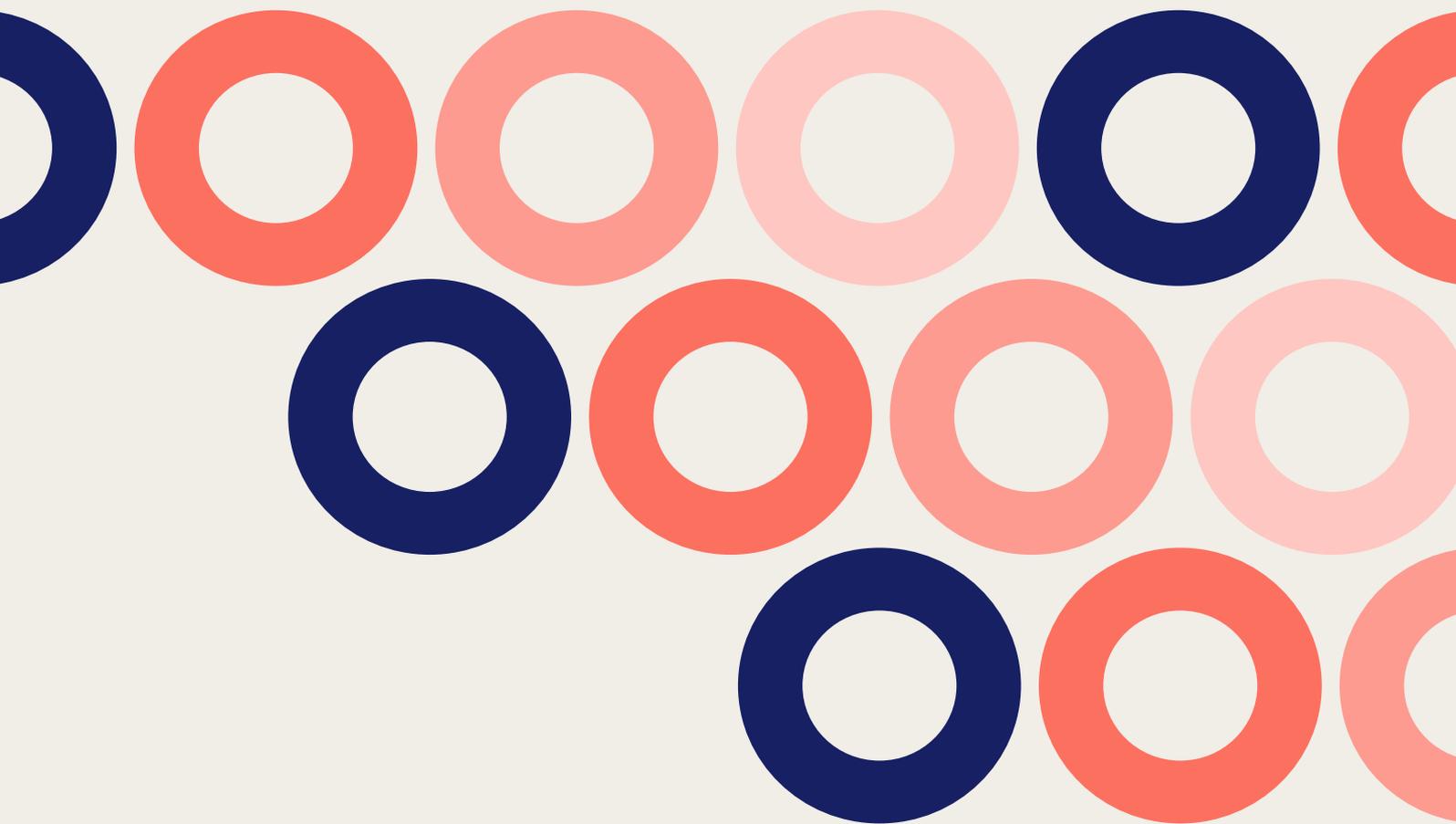


CMI STRATEGY

2023-2028







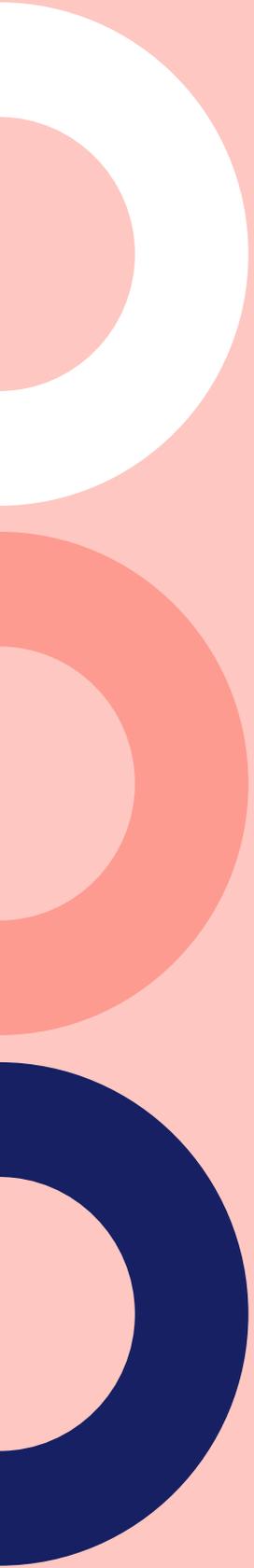
INTRODUCTION

CMI's vision is research for a just and equal world. We conduct high-quality research and address some of the more **serious challenges** facing humanity today by providing knowledge that inspires and shapes policy and practice. Our strong emphasis on multi-disciplinarity and broad thematic competencies, ranging from global health and migration to poverty, anti-corruption, human rights, and governance, puts us in the unique position to explore the interconnected ways in which policies, practices, and ideas shape people's lives. We work primarily in **Africa and Asia**, but with a global lens on the challenges and possibilities facing these areas.

CMI enters this strategy period in a strong position. Over the last five years, our staff has increased by more than fifty percent. Going forward, we will consolidate and strengthen our teams and the thematic focus of our research, but also respond to a changing world. One response will be to expand our engagement with the challenges related to **climate change** and the increasing number of **conflicts** around

the world. With this strategy, we also aim to strengthen our ability to influence positive social change. We will enhance our engagement with decision makers, activists and local communities and will increase our presence in key arenas in Norway and abroad.

CMI's long-term partnerships in the countries where we work are pivotal to fulfilling our mission. Our ambition is to be a role model in equal and **inclusive partnerships**. Calls to decolonise research have pointed out how Eurocentric concerns, funds and perspectives have shaped research worldwide. As a result, important insights and perspectives have been lost, and the resulting research has often perpetuated inequalities and stereotypes. We will address these injustices. Together with our partners, we strive for equal knowledge production in the development of research projects, publications, and policy recommendations. This is important both as a goal in itself and as a foundation for doing high-quality and **relevant research**.



Our strategic priorities for 2023–2028 are:

1 High quality research

To increasingly be internationally recognised for cutting-edge, interdisciplinary academic and policy-relevant research.

2 Impact for societal change

To strengthen our influence, and shape public debates and policies in our fields of expertise.

3 Equal knowledge production

To be a role model in equal and inclusive partnerships in all of our endeavours.

OUR VISION



Our vision is:

Research for a just and equal world

Our mission is to:

Address global challenges by providing research-based knowledge that inspires and shapes policy and practice.



VALUES

This strategy is grounded in and driven by CMI's values. CMI's values are centered on people and working together effectively in pursuit of the Institute's mission. These values inform our priorities as well as the ways in which we pursue them. Finally, these values motivate us in the work we do, and they make clear our deepest commitments.

INCLUSIVE & EMPATHETIC

- We see, listen to and value people for who they are
- We support each other and embrace our differences

COLLABORATIVE

- We collaborate based on trust and mutual understanding
- We understand each other's work and foster learning from each other

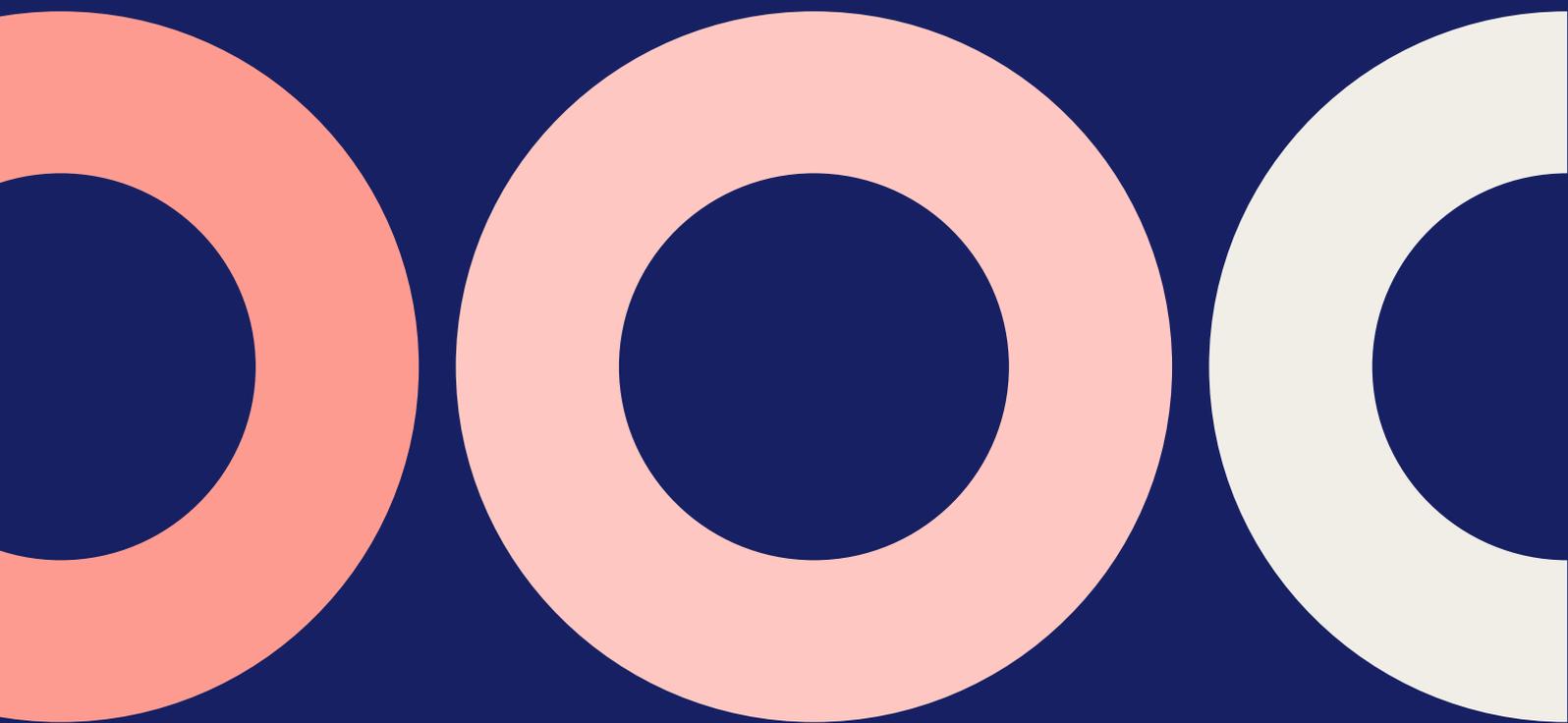
CURIOUS & BOLD

- We push boundaries
- We think creatively and open-mindedly
- We dare to ask the important questions

RESPECTFUL

- We are a valued and trusted partner
- We treat everyone with respect

STRATEGIC PRIORITIES



STRATEGIC PRIORITY 1

High quality research

CMI is increasingly recognised internationally for cutting-edge, interdisciplinary academic and policy-relevant research.

In collaboration with our global partners, we produce high-quality research that makes important contributions to our respective fields. Our research is long-term and supported by major grants and forged through international partnerships. At the same time, we facilitate cross-fertilisation between our commissioned and academic research. An important factor for high-quality research is that our partners' perspectives and knowledge are fully integrated into all parts of the research process. As we further develop our current research, we will make new inroads into areas relevant to climate change and conflicts, compatible with our competences.

CMI will:

- Support long-term research of high potential through institutional investments and have a systematic approach to strengthen research applications
- Build our competencies in commissioned research and create synergies between that research and academic projects
- Provide a strong base for young research talents to reach their full potential
- Support scholarly and professional development of staff to ensure high-quality research
- Invest and develop administrative infrastructure for large and ambitious applications to a wide range of funders, including EU-funding

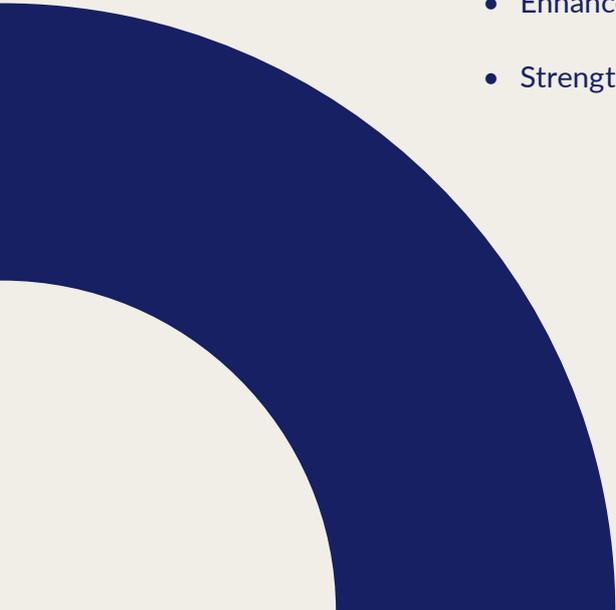
STRATEGIC PRIORITY 2

Impact for societal change

CMI aims to strengthen our influence, and shape public debates and policies in our fields of expertise.

Our high-quality research already is relevant to decision makers, activists, and practitioners, and is presented in a way so they can use it. We will increase our visibility and societal impact through targeted, engaged, and innovative communication with key audiences. Our ambition for societal impact is first and foremost on people's lives in the countries where we work, but also includes effects having to do with awareness, understanding, policies and practice.

CMI will:

- Contribute to shaping the Norwegian public debate on development policy
 - Increase our engagement in selected global arenas to impact policy and practice
 - Enhance our visibility and impact in the countries where we work
 - Strengthen our ability to systematically work for societal impact
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STRATEGIC PRIORITY 3

Equal knowledge production

CMI will be a role model in equal and inclusive partnerships in all of our endeavours.

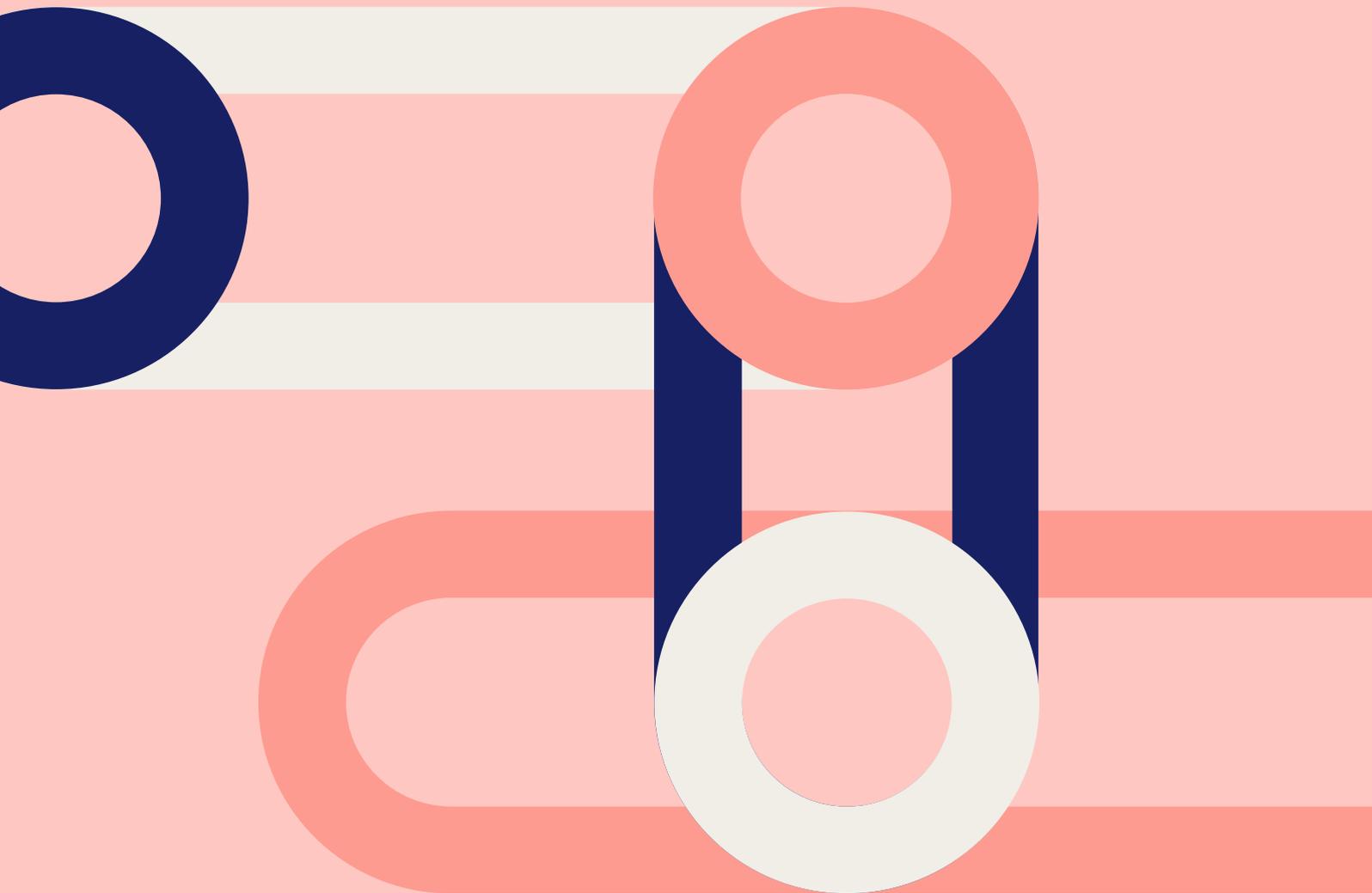
CMI is an attractive partner to researchers in countries where we work. We participate in long-term collaborations that strive towards equal participation in all phases of the work. We make resources available for our partners' professional development as well as for our own. In order to benefit from a wide array of perspectives and to reduce biases, we have institutionalised measures to increase the diversity of teams and staff.

CMI will:

- Increase co-publication with researchers in countries where we work
- Invest in initiatives that can deepen collaboration with partners in the Global South, such as fellowships, scholarly exchanges, and joint presentations
- Adopt measures and principles to increase equality in everything we do, such as in project collaboration and design, diversity in staff and on the CMI board
- Systematically work to challenge paternalism and discriminatory structures, practices and language

STRUCTURAL PRIORITIES

The structural priorities represent the main goals for CMI, but are also critical to realising many of CMI's strategic priorities.



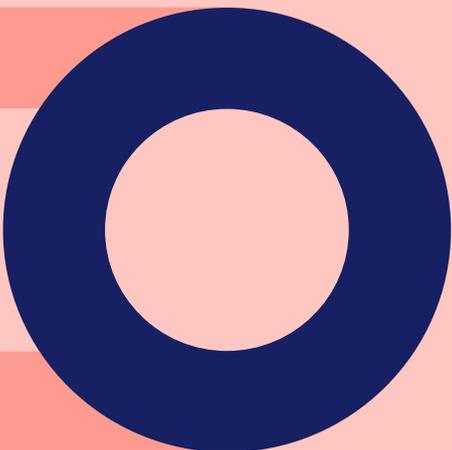
STRUCTURAL PRIORITIES 1

An inclusive workplace

CMI must have an inclusive and healthy work culture that encourages and thrives on diversity, including in perspectives. We actively promote inclusiveness, mutual respect and ensure equal opportunities. We treat each other and our partners with empathy and respect.

CMI will:

- Improve institutionalised procedures to ensure equal opportunities for all
- Improve the flow of information and internal communication
- Take specific measures to ensure recruitment and retention of a diverse staff
- Invest in and prioritise maintaining a healthy working environment



STRUCTURAL PRIORITIES 2

A developing & sustainable organisation

CMI continues to adapt to changing needs and requirements by having sufficient staff with the right competencies, resources and technology to support our operations. CMI is highly professional in all parts of its organisation. All staff members are given support to fulfil their potential.

CMI will:

- Ensure continuous development of staff competencies to be ready for changing needs and requirements
- Provide necessary resources to support the staff in handling new technologies, operational changes and organisational improvements
- Monitor workload and ensure work-life balance is aligned with capacity and innovation requirements

STRUCTURAL PRIORITIES 3

Social responsibility

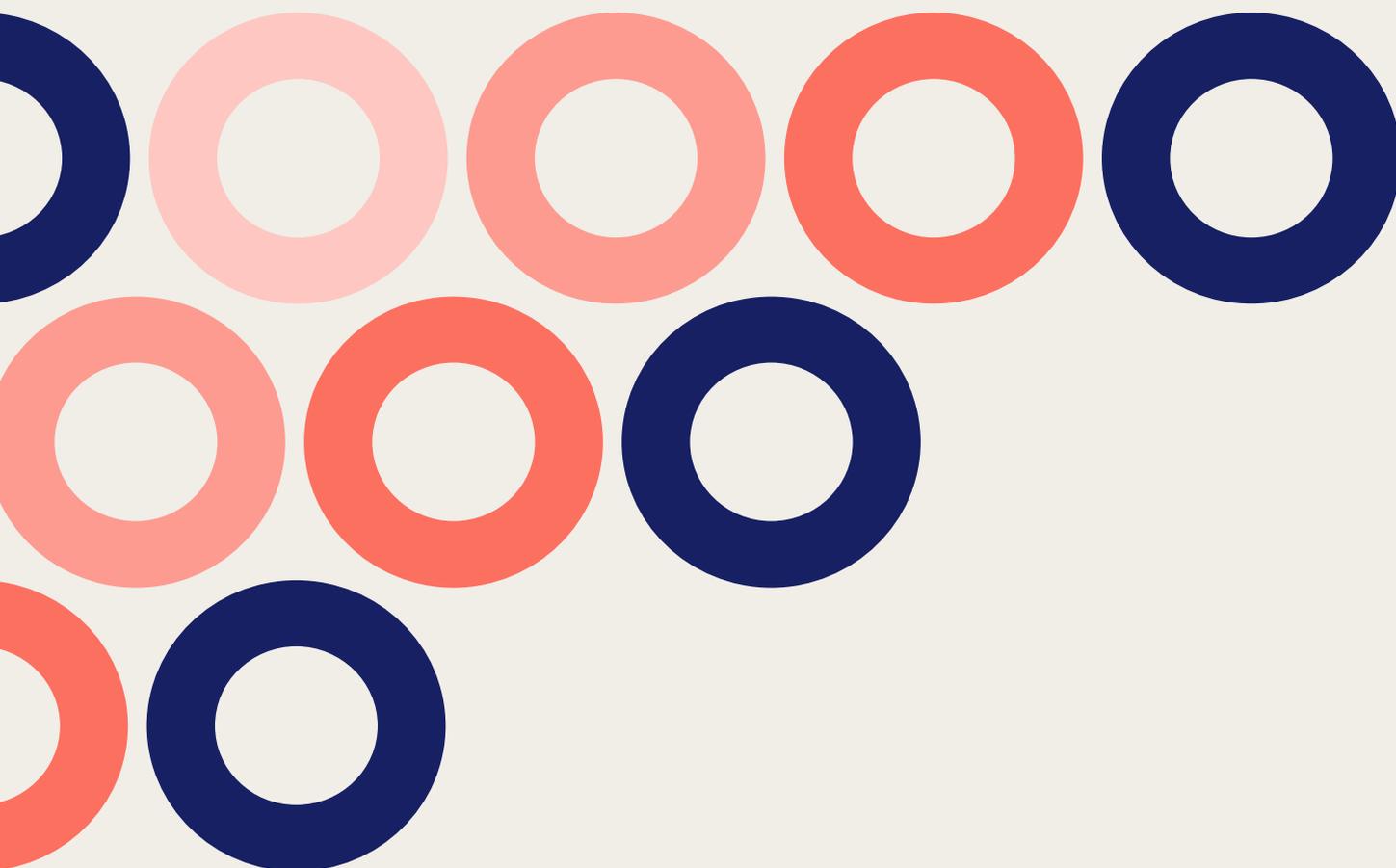
CMI works for sustainability in all areas of our operations, especially those focused on environmental, social and governance issues. At CMI, we raise awareness about situations where our own activities can potentially have harmful impacts, and we work systematically to prevent or reduce these situations. We are committed to protecting the environment and to reducing our carbon footprint.

CMI will:

- Continue to foster an organisational culture where social responsibility and sustainable resource use are ingrained in all we do
- Offer transparency into our operations throughout the entire organisation as well as our network of suppliers and partners
- Measure how we perform with respect to select sustainability targets and work to continuously improve the results

Chr. Michelsen Institute (CMI) is an independent development research institute based in Bergen, Norway. In cooperation with partners from all over the world, we address key development and scientific challenges that generate knowledge to promote justice and equality.

We combine high quality research with an engagement to make knowledge accessible and used. The main disciplines are economics, political science, and social and cultural anthropology.



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