

A photograph of a person, likely a woman, smiling while harvesting coffee cherries from a tree. She is wearing a wide-brimmed hat, a patterned headscarf, and purple gloves. The background is filled with green leaves and clusters of red coffee cherries.

Medium Term Strategy (2020-2022)

Paper 05/RC19

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Mission, Vision and Values

*To improve people's lives worldwide
by providing information and applying
scientific expertise to solve problems
in agriculture and the environment*



Mission, **Vision** and Values

*CABI will be the number one
“go to place” for insightful
and practical science-based
knowledge about agriculture
and the environment*

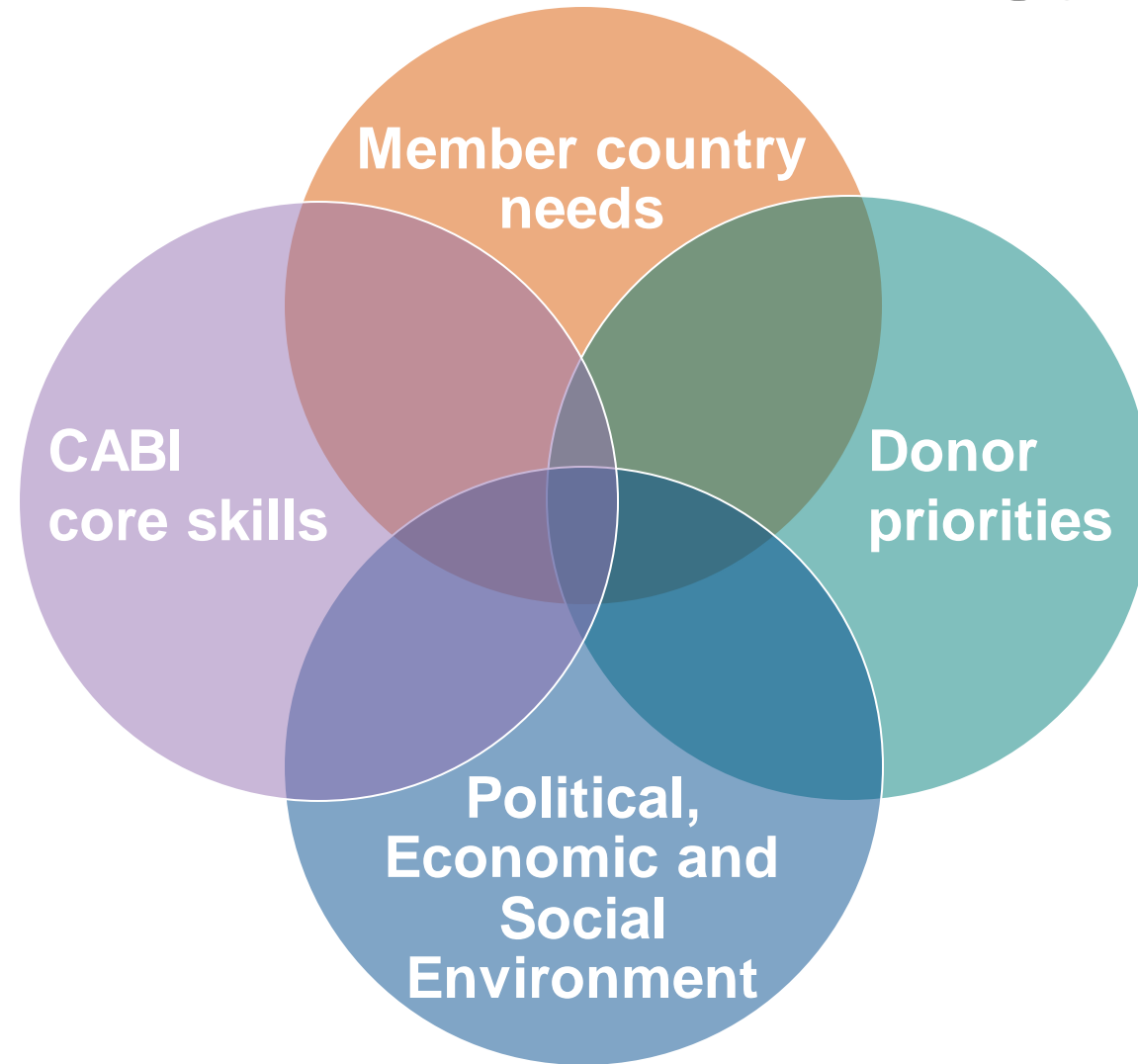


Mission, Vision and Values

- Transformational change through innovative approaches
- We believe in long term solutions
- We are objective and impartial
- We care about people
- We are committed to sharing knowledge
- We view partnerships as key to success
- We choose our partners carefully



How we develop our strategy





CABI strengths

- Bridging the needs of developed and developing country partners
- Objective, science-based approach
- Knowledge management, communication and dissemination
- Working in partnership
- Innovation
- Self-sustaining business model
- Successful implementation and value for money



CABI delivers impact at scale that is truly transformative for the livelihoods of the people that we work with and economies of the countries we partner



Member country priorities for 2020-2022

- Value chains and market access
- Climate smart agriculture in practice
- Integrated approach to roles for women and youth
- Digital development
- Invasives pathways
- Biocontrol and biopesticides
- Farmer-based organisations
- Evidence-based policy development
- Knowledge management/advisory on livestock/zoonoses



The big issues

➤ Trade and market access



➤ Gender equity and empowerment

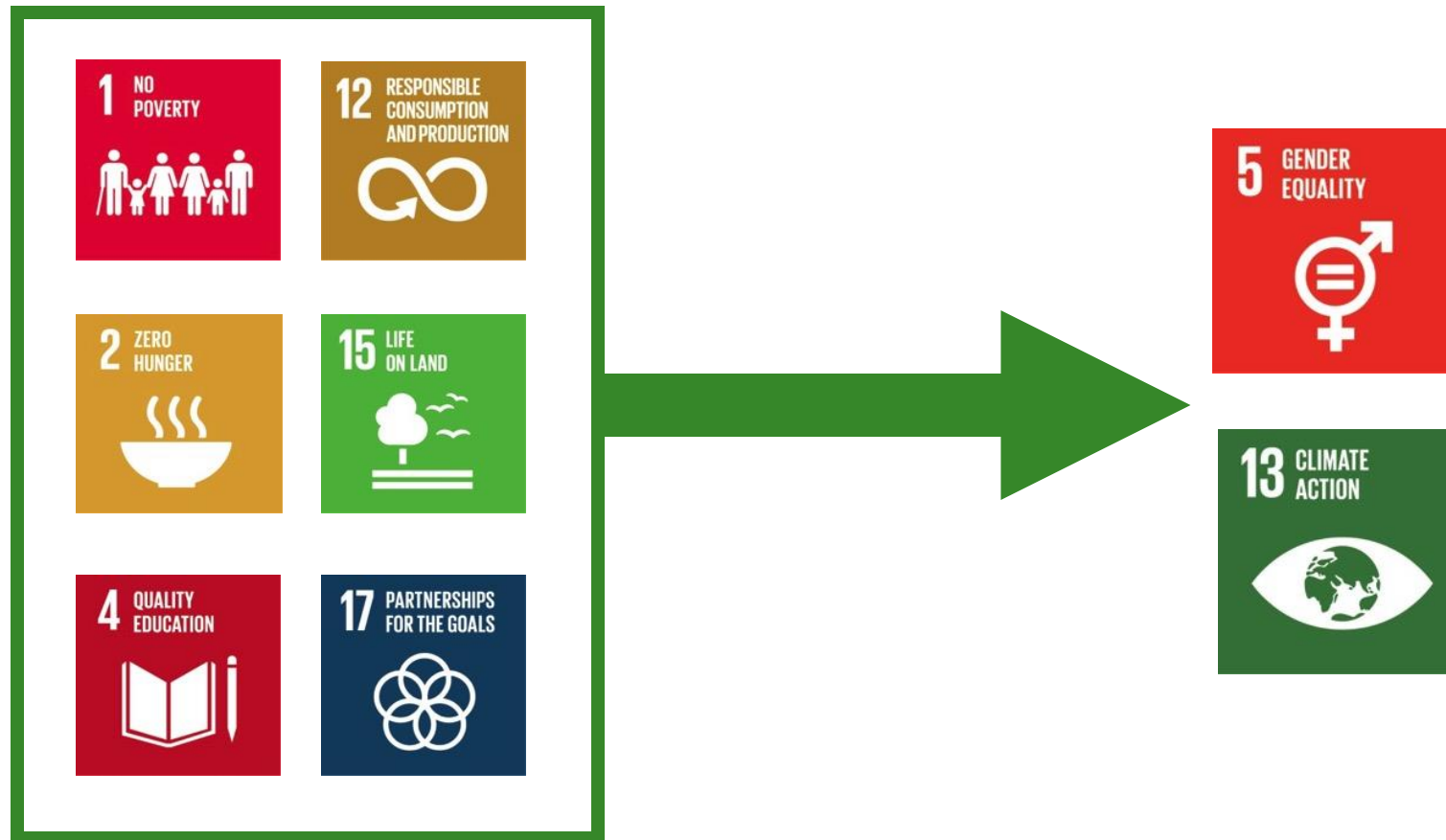
➤ Youth employment



➤ Climate change

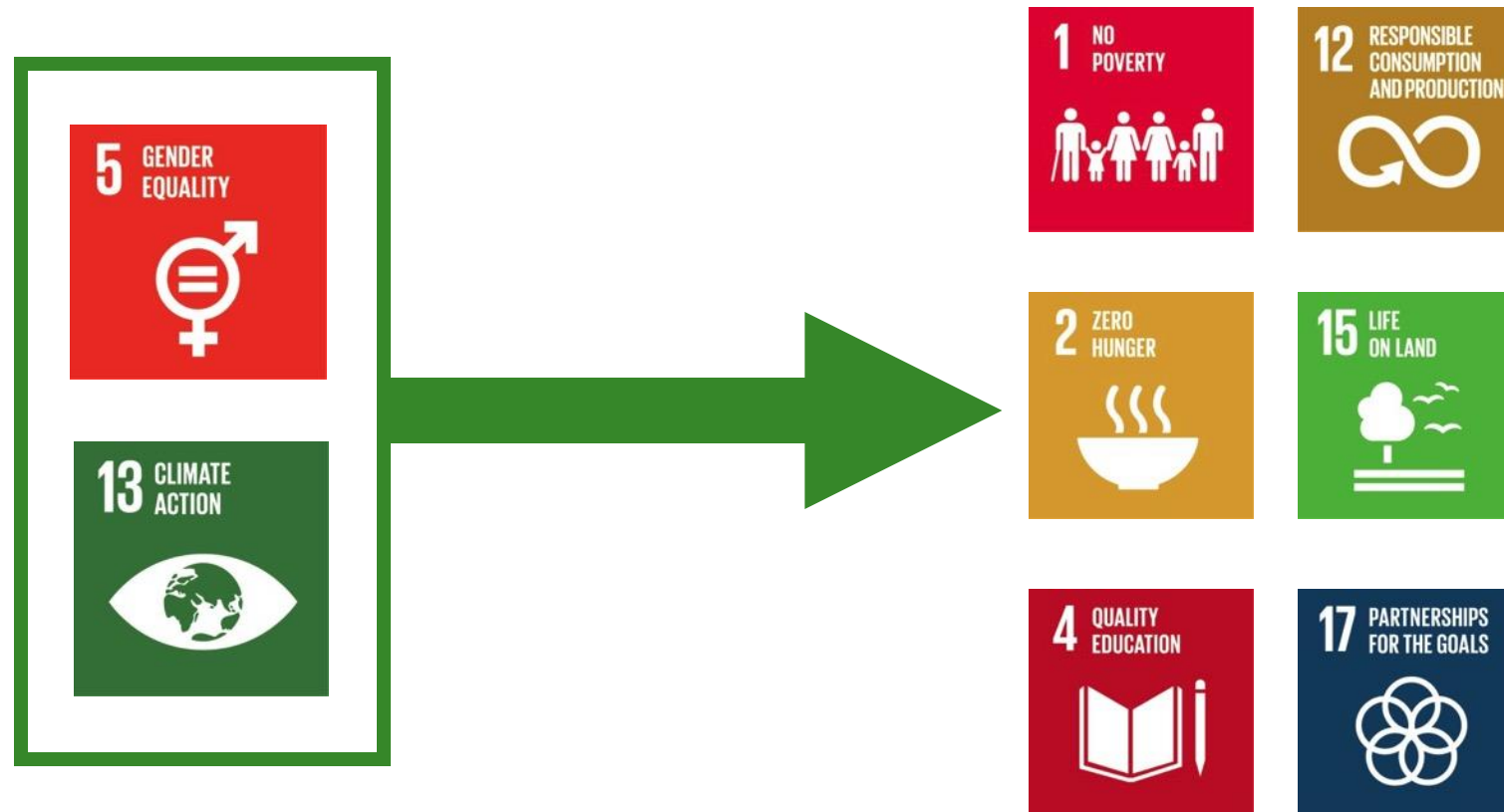
Medium Term Strategy 2017-2019

Gender and Climate impacts seen as a consequence of our work on six core SDGs



Medium Term Strategy 2020-2022

Gender Equality and Climate Action now drive our approach to other SDGs



CABI's strategy now supports delivery of 8 SDGs

Sustainable economic development, improved livelihoods and better nutrition through greater market access for climate resilient agriculture in healthy ecosystems





CABI's Strategic Goals

- **Improve market access** for smallholder farmers to sustainable value chains
- **Build capacity** for delivery of climate resilient food and nutrition security
- **Help women and young people** gain new opportunities from access to targeted, context-specific agricultural information and technology
- Promote the balanced use and conservation of **biodiversity and ecosystems**



Delivery in six thematic areas

- Value Chains and Trade
- Crop Health
- Development, Communication and Extension
- Invasive Species Management
- Digital Development
- Science Publishing and Journalism



Value Chains and Trade

- **Improve productivity**, quality and sustainability of production systems
- **Create vibrant value chains** and trade linkages to support economic development in target countries
- Enable equitable and **inclusive agribusiness** growth
- **Develop activities (on- and off-farm)** with a specific focus on providing opportunities for women and youth



Crop Health

- **Evolve Plantwise** and other core programmes to promote sustainability and climate resilience of agricultural systems
- **Use new technologies and data** to predict, identify, monitor and manage pests more effectively
- Accelerate the adoption of **good agricultural practices**
- Make **low toxicity plant protection products** more available, accessible and affordable



Plantwise Plus

Main goals:

- Better surveillance and preparedness,
- Stronger trade and value chain focus
- Safer and more sustainable food systems

Elements:

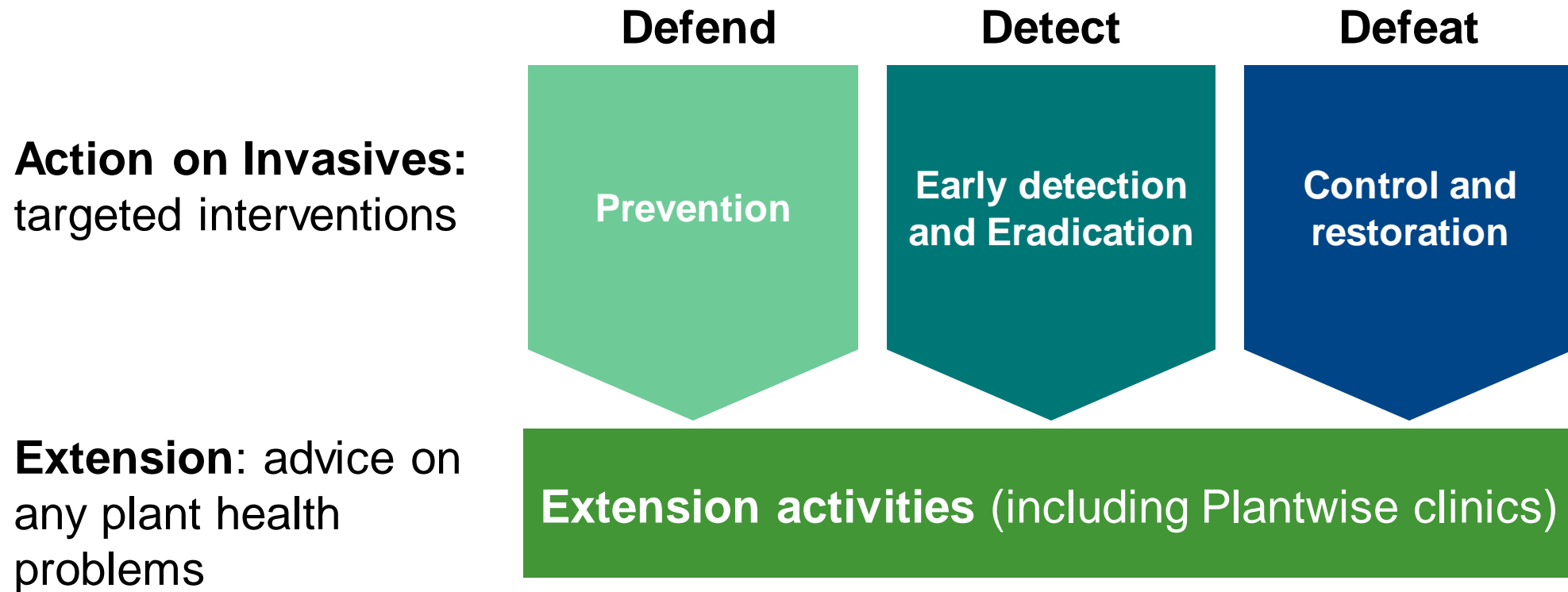
- Improved pest detection and appropriate response
- Access to and use of lower-risk inputs
- Increased supply of safe (low residue) produce
- Accelerated adoption of GAP techniques
- Creation of employment opportunities



Invasive Species Management

- **Strengthened policies, plans and capabilities** to respond more effectively to invasive species threats
- **Increased awareness** of the risks and costs of invasive species
- **More effective prevention** and management of incursions
- **Targeted campaigns** against key problems (e.g. Fall Armyworm)

Action on Invasives: leveraging existing extension activities





Development, Communication and Extension

- **Expand the evidence base** for successful interventions to build on learning and experience
- **Design innovative blended communication campaigns** to optimize reach and impact
- **Improve access to knowledge**, information and evidence on climate change adaptation and mitigation
- **Working with local, national and regional partners**, using participatory content development, to deliver audience-focused, locally relevant messaging



Digital Development

- **Develop decision support tools** to help users translate data and information into action and impact
- **Co-develop solutions with partners and end-users** that are context specific, appropriate and meet their needs
- **Maximize reach and impact of digital solutions** by designing for inclusivity, interoperability, sustainability and scale

Science Publishing and Journalism

Supporting knowledge creation and research translation

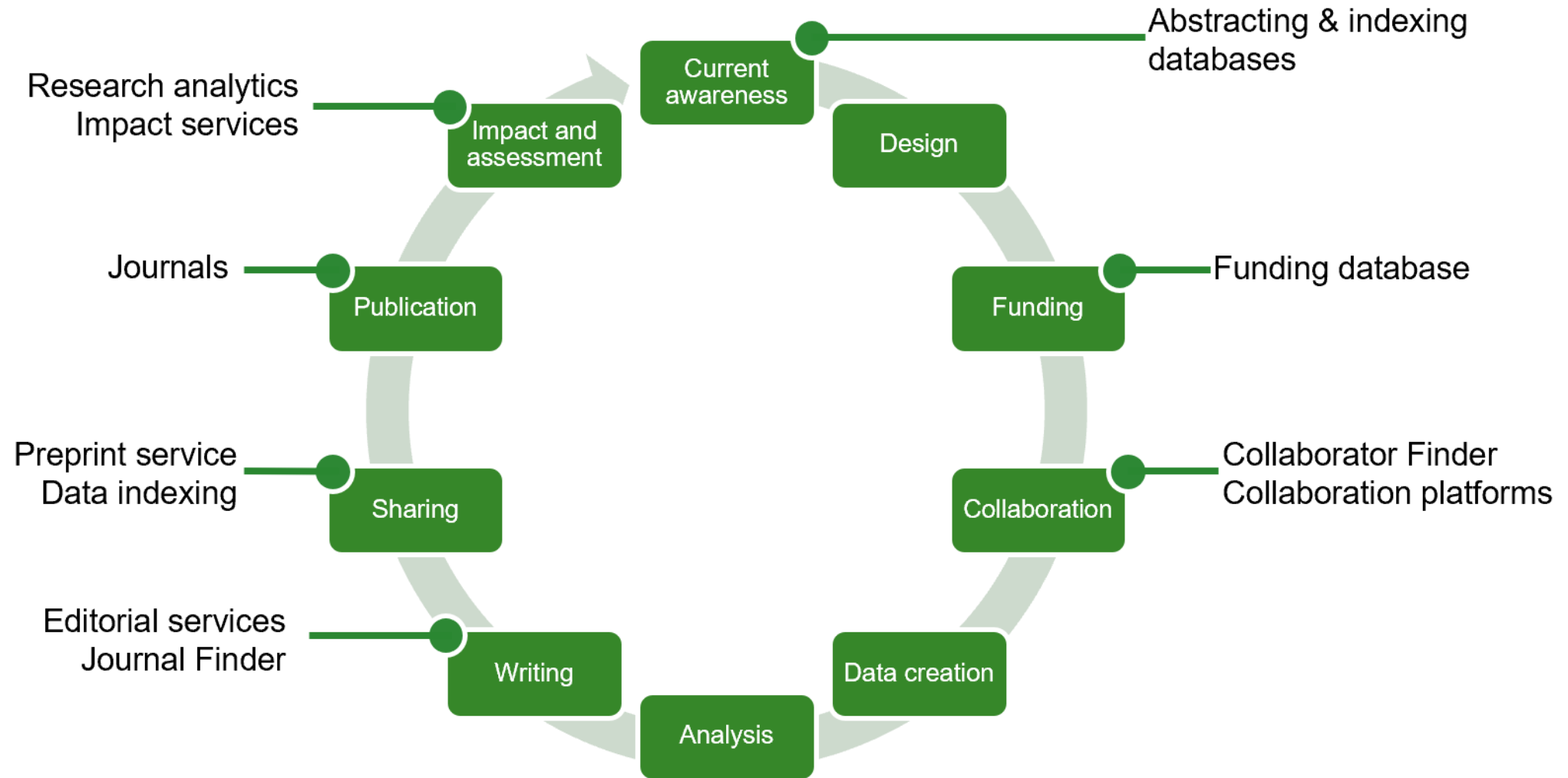


Research and evidence: the creation, systematic evaluation, synthesis and dissemination of evidence-based research

Learning: the acquisition of up-to-date knowledge or skills

Practice: the application of evidence-based knowledge and skills to improve an outcome

Efficiency in the research workflow





Science Publishing

Publishing

- **Provide products, analytics and tools** to support open science, increase research productivity and promote evidence-based agriculture
- **Build an e-learning curriculum** that helps practitioners and students acquire vital knowledge and skills
- **Develop practical tools and services** based on reliable research and data

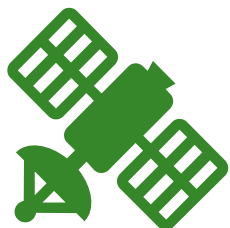


Science Journalism

- **Continued independent output** of accurate and innovative science-based news stories
- Provide access to **accurate and understandable** information
- Encourage **analysis and visualization** of research data
- **Facilitate dialogue** between researchers and policy makers
- **Build and expand** donor/foundation partnerships

Measuring our performance

Monitor three main impact pathways:



**Technology development
and adoption**



Systems Change



Policy influence

Prioritize interventions which are:

- Innovative
- Replicable
- Strategic
- In areas requiring evidence of impact
- Contributing to policy formulation



Science strategy

- **Priority research areas:**
 - Improved methods to predict and prevent pests
 - Develop and evaluate safe and effective methods for integrated pest management
 - Design and validate new extension and communication strategies
 - Develop ecosystem management approaches for invasive species
- **Strong output of publications:** >100 peer-reviewed papers per year with at least half in open access publications and more than one third in IF>2 journals
- **Build on Joint Lab success:** China to establish similar in Switzerland, Malaysia and India
- **Next 5-year external review** to commence in 2020



Maintaining morale and motivation

- Improve understanding and implementation of **“One CABI”**
- Define and encourage desired **management behaviours**
- Reduce stress and **increase well-being**
- **Overhaul systems** for greater efficiency and effectiveness
- **Increase communication** and interaction

Funding strategy

- **Self-financing** with a modest operating surplus ~£500k
- **Develop alternative/additional sales channels** for core publishing products
- **Build upon existing relationships** with key donors through our key account management programme
- **Secure funding from new donors**, regional bodies and national governments
- **Expand private sector project base** and public/private partnerships
- **Develop more support** from the philanthropic and foundation sector

In conclusion:

- This strategy **builds on the achievements of our previous MTS**
- It is driven by the over-arching imperatives of **climate, gender and youth**
- **It is focused on delivering economic development** by improving trade and market access for smallholders
- **It will enable farmers to deliver better quality, more nutritious food** and lose less to pest, diseases and invasive species
- It moves CABI further towards our long term vision of being the **“go to place” for knowledge about agriculture and the environment**

CABI in the future

Delivering healthy, sustainable agriculture

