactful and meaningful careers. The objectives below outline what CIMMYT will do to succeed in this area. These objectives have been designed with input from staff in workshops, surveys, and seminars.

Talent Management 2030 objectives

1. Top talent is retained and attracted for future proofing the achievement of our mission.

- 1.1. Enact effective staffing plans that anticipate the needs of the Center to achieve our mission.
- 1.2. Communicate our exciting opportunities in inclusive, effective ways.
- 1.3. Continue to implement agile recruitment tactics for rapid and unbiased hiring.

2. An enabling, empowering, career growth environment develops and retains top talent.

- 2.1. Implement a continuous capacity and career development strategy that ensures equitable opportunities for success.
- 2.2. Diversity, inclusion and recognition of contributions to our mission made by staff working at all levels are protected and promoted.



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 realize our vision and key to achieving our objectives is ensuring that we have the resources to implement them.

1. CIMMYT's resource base and range of donors is expanded.
2. Donor relations at all levels are deepened.
3. Strategic investments, including currently undervalued and new (to CIMMYT) research for development domains are cultivated.

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 that 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 and proactively explore new avenues for revenue generation. 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 build our capacity for resource mobilization, and work more closely with our partners in fundraising and mutual learning.

There are significant opportunities that could result from greater coordination and cooperation through the One CGIAR. One such advantage is the greater convening power the One CGIAR holds and the ability to serve multiple geopolitical blocks. Considering 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. 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 institutions.

Resource Mobilization 2030 objectives

1. CIMMYT's resource base and range of donors is expanded.

- 1.1. Establish strategic partnerships with new and non-traditional donors, investors and partners to resource CIMMYT's mission.
- 1.2. Engage existing and potential investors on the importance of systems thinking approaches.
- 1.3. Create Public Private Partnerships (PPP) with new kinds of funders or investors for R4D in pre-competitive spaces.

1.4. Build engagement pathways to connect with non-traditional donors to explore and invest in alternative approaches to revenue generation for CIMMYT.

2. Donor relations at all levels are deepened.

- 2.1. Engage donors and partners in our continuous improvement and share learning related to delivery partner management, grant management and other topics, as they arise.
- 2.2. Invest in better networking our donors, partners and alumni to share learnings and successes and build a community around CIMMYT's vision.

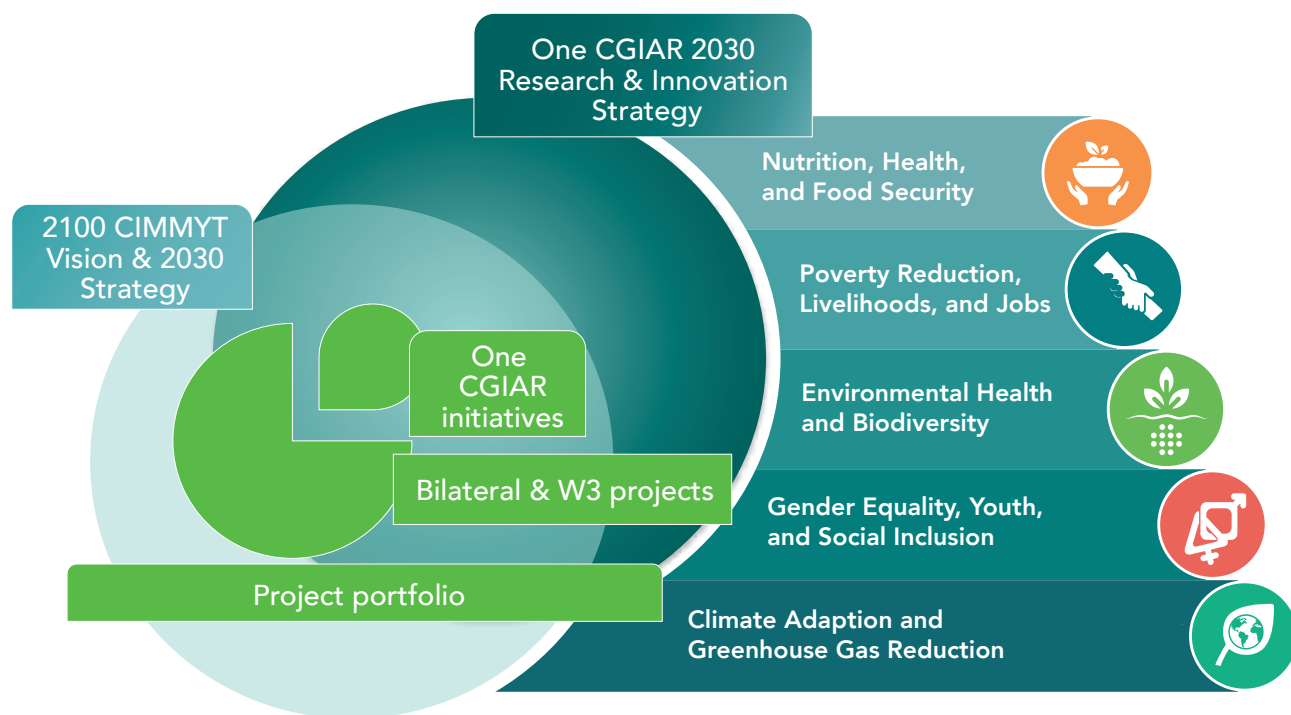


Figure 9: Resourcing our research portfolio through the 2030 strategies

- 2.3. Ensure global funders consider CIMMYT a major agency for implementing their agricultural transformation and climate action investments through transdisciplinary approaches and innovations.
- 3. **Strategic investments, including currently undervalued and new (to CIMMYT) research for development domains are cultivated.**
 - 3.1. Cultivate funding for research for development in core, underfunded areas.

- 3.2. Prioritize inter-CIMMYT Program initiatives that underpin CIMMYT's and its partners' transdisciplinary capacities.
- 3.3. Engage in joint fundraising with partners to attract more science-oriented funders with longer term impact horizons.

Ensuring that CIMMYT is exploring a plethora of avenues to generate more resources for its work is essential to our success.



Partnership



Partnership is a defining characteristic of CIMMYT's organizational character and a critical component of our 2030 Strategy. We recognize that achieving our far-reaching vision cannot be a solo endeavor; the path to impact lies in collaboration. We are committed to move beyond transactional partnerships with organizations in the agrifood systems to build deeper and more impactful collaborations.

1. Institutionalize interventions and build local organizations' capacity for innovation, collaboration, and scalability.
2. Leverage resources to broaden impact and understand local contexts and stakeholder needs.
3. Challenge ourselves to excel in science and innovation, develop key capacities, and scale technologies for innovative impact pathways.

Our experience has taught us that the conventional model of transactional partnerships, characterized by contractual relationships and quid pro quo exchanges, is not enough to meet the challenges facing the agrifood system today. The most successful partnerships are about building synergies that are rooted in shared values, long-term commitment and collective action. We are committed to move beyond transactional partnerships with organizations in the agrifood systems to build deeper and more impactful collaborations.

Why we partner

1. To effectively identify and prioritize key areas where CIMMYT's institutional expertise and influence can make significant contributions.
2. To institutionalize our interventions and build the capacity of local organizations to innovate, collaborate and scale, and co-create knowledge and lasting impacts.

3. To leverage resources (financial, expertise, facilities, etc.) to extend our reach and widen our impact, including to better understand local contexts and stakeholder needs.
4. To challenge ourselves, learn and co-create to achieve greater excellence in our science and innovation work.
5. To develop our own capacity in key areas that significantly enhance our ability to innovate and collaborate.
6. For access to and support in scaling technologies to implement innovative impact pathways.
7. To increase partners' and our visibility, and jointly mobilize resources for our work.

What we do and who we partner with

At CIMMYT, our vision, mission and Excellence in Science and Innovation objectives cover a very wide array of work, each of which is fortified through strategic partnerships with various stakeholders.

Capacity building: We work closely with government entities, National Agricultural Research and Extension Systems (NARES), agricultural universities, NGOs and the private sector to fortify skills, promote knowledge exchange and build robust agricultural systems. These partnerships foster institutional strengthening and individual skill development.

Learning: In our pursuit of knowledge, we partner with farmers, universities, multinational private sector entities and advanced research institutions. These partnerships facilitate the exchange of ideas, techniques and findings, furthering our collective understanding of complex agricultural challenges and driving new innovations.

Co-creation: We believe in the power of collective innovation. Farmers, governments, agricultural universities, national and international research institutions, private sector entities, NGOs and parastatals are all key partners in our co-creation processes, which include research, innovation and testing.

Scaling: Our mission to scale impactful solutions is driven by collaborations with the private sector, NGOs, government bodies and parastatals. Together, we aim to broaden the reach and deepen the impact of our research and innovations.

CIMMYT will always work most closely across all these areas with our partners in the CGIAR. Our CIMMYT 2030 Strategy has been crafted to support our CGIAR partners to deliver on the impact areas agreed in the CGIAR 2030 Research and Innovation Strategy and we are committed to nurturing these relationships to increase our effectiveness and impact.

Rapid responses: In times of crisis, our partnerships with UN agencies, governments and NARES enable us to support swift and effective responses, ensuring the continuity of agricultural systems, safeguarding livelihoods and building community resilience.

Sharing evidence: Our commitment to evidence-based action sees us sharing our research findings and insights with donors, governments and policymakers. Working in partnership helps us to inform decisions and shape policies that are grounded in robust empirical evidence.

Through these diverse partnerships, CIMMYT strives to bring about transformative change in the global agrifood system, reinforcing our commitment to sustainable and inclusive agricultural development. To realize the objectives in this strategy we want to invest further in each of these areas and work with new and existing partners to deliver greater impact.

The value we bring to our partnerships

CIMMYT brings immense value to its partnerships, and we are committed to continuing to be a partner of choice. Some of the value we bring can be summarized as:

- We are an experienced and trusted partner of resource-poor and small-scale farmers.
- We bring a respectful, equitable, mutually beneficial vision and approaches.
- We have a large and varied pool of technical knowledge and scaled expertise in genetics, breeding, agronomy and agrifood systems in the global south.
- We have superior physical and intellectual resources, including germplasm of maize and wheat.

- We have a world-renowned reputation for achieving impact in agricultural research and development.
- We are a credible, trusted convenor of actors in the agrifood space.
- We can collaborate to jointly raise the profile of partners and access monetary resources.

Our ways of working

Developing capacities and skills to manage partnerships within and outside CIMMYT will be a priority. We are committed to enhancing process efficiency and systems for grant management, streamlining sub-granting and project oversight, while fostering transparent and open communication about our strengths and limitations with partners. Our approach to partnership starts with active listening to understand our partners' visions and needs, before co-defining the objectives. We promote transparency by formally

outlining partnership expectations, including governance, decision-making frameworks and intellectual property management. Our goal is to foster win-win partnerships that prioritize collaboration over cooperation and build a sense of shared ownership. An emphasis is placed on incorporating social justice considerations, ensuring an equitable voice for all involved parties. Recognizing the dynamic nature of partnerships, we commit to continual reassessment and adaptation to evolving circumstances and challenges.

With partnerships at the heart of our mission, we strive to create symbiotic relationships, magnifying our impact by aligning our unique capabilities with the strengths of our partners. Partnerships are the linchpin that bind the different elements of our 2030 Strategy together.



Influence and Advocacy for Impact



CIMMYT's vision to be a "global thought leader and change agent for climate resilient, sustainable and inclusive agricultural development for a food and nutrition secure future" requires rigorous science for data-driven decision making, advocacy for the transformation of agrifood systems, and credibility to influence relevant stakeholders.

To achieve this, we will invest in mobilizing support around issues where we have strategic advantage to lead or contribute to driving important change through partnerships.

1. Amplify the voices of resource-poor farmers and advocate for their recognition in global agrifood system discussions.
2. Promote access to healthy, nutritious, and affordable diets for all.
3. Prioritize climate change adaptation, resilience, and environmental awareness in the agrifood system, while addressing biodiversity.

To support and reinforce the work of the Excellence in Science and Innovation objectives outlined in this strategy, CIMMYT will invest in the following focus areas to shape the global agrifood systems agenda.

1. We will amplify the voice and empower resource-poor farmers and persuade others to recognize their importance in global agrifood system discussions and, ultimately, in its transformation.
2. We will promote the right to a healthy, nutritious and affordable diet for all.
3. We will support all actors in the agrifood system to prioritize climate change adaptation and resilience and work to increase awareness and action on environmental degradation and biodiversity loss.
4. We will advocate and work for equitable access to scientific innovations with evidence of impact as part of the solutions to significant global challenges such as food insecurity, environmental degradation and climate change.

5. We will support relevant stakeholders to use evidence-based science in decision making for interventions in agrifood systems, especially for implementing enabling policies, program design and improving responses to food system crises.
6. We will advocate for increased and targeted investments in scientific research, research-into-use, innovation systems and pathways, appropriate scaling, and partnerships to support the global community in meeting the problems of today and tomorrow.
7. We will champion the mainstreaming of gender equity and social inclusion in leadership and scientific research and innovation as central to creating inclusive agricultural development.

CIMMYT is a science-based, research for development institution. We will not engage in lobbying or intervene in political processes. We will always prioritize the dignity and welfare of farming communities, partners and staff in all our communications. We will advocate for our principles and promote the value of robust scientific inquiry in solving some of the most pressing global challenges affecting agrifood systems in the global south. We will lead by example.

2030 Food and Agriculture scenarios

The objectives outlined in the previous sections of this strategy are designed to support CIMMYT to continue being an effective actor in the agrifood system to 2030 and beyond. They outline an ambitious agenda to guide the organization to deliver on its mission and vision, supporting CGIAR in their goal to transform food, land and water systems in a climate crisis.⁹ However, it is important to recognize that the contexts in which CIMMYT works are varied and changeable. As such, a key component of this strategy has been to consider how the future operating environment of CIMMYT could evolve. To do that, we crafted a set of 2030 Food and Agriculture scenarios.

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 that 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 possible changes to where it will work, plan more robustly, pre-empt future challenges and consider how we 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 countries¹⁰



⁹ CGIAR "CGIAR 2030 Research and Innovation Strategy: Transforming food, land, and water systems in a climate crisis"

¹⁰ P5 countries are 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.

<p>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>	<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>	<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>
	<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>Retgression</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 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 2022-2023 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 citizens 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 large-scale pilots of UBI. However,

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. Many 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. An increasingly stable global food system has regulated prices and mobilized investments in agriculture, reinforcing the moves towards peace and decreasing the rates of civil unrest. With stability and economic recovery, population growth accelerates, driving 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 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 hardest hit areas, 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, and they are called upon to support nations in tackling the next big threats which could perceivably affect their own populations – the climate crisis, food system instability and the potential for another mass disease outbreak. 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 blockchain and digital agriculture, begin to change the incentive structure in the food system and redefine what agriculture looks like over time. 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 will have 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 (Goal 15), 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 is reallocated to military support. By 2030, all remaining overseas development aid is structured to support countries allied with major donors. Even as the world works to 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 shifting dynamics, and by 2030 both chronic and transitory hunger have increased in the region.

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



Groundnut

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., spearhead 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 that occur 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

The reduction in quality of life felt after the upheaval of the opening years of the decade result in a push to accelerate progress. However, progress is narrowly and superficially defined resulting in the rich getting richer and the poor continuing to bear the brunt of a rampant capitalist system out of step with planetary boundaries.

Stability in governance translates into economic growth, and the recession that many feared is not as long lasting as forecast. Built on the availability of cheap energy, investments are made to grow the economy 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 a rampant capitalist system out of step with planetary boundaries. A large part of this is driven by the increasing frequency of environmental and economic shocks, 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 exposed to the increasingly apparent effects of the climate crisis but without the resources to mitigate the impact and muddle through, struggle to mobilize sufficient interest in the problem to create genuine transformation, and see significant environmental degradation as a result. 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 initiatives or companies headquartered in the global north. 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, subsidize food production as part of the economic recovery and flood international markets helps to increase 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 smallholder farmers to compete. Leadership from some countries in the global majority result in new technologies being piloted and rolled out, but few are scaled successfully.

There is a return to progress on some SDGs as the global economy stabilizes. The increasing rates of poverty created in the wake of the COVID-19 pandemic slow and

reverse 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 affect life in most places. Aside from the conflict itself, migration, disruption in supply chains, economic stagnation and levels of poverty intensify. Progress towards the SDGs is reversed.

The escalating levels of conflict that defined the early years of the 2020s spread, 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 break out 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 supporting of 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 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. Exacerbated by climatic shocks, a vicious cycle is created where conflict destabilizes regions and disrupts supply chains, driving shortages and price spikes in commodities and ultimately resulting in skyrocketing 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 worldwide, 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 break down 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 with regard to the questions 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. To test the robustness of each set of objectives 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. Though scenarios with greater stability provide an easier environment for implementing these objectives, they are flexible enough to have continued relevance across all the futures explored. To increase the effectiveness 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, a dimension of accessibility and an emphasis on the need for new and diverse partners including those at a subnational level were integrated.

Excellence in Operations Robustness test

We understand that any of the systems being developed need to be scalable such that in scenarios where CIMMYT could have the opportunity to grow, these systems would be fit for purpose. It was clear that in a future where CIMMYT could play a central convening role in implementing investments in food systems resilience and in climate change adaptation and mitigation we would need systems in place which could share relevant data with partners safely and in compliance with legal frameworks. Finally, in scenarios where there is more potential for blue sky research would be necessary for us to ensure that we have the capacity to focus the skills of its legal department on developing legal instruments to regulate related IP.

Talent Management Robustness test

The robustness exercise demonstrated that the talent management objectives were robust. A key component of the talent management objectives from the outset was integrating a dimension of agility into to ensure that CIMMYT’s approach to staffing is “future proofed”.

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 fact that the resource mobilizing climate was seen to have more potential under the scenarios with a more positive agrifood system outlook is not surprising. However, the objectives are structured to enable CIMMYT to resource our activities even in more challenging contexts.

These robustness tests have highlighted that the objectives defined in this strategy 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 through this exercise, the objectives are 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. 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 strategy, 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 current humanitarian crises while simultaneously pivoting forward, pursuing discovery and science to solve tomorrow's problems today.

This strategy outlines an ambitious agenda for CIMMYT to contribute to the transformation of food, land and water systems in a climate crisis. Our next step is to develop detailed and integrated work plans, providing a clear framework for implementation. These plans will serve as a blueprint, guiding the organization's efforts across various projects and initiatives, while fostering synergy and collaboration among teams. By utilizing key performance indicators (KPIs), the organization will systematically monitor its progress, enabling data-driven decision-making and facilitating course corrections, if necessary. We are steadfast in our commitment to driving positive change for farmers and communities worldwide. Through the successful realization of this strategy, we aim to create transformative and sustainable impacts that address the challenges faced by agricultural systems, empower farmers, and foster resilient and thriving communities for today and the coming decades.



Annex 1: Method note

CIMMYT was eager to design an ambitious strategy to carry the Center to 2030. This strategy represents the aspirations of the Center and articulates how the Center will contribute to the achievement of the One CGIAR 2030 Research and Innovation Strategy. CIMMYT has privileged partnerships with CGIAR Research Centers and particular attention was paid to ensuring that the CIMMYT 2030 Strategy serves the five impact areas of the One CGIAR 2030 Research and Innovation Strategy:

- 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

The CIMMYT 2030 Strategy outlines the objectives of the Center to achieve CIMMYT's vision. Building from the bottom up this strategy is made up of input from CIMMYT's six strategic components:

1. Excellence in Science and Innovation
2. Excellence in Operations
3. Talent Management
4. Resource Mobilization
5. Partnership
6. Influence and Advocacy for Impact

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

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 it serves, to innovate for the end users of its products and to ensure a better future for our global community.¹¹ 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 **was** crafted by responding to the following core questions.¹²

¹¹ The tools used here are taken from Lafley and Martin (2013) *Playing to Win: How Strategy Really Works*, Harvard Business Review Press and Kennedy and Maietta (2021) *Strategic Planning in the Humanitarian Sector: A Manual to Foresight and Futures-Focused Thinking*, Routledge.

¹² These stages have been adapted from Lafley and Martin (2013) *Playing to Win: How Strategy Really Works*

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, this formulation was adopted as the vision for the 2030 Strategy.

“
CIMMYT is a global thought leader and change agent for climate resilient, sustainable 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 was 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 grounded 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 considered 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 organizational effectiveness were 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 **the six strategic components**. 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 differently. Rather than creating a competitive advantage over others operating within 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 was created using the CIMMYT 2100 Vision, the 2030 scenarios and the six strategic components. 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 smallholder 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 of the strategy components were led by different groups of key staff. These leads 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 decisions were made for each strategic component on what they are going to do and what they are not. How these objectives were created differed according to how the leads chose to approach the project with their own teams. It was critical that the process was designed from the bottom-up

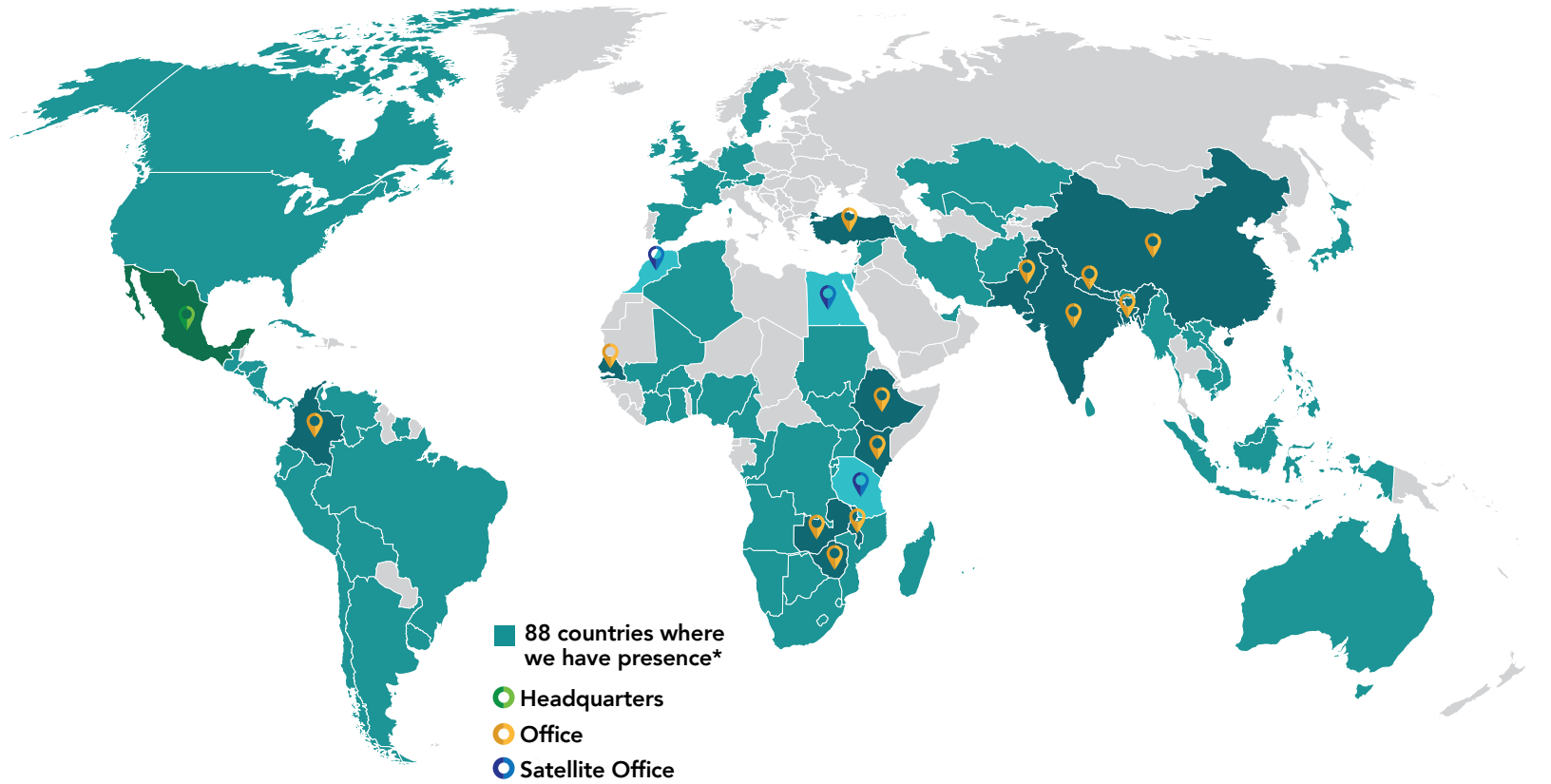
to ensure that the teams have ownership of their portion of the strategy and that they are confident in taking the strategy forward to consider what capabilities, systems and resources they need to implement the objectives they designed. Though each strategic component was drafted by a specific working group, the work of each of the components went through multiple rounds of consultation with all staff for their feedback and input to ensure that the work of the groups reflected the perspective of their colleagues. A robustness test was conducted for each component 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.

The priority was to ensure that CIMMYT's 2030 Strategy 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 the Center **wishes** to develop. 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 surveys and seminars. At each of the five virtual all-staff seminars held throughout the process there were over 200 participants. In addition, work on this strategy shaped the agenda of CIMMYT's 2023 Science and Innovation Week during which hundreds of CIMMYT scientists and staff in-person and online fed into the final draft review and validation.



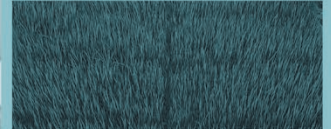
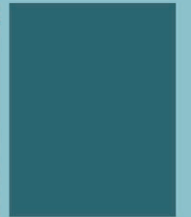
CIMMYT

Our Most Valuable Asset



- Afghanistan
- Algeria
- Angola
- Australia
- Argentina
- Austria
- o Bangladesh
- Benin
- Bhutan
- Bolivia
- Botswana
- Brazil
- Burkina Faso
- Burundi
- Cambodia
- Cameroon
- Canada
- Chile
- o Colombia
- Congo (Brazzaville)
- Costa Rica
- Côte d'Ivoire
- Cuba
- DRC
- Ecuador
- o Egypt
- El Salvador
- Eswatini
- o Ethiopia
- France
- Germany
- Ghana
- Guatemala
- Honduras
- o India
- Indonesia
- Iran
- Ireland
- Israel
- Japan
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- Laos
- Lesotho
- Madagascar
- o Malawi
- Malaysia
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- o Zimbabwe

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