



# Business Progress Update

ExCo and Liaison Officer Briefing, October 20th 2020

Trevor Nicholls & Daniel Elger

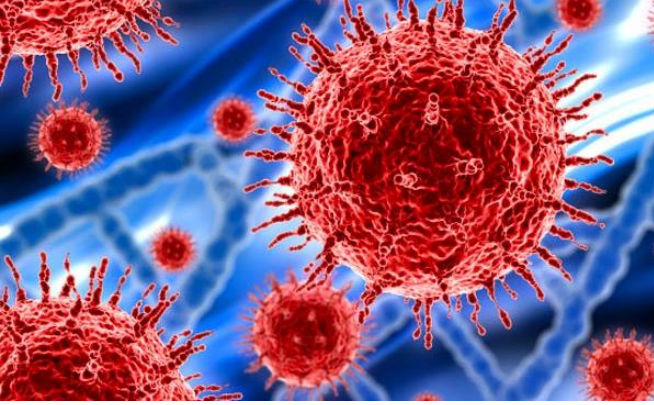
# Headlines – continuing to deliver

- Increasing return to offices/labs/fieldwork as COVID restrictions eased during the summer
- Your View Survey shows good levels of staff confidence, engagement and morale.
- Publishing performing strongly but ID slipping behind as delays to project implementation mount.
- Positive donor support for long term funding of Plantwise Plus (up to 10 years)
- Good financial results but beginning to see some slowdown and second half looks more challenging although RF1 still achievable.
- Wallingford new office completion by end September, on budget



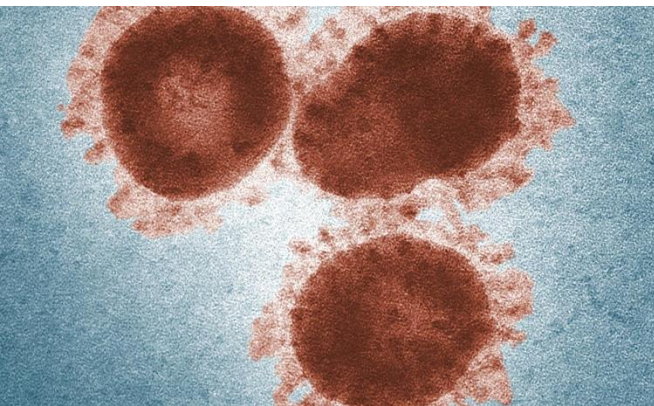
A photograph of a man and a woman in a community meeting. The man, on the left, wears a grey jacket and a white cap, holding a pen and a green leaf. The woman, on the right, wears a white headwrap and a colorful patterned shawl, gesturing with her hands. They are seated at a table with papers and a mobile phone. In the background, a banner features the text 'PLANT', 'HAN', 'ACHA', 'KATO', and the CABI logo.

# COVID-19 Impacts



# COVID-19: Current situation

- Most staff still working from home for at least some of the time
- Increasing return to labs and offices as lockdown restrictions are eased.
- Productivity remains good but delays in project implementation are impacting ID revenues.
- Field work resuming where we have staff in country
- Partners also coming back to work – using videoconferencing to move things forward.
- Made good use of furlough schemes in UK and Switzerland (~£250k savings)





# COVID-19 - Principles, Policies and Procedures

- Colleague support and safety  
CABI's guiding principle
- Flexibility on timing of return to the office, according to personal circumstances, business and team needs.
- HR and line manager support for questions and concerns

## Staff First\*

1

- Location-based approach to timing of reopening
- Fully aligned with government guidance
- Dates and information per office will be provided through local leadership

## Location Intelligence

2

- Enhanced, deep cleaning of office areas and equipment
- Facilities and supplies to help colleagues take hygiene precautions
- Safety reminders on handwashing, avoiding face touching and staying home if unwell

## Biosafety Measures

3

- Enabling social distance through layout of office and shared areas
- Gradual step up in staff numbers over time
- Initial limits on visitors and travel between offices

## Space Management

4

- Decisions on how to return to the office taken by CABI
- Agree working patterns that balance staff needs with business needs
- Phase start times and rotate days in the office initially

## Working Patterns\*

5

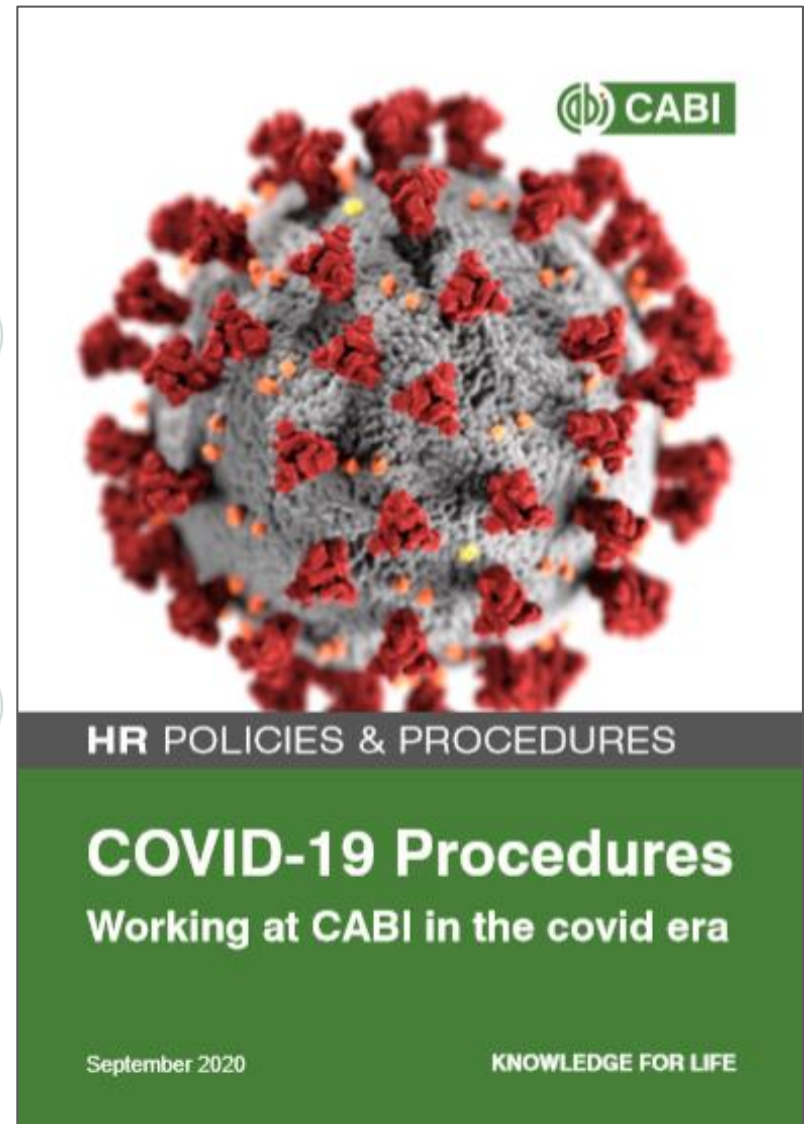
- Ongoing monitoring and defined processes if an office needs to shut temporarily
- Stay adaptable and prepared to work from home at short notice
- Keep hold of equipment and stay connected

## Stay Adaptable

6

[Occasional Homeworking Guidelines – CABI](#)  
[Flexible Working Policy – UK](#)  
[Homeworkers Policy – UK](#)

plus Coronavirus Job Protection Schemes –  
c£250k secured in UK and Switzerland





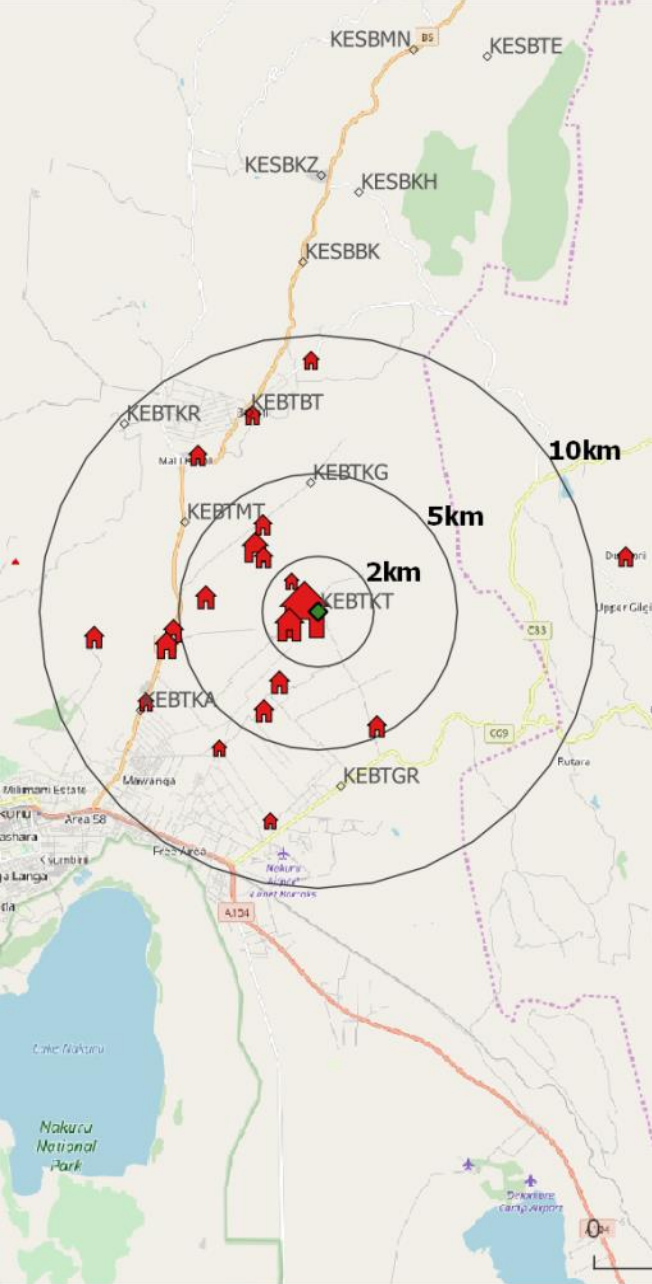
# Impact of Covid-19 on operations

## Country-specific activities

- Relatively few activities had to be completely cancelled this year - many proceeded after delays and/or modifying the approach
- Remote communication and, in some cases, remote training, worked fairly well for many activities in many of the countries
- A number of countries have resumed face-to-face trainings and extension activities (e.g. Ghana, Zambia, Nicaragua, Sri Lanka)

# Impact of Covid-19 on PWKB

- On-going activities in spite of Covid-19:
  - New and updated content received for upload to the PWKB
  - Investigations into the use of machine learning for validation; a person can validate 200 records in 8 hours while machine able to process over 3,000 in same time
  - Updated PWKB diagnostic tool, due for integration with new distribution database
  - Partner support (remote troubleshooting, creating POMS and DCA accounts)
  - Improved system for creating DCA accounts







# M&E progress despite Covid-19

- **MEC evaluation (SMS), Zambia**
  - Linked to PRISE and AOI; data collection ongoing
- **Social media study (consultant)**
  - Ongoing, desk study book chapter drafted
- **DrivenData (consultant)**
  - Ongoing, desk study managed by KB
- **Pesticide study Rwanda/Zambia**
  - Complete and paper submitted
- **NEW Digital Extension Advisory Service** needs assessment: in collaboration with FAO
- **NEW – Study on effects of COVID-19** on implementation ongoing, with most data collected





# Some M&E delayed by Covid-19

- **Pesticide study, Kenya**

- progressing, with data collection starting Q3 through use of plant doctors and local KALRO staff to reduce any needs to travel

- **MEC evaluation (SMS), Rwanda**

- To be postponed to March next year, will then also fit with main cropping season

- **Gender assessment**

- Ethiopia – data collection about to start with KIs done remotely, including for plant doctors; farmer interviews will be done by trained community leaders
- India – planning for study underway, survey tool being finalized; MSSRF staff to lead the interviews



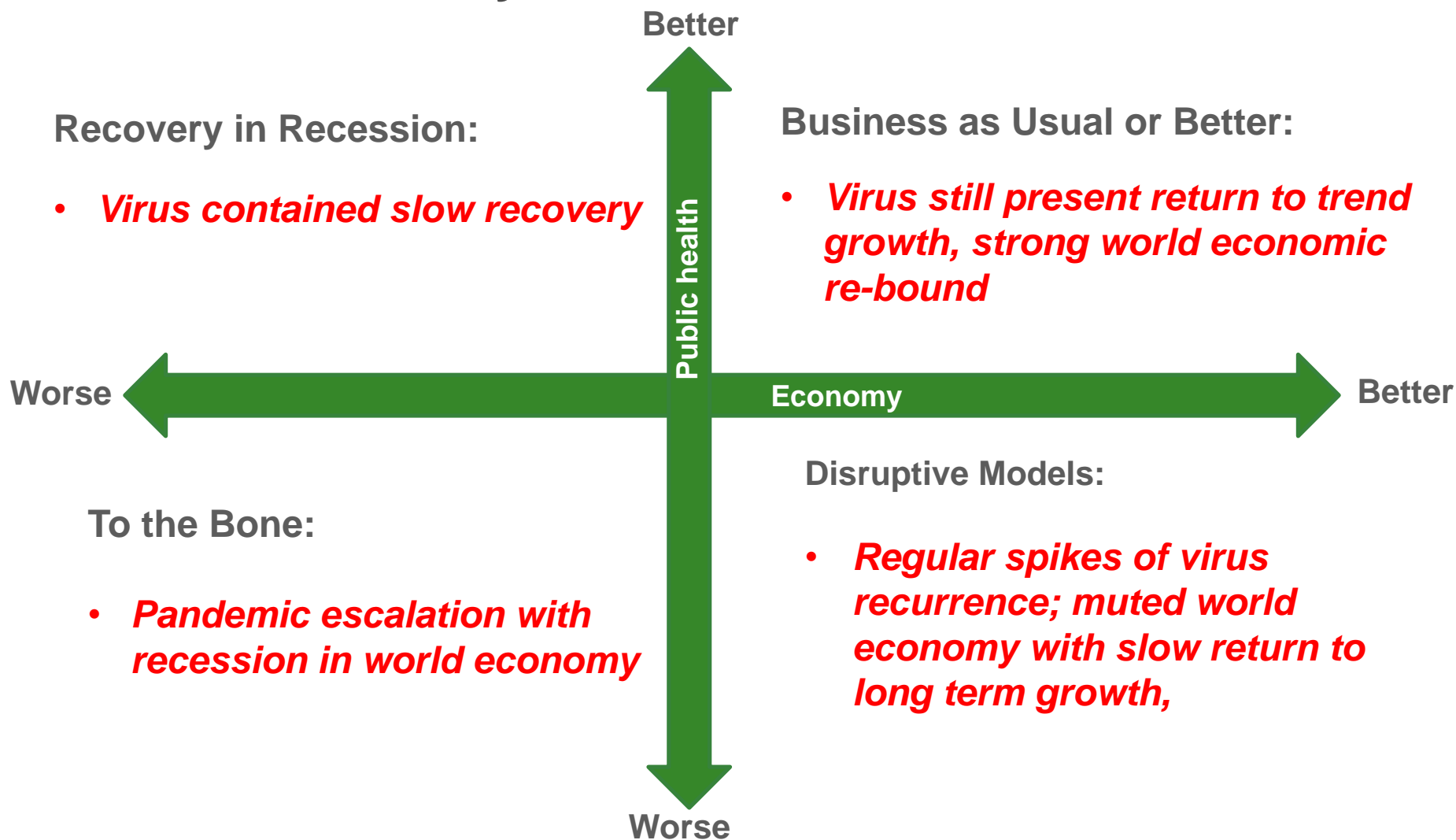
# Planning ahead for the “new normal”

**5 teams covering Africa, Asia, Donors, Publishing and Digital Development tasked to:-**

- Develop multiple scenarios for the future
- Identify Opportunities and Threats arising from each scenario
- Agree CABI's USPs and Sources of Competitive Advantage
- Identify changes and implications for Medium Term Strategy 2020-2022
- Develop and prioritize strategic options
- Determine key actions to deliver these strategic moves



# Scenario Summary : *uncertainties and drivers*



## In any scenario:

- Funding will be increasingly challenging
- Consolidation of Publishing and Development competitors is likely
- There will be a greater focus on food systems, not just agronomy
- Partnerships will be critical to deliver system-level solutions
- There will be greater emphasis on digital delivery
- Funding will go to those organisations with clear USP/Competitive advantage
- CABI's Membership Structure is a unique point of differentiation





# What are we really good at?

## ● CABI USPs

- Crop protection and production
- Knowledge management, communication and dissemination
- Last mile translation of research into use

## ● Competitive Advantages to underpin USPs

- Scientific knowledge and content in plant health
- Depth and quality of content
- Independent, Not-for-Profit, IGO – member country structure.
- Research, development collaboration, publishing, knowledge management
- Brand reputation and relationships
- Geographical presence

# Adjusting the Medium-Term Strategy

## **Assumptions are (likely to be) wrong**

- Financial assumptions will be challenged going forward because of COVID-19 impact
- Freedom to deliver project implementation in the field under the “new normal”

## **Key changes needed**

- Development communication and extension increasingly digitally driven
- Climate change to be positioned as a cross-cutting theme in all core programmes
- Greater emphasis on showing economic impact and benefit at country level
- Need to improve our approach and offering to the private sector.
- Make staff cost base more variable through greater use of consultants



# Key Actions arising

1. Focus on the core strengths of plant/crop health
2. Strengthen and leverage relationship with Member Countries
3. Increase use of inclusive and innovative ICT and digital approaches
4. Develop strategy to deliver market access for smallholder-based agri-value chains
5. Mission-driven marketing campaigns, hosted events, and ambassador networks to raise awareness of CABI brand and capabilities
6. Implement country and regional action plans for resource mobilization
7. Review our internal skills/systems/structures to improve effectiveness and efficiency
8. Identify a roadmap for strategic partnerships, absorptions and business development

# Staff are positive about our approach to COVID-19

- 94% of staff have confidence in CABI's response to the COVID-19 pandemic
- 93% believe that CABI is making sufficient adjustments to deal with the pandemic
- 88% know where to go for support regarding their health, safety and wellbeing while working remotely
- 86% of staff have been easily able to adjust to working from home
- 89% of staff say that they have the resources they need to work from home effectively
- 93% feel connected with their own team
- 87% feel connected with other teams with whom they work closely
- 94% of staff say their line manager is being understanding and supportive
- 93% say that they have the flexibility they need to manage work and home life



# 2020 progress .....the story so far



# Your View Staff Survey 2020

- **Response rate of 91% of staff** (vs 78% of staff in 2018) - our highest ever.
- **Overall staff engagement score in the upper quartile** for fourth year running
- **Significant improvements in many scores**
- **Key 2020 scores** (with the 2018 scores in brackets):
  - 94% (91%) of staff said they are proud to work for CABI;
  - 96% (95%) understand CABI's mission and objectives
  - 96% (93%) understand how their role and their team contributes to CABI's results
  - 62% (50%) believe that One CABI' describes the way we work
  - 80% (68%) believe that EMT articulates a clear vision and strategy
  - 86% (84%) of staff responding have confidence in the CEO's leadership
  - 76% (77%) believe 'I have a positive future at CABI'
  - 60% (63%) feel that their salary reflects their responsibilities
  - 68% (67%) believe that morale at CABI is good
  - 88% (84%) would recommend CABI as an employer
- **Global Staff Council to present response and action plan at next Board**



# Implementation of revised membership fees and governance mechanisms

- **ExCo approved** (by e:mail) management responses to KPMG Review
- **Member Country contributions**
  - **£1.92m received** - £1.83m for 2020 against total invoice value of £2.65m
  - **19 MCs** have paid so far including all **6** more developed MCs (2 @2019 level)
  - Working with MCs to secure payments, and **expect c£2m in total this year**
  - **£3m from FCDO (DFID)** for UK Pension Deficit expected before year-end
- **Member Countries**
  - **Ethiopia** now a full member
  - Positive discussions ongoing with **India and Mauritius** regarding continued membership
  - **Cyprus and Bermuda** will leave



# Solid results from Publishing databases

**£5,909k vs budget of £5,916k (99.9% of budget year to date) and RF1 of £5,681k**

## Reducing risk with key vendors

- EBSCO CAB Abstracts with Full-Text contract signed, list of ~1000 full text journals being finalised
- Contract with Clarivate being revised – reducing risk in 2021
- Exploring potential for adding research analytics functionality (also in discussion with Digital Science as an alternative partner)

## Improving platform and functionality

- Responses to our RFP for platform-outsourcing received from Atypon, Silverchair and HighWire – preparing next round of meetings
- Trialling UNSILO, an AI tool, to generate automated “more like this” across the full database of CABI content



# Improved performance from Books

**£1,130k vs budget of £1,174k, (96.3% of budget year to date), RF1 of £952k**

- E-book sales £621K vs budget of £440K (+41%), now 61% of total book sales
- Print book sales adversely affected by COVID-19: £382K vs £552K (-31%)

## **On track to hit target and publish 72 books by year end**

- Commissioned 69 titles vs 50 at the same time last year
- Authors now struggling to write as they re-engineer their university courses

## **Rapidly changed mix and market dynamics since March 2020**

- Bookshops were closed, major wholesalers collapsed
- Market demand as libraries seek to provide remote access and spend their CAPEX budgets in 2020 ahead of cuts in 2021
- E-book Steering Group has optimised vendors, pricing, business models, positioning us well to meet the demand

**Tourism Case Study Database** on track for launch in April 2021

# agriRxiv and CABI A&B – launched in June

## agriRxiv – pre-print service:

- 100<sup>th</sup> preprint
- Videos
- Commenting

## CABI Agriculture & Bioscience Journal:

- 10<sup>th</sup> paper
- Genomics Section Editor recruited
- Regional Editors in Chief being interviewed for India and China
- Acceptance ~ 33%



### CABI A&B status update 02-Sep-20

Manuscript Status	Number of manuscripts	Change from previous week
Editor Assigned	10	+1 new submission
Under Review	13	
Incomplete / Sent back to author	9	
Out for Revision	7	--
Accepted	10	0
Rejected / Transferred / Withdrawn	24	0
Published Articles	10	0

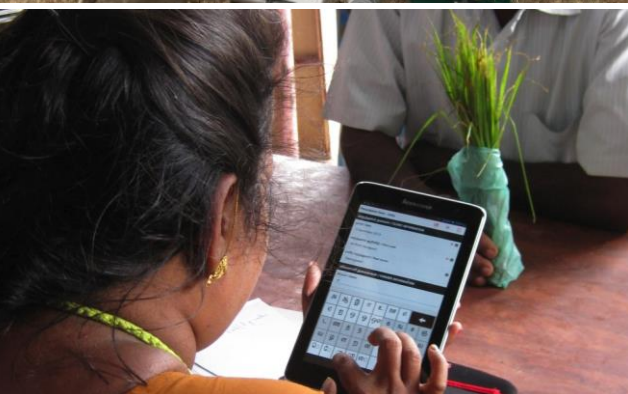
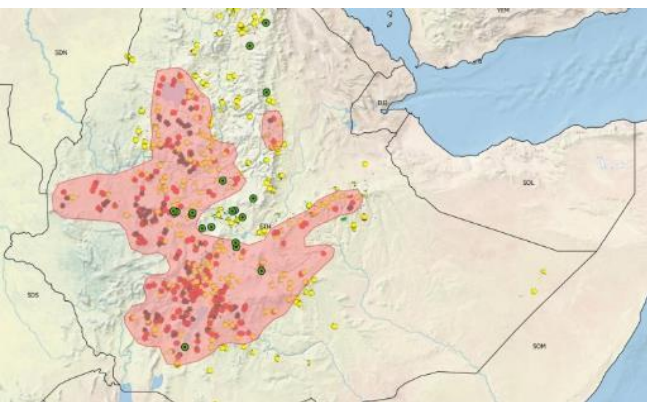
# CABI Author Services

- Exploring development of an author services with Editage, a leading provider of editorial services –
- English language editing, translation, transcription, infographics, etc
- Will fit between agriRxiv and our OA journal, CABI A&B
- 20% royalty from the service will subsidise authors from low income CABI member countries
- CDF will fund initial Vouchers and creation of bespoke CABI materials

The screenshot displays the ASCO (American Society of Clinical Oncology) website. At the top, there is a navigation bar with links for 'ASCO Home', 'About Us', 'Login', and 'Contact Us'. The main header features the ASCO logo and the tagline 'MAKING A WORLD OF DIFFERENCE IN CANCER CARE'. To the right, a banner for the 'Journal of Clinical Oncology' highlights the 'JCO's Impact Factor 28.349' and includes a 'SUBMIT NOW' button. The 'ed|tage by CACTUS' logo is also present. Below the header, a navigation menu includes 'Services', 'Service Guarantee', 'Educational Resources', 'ASCO Journals', and a 'Get quote' button. The main content area features a large image of a group of healthcare professionals in a meeting. To the right of the image, a blue box contains the text 'Welcome ASCO authors! Find all the help you need for scholarly publishing' and a 'Get started with English Editing' button. Below this, a statistics bar shows: '1,364,000+ papers edited', '492,000+ authors served', '1,064+ subjects covered', '2,000+ experts', and '18+ years of experience'. A text block below the statistics states: 'ASCO, in collaboration with Editage, now offers all the resources you need to prepare, submit, publish, and promote your next article. This includes editing support, design and artwork services, technical review assistance, and research communication solutions. Present your work clearly and lucidly, and enhance your chances of getting selected for publication.' At the bottom, a section titled 'JCO's Impact Factor 28.245' reports that 'JCO's 2018 impact factor has risen to 28.245, the highest in the history of the Journal. This is a prestigious milestone that validates the high quality, practice changing content that our authors, readers, and patients have come to expect.'

Metric	Value
Papers edited	1,364,000+
Authors served	492,000+
Subjects covered	1,064+
Experts	2,000+
Years of experience	18+





# KB Projects on track

- **Net revenue is +£70K and Gross contribution is +£42K vs Budget YTD**
- **Publishing FAIR Data Toolkit** developed for BMGF Enabling Data Access project, and working to develop proposal for a third phase of this work
- **Global Burden of Crop Loss:**
  - Due to complete BMGF/FCDO-funded exploratory phase by end of October
  - Aiming to scale-up to become a core CABI programme
  - Identifying key collaborators for Research Consortium
  - Interviews over next 3 months with key donors/funders
- **Machine learning prototype** for validation of Plantwise clinic data completed



## Overview – Int. Development.

- **Net Revenue at £11,209k is £(2,170k) down on budget, 9% below 2019**, mainly due to COVID-19 related delays in implementation.
- **Operating surplus £(386k) down on budget due to revenue shortfall**
- **Project pipeline value £31.5M, including £25M PW+.**
  - Seeing fewer and smaller calls from donors for new proposals
  - Inter African Coffee Organisation (IACO), International Coffee Organization (ICO) and CABI have designed an emergency intervention programme to alleviate the impact of the Covid-19 on Africa's coffee sector (€12M initiative)

## 2020 Staff publications – YTD

- So far this year, **83 publications** by CABI staff including **38 are in journals with an IF>2.**
- Of the five new publications in IF>2 journals, note three with a CABI first author:
  - **Zhang, J., Zhong, Y., Tang, R.,** Rebijith, K.B., Li, F., Chen, G. and **Zhang, F.** (2020) Olfactory reception of host alarm pheromone component by the odorant-binding proteins in the samurai wasp, *Trissolcus japonicus* (Hymenoptera: Scelionidae). *Frontiers in Physiology* 11(1058), 10 pp. <https://doi.org/10.3389/fphys.2020.01058>
  - **Stahl, J., Babendreier, D.,** Colazza, S., Foti, M.C. and **Haye, T.** (2020) Intrinsic competition between two European egg parasitoids of the brown marmorated stink bug. *Journal of Applied Entomology* 144(8), 669–677. <https://doi.org/10.1111/jen.12796>
  - **Toepfer, S.,** Zhang, T., Wang, B., Qiao, Y., Peng, H., Luo, H., Wan, X., Gu, R., Zhang, Y., Ji, H. and **Wan, M.** (2020) Sustainable pest management through improved advice in agricultural extension. *Sustainability* 12(6767), 17 pp. <https://doi.org/10.3390/su12176767>



# Team for CABI Science Review 2020

- **Prof Christian Borgemeister** (Leader)  
Director, Center for Development Research (ZEF), University of Bonn
- **Prof Katherine Warner**  
Adjunct, Associate Professor, University of the Sunshine Coast, Australia
- **Dr Willem J. Ravensberg**  
Corporate Sr Regulatory and Governmental Affairs Manager, Koppert
- **Prof Wanjiku Chiuri**  
Laikipia University, Kenya
- **Dr André Lévesque**  
Senior Scientific Director, Canadian Food Inspection Agency
- **Dr Sileshi Gudeta Weldesemayat**  
Adjunct Professor, Addis Ababa University, Ethiopia; based Lusaka, Zambia
- **Ms Janet Stewart** (Editorial Assistant)



# Action on Invasives

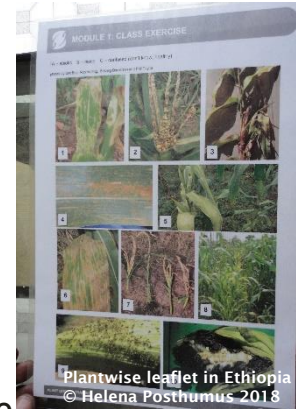
- Large locust outbreak in Africa, India, Pakistan and South America has been great for promotion of Green Muscle and significant sales have taken place. Additional territories of East Asia and India added to Eléphant Vert's contract for a fee
- Calls for tenders are not being matched by donor money yet but FCDO funding for locust add-on to ACES project secured (£1M, 215K to CABI)
- Desert locust management strategy for Kenya being developed with the government
- The Japanese knotweed psyllid has been cleared for release in NL. First releases in USA have also been taking place
- Knotweed mycoherbicide field trials v2 ongoing
- Laboratory culture of papaya mealybug established in Kenya to receive shipment of classical biocontrol agent (*A. papaya*) from Ghana
- Fall armyworm classical biocontrol agent (*Eiphosoma laphygmae*) successfully shipped from CABI Swiss centre to Pakistan for rearing and trials



# Positive external evaluation of PW/Aol for DGIS

## Findings Q1. Performance – relevance to stakeholders

- **National stakeholders:** Needs based assessments, creation of nation NSCs in country
- **Farmers:** Demand-driven approach, accessibility of PC, quality diagnostics, actionable recommendations
- **Extension agents:** Capacity building, concrete tools for diagnostics and advice on plant health. Plant doctors are confident & the pride of extension services
- **Dept. of Agriculture, Plant protection agencies, MinAgri:** System for extension, monitoring of quality of services (POMS) and opportunities to respond to new and re-emerging pests and diseases and to develop new factsheets (Knowledge Bank)
- **Research organizations:** Rich database of plant clinic queries (accessible through POMS) and demand-driven, prioritized research areas
- **NGOs and Development partners:** Interesting approach for a multitude of in-country NGOs and development partners working in agriculture and extension and co-funding occurs
- **Private sector:** The programme seems relevant for private sector actors, but their engagement thus far has been timid. This appears a real opportunity for PW and Aol.





## The continuing challenge

- Public extension staff numbers insufficient to reach all smallholder farmers that need professional advice (relevant, high quality and objective extension messages)
- Lack of smart tools and processes for pest & invasive species surveillance and mitigation of outbreak risks to reduce impact on food security
- Insufficient awareness of the hazards of excessive pesticide use among farmers as well as advisory service providers and, ultimately, consumers of agricultural produce
- Insufficient access to effective and affordable low risk alternatives that farmers can use instead.



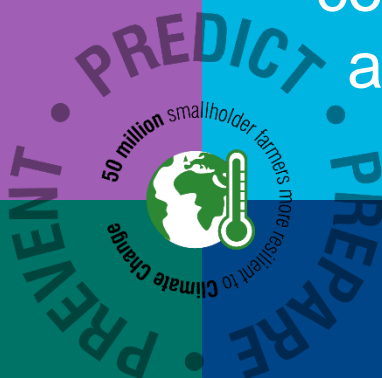


# Moving forward with Plantwise+

- Merging and evolving CABI's Plantwise and Action on Invasives programmes
- A **10-year** programme reaching **50 million women and men farmers** in **20 countries**:
  - Inception phase (2020)
  - Proof-of-concept phase (2021 - 2023)
  - Scale-up phase (2024 - 2030)
- This will require €100 million from a consortium of donors (e.g., DFID, EU, DGIS, SDC)

To enhance knowledge and uptake of climate-smart plant health practices through responsive digital advisory tools

To increase supply of safer food through enterprises driven by women and youth to meet growing demand by consumers in rural, urban and peri-urban markets



To develop capacity and systems for local production and distribution of low-risk plant protection products

To strengthen systems for detection and response to pest outbreaks



## Anticipated impact

Improve sustainable agricultural production, supplying more and safer food by:

- supporting farmers more comprehensively to grow the **quantity** of food required
- helping countries to **predict, prepare** themselves for and **prevent** plant health threats, thereby reducing crop losses
- helping farmers improve the **quality** of food grown





## PlantwisePlus funding overview

- **DEVCO:** contract now signed, €6m for proof-of-concept, from Jul 2020 to Dec 2023
- **SDC:** agreed to fund with approx. GBP10m over 10 years, with several multi-year funding agreements
- **DGIS:** agreed to fund proof-of-concept phase, plus commit to full 10 years subject to GO/NO GO; full proposal for approx. €9m over 3 years near-approval (to include CABI membership)
- **FCDO (DFID):** £10m agreed (April 2020 - March 2022) for CABI projects/programmes including PlantwisePlus, ACES, Global Burden, PRISE, CDF.
- Budget reductions of approx. 17% announced for the first year of the existing contract and bonus payment of £820 is no longer available in spite of performance assessment conducted in mid-2020



# A future plant health system will:



**Predict:** foresee and identify the most likely plant health threats



**Prevent:** use smart and targeted surveillance to spot likely plant health problems and take measures against plant health threats before they arise



**Prepare:** be ready to react rapidly at scale to manage pest and disease problems at an early stage to contain them

## This will lead to:



**Quality:** encourage adoption of best practices in plant health, to improve the safety, resilience and quality of crops



**Quantity:** be able to demonstrate the social and economic benefits of its activities – or the cost impact of inactivity – for governments and agribusiness.

KOPPERT  
BIOLOGICAL SYSTEMS

syngenta

e-nema

ORO AGRI  
A member of the Omnia Group

Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation SDC



AFRICAN DEVELOPMENT BANK GROUP



Ministry of Foreign Affairs of the  
Netherlands

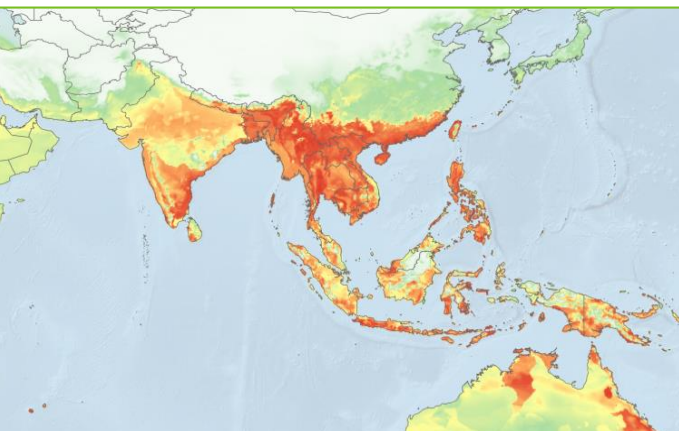


BioProtection  
Global



# CABI BioProtection Portal

- **Online, free to use**, information resource
- Launched in Kenya in Feb 2020
- Now also live in Peru, Spain and Ghana
- **Coming soon:** Jordan, Bangladesh, Chile, Uganda
- **In the pipeline:** Canada, Brazil, Netherlands, UK, Colombia, China, France, Germany
- **Business model built upon sponsorship** and partnerships with the biocontrol industry
- MoU recently signed with BioProtection Global – a worldwide group of biocontrol and biopesticides industry associations
- Verbal commitment from Nespresso to sponsor
- User analytics being used to generate live market intelligence dashboards for industry partners



## Continuing good progress

- Readership up almost 50% and UPVs up 43% Y-o-Y
- Successful Annual Review with SIDA
- Won training contract with UNESCO £30k
- Won EU H2020 Global Scape, ranked 1st out of 26 (€160k)
- Over 500 university students enrolled in online courses on science communication during COVID-19
- Article on financing for COVID-19 research in Latin America picked up by multiple outlets
- Interest in podcast growing among UK audience – more than 600 downloads in first month
- Government of Cameroon suspended logging after SciDev.Net article. Story of Impact in production



# Information Technology

- Good security awareness maintained across the organisation. No cyber incidents this quarter.
- IT Strategy approved by EMT and published on SharePoint
- IT plans for new HQ building on track:
  - IT infrastructure installation complete
  - 2 x 1GB internet circuits are live
  - AV installation commencing 21<sup>st</sup> September



# Property re-development



- Received £6M from CALA on July 3<sup>rd</sup>
- Completed Sept, move-in w/c Oct 12<sup>th</sup>
- Delivered within budget
- Egham proposals to be reviewed by Runnymede Planning Committee in November meeting



# The Bottom Line

# Net Revenue 2020

£'000	September Ytd			RF1 (Base Case)		
	Actual	Budget Var	Growth vs 2019 %	Full Year	Budget Var	Growth vs 2019 %
Knowledge Business	9,048	2	6%	11,467	(1,138)	(7)%
International Development	11,209	(2,170)	(9)%	16,835	(2,070)	(5)%
Corporate	2,417	(66)	(19)%	3,365	16	(17)%
Total	22,673	(2,234)	(9)%	31,667	(3,192)	(7)%

# Operating Surplus 2020

	September Ytd			RF1 (Base Case)		
£'000	Actual	Budget Var	Growth vs 2019 %	Full Year	Budget Var	Growth vs 2019 %
Knowledge Business	3,396	497	35%	3,943	(293)	(5)%
International Development	209	(386)	45%	590	(290)	41%
Corporate	(3,337)	373	(4)%	(4,548)	364	(12)%
Total	268	484	>100%	(15)	(219)	(112)%



# Outlook

- Sustained disruption to project implementation creates revenue and operating surplus risk to the RF1 in International Development although a significant upside from Conidia profit-share is expected.
- Knowledge business currently on-track to exceed RF1 but funding pressures in key markets may yet still cause a drop in Publishing revenue.
- Cash position has strengthened significantly over 2020 although a proportion is held on behalf of donors awaiting project implementation
- Currently reforecasting for 2020 and budgeting for 2021-23
- Anticipate that trading and funding conditions will be challenging for the period of the 2021-23 plan.
- Expect UK DB Pension Scheme deficit to increase at next formal valuation 31/12/20

A photograph showing a group of people, including Daniel Elger, gathered around a table. Daniel Elger, wearing a dark jacket and glasses, is using a yellow pencil to point at a green leaf held by another person. Several other individuals, including an older man in a tan jacket and a woman in a red shirt, are looking on with interest. The background is slightly blurred, suggesting an outdoor or semi-outdoor setting.

# Meet Daniel Elger

# What is your background?

- PhD in cancer biology after undergraduate medicine
- Started career in STM publishing – journals and books
- Twenty years in biotech / pharma industry – new medicines
- Range of roles, mostly commercial, also R&D, finance/investor and communications – global focus



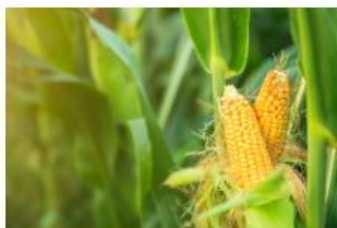
# Why did you join CABI?

- Science for good
- 'Making knowledge useful'

Dame Prof Anne Glover



## Open access tools and resources



### agriRxiv

An open access preprint service giving researchers the opportunity to share scientific discoveries and explore new research to inform agricultural science, policies and practice.



### CABI Agriculture and Bioscience Journal

A broad-scope, open access journal publishing original research and data across agriculture and the biosciences including plant science, climate change, soil science and social sciences



# What are your first impressions of CABI?

- Highly regarded by stakeholders
- Tangible successes
- Gifted, committed, diverse team
- Strong science, extension and publishing expertise
- Positive management/organisation dynamic over last 15 years
- COVID-19 handled well

# What are your aspirations for CABI's future?

- Achieve a further step-change in our development impact
- Strengthen and fully exploit our unique value proposition
- Become the partner of choice in our focus areas
- Make membership indispensable
- Innovate to benefit our stakeholders
- Transform our financial position

# What do you see as the big challenges?

Funding

How can CABI ensure it has the resources to fulfil its mission?

Focus

How can CABI best deploy its resources to maximise impact?

Future

How can CABI adapt to meet new challenges?

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How can CABI adapt to meet new challenges?

COVID-19





## Actively Addressing Member Country Priorities

- Revised benefit package – Jan 2021
- Quarterly update briefings
- Increased engagement at Executive Management level
- Country-tailored communications and engagement plans
- Executive Council Sub-Committee on Finance and Risk



## Executive Council Sub-Committee on Finance and Risk

- **Recommendation by KPMG** Governance Review
- **Purpose:** To provide Executive Council oversight of key financial and risk matters across CABI.
- **Remit:**
  - financial management;
  - finance procedures;
  - indirect cost management;
  - pension liability;
  - major borrowing; and
  - any major acquisitions or disposals of assets or businesses.
- **Meetings:** by tele/videoconference at least 2 times per year but more frequently if required.
- **Request for Member Country representation to go out later this week.**



CABI is an international intergovernmental organisation, and we gratefully acknowledge the core financial support from our member countries (and lead agencies) including:



Ministry of Agriculture and  
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People's Republic of China



Agriculture and  
Agri-Food Canada



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Netherlands

