

A photograph showing several farmers working in a flooded rice paddy. They are bent over, planting young rice seedlings into the water. The farmers are wearing various types of hats, including traditional conical hats. The background shows a lush green landscape with trees and more rice fields.

# Medium Term Strategy review and progress

Trevor Nicholls, Chief Executive Officer

**Member Countries Regional Consultation: Asia-Pacific**  
16-19 October 2018, Beijing, China

# How we develop our strategy

- Evaluated progress with previous MTS
- Built upon core strengths
- Listen to our member countries via regional consultations
- Assess the impacts and opportunities of the changing global environment
- Aligned member country requests with the Sustainable Development Goals (SDGs) and CABI's strategic objectives
- Develop core programmes to deliver against common needs

# CABI's Core Strengths

- Driven by and responsive to member country needs
- Deep and broad “one health” information base, covering plants, animals and humans
- Scientific strength and reputation in the identification and management of plant pests and disease
- Track record of effective delivery on the ground, working at all levels from ministers to farmers

# CABI – Mission and Vision

**Remain highly relevant and are unchanged:**

## **Mission**

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

## **Vision**

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

# Member country priorities – 2016

- Plant health systems
- Invasives species and biodiversity
- Food and nutrition security
- Trade and market access
- Knowledge management, communication & use
- Cross cutting issues
  - Capacity building and governance
  - Public-private partnerships
  - Enable, empower and employ women and youth
  - Embed monitoring, evaluation and impact analysis

# CABI's strategic priorities link to SDGs

Improve livelihoods  
by helping farmers  
to trade more



Enhance sustainability  
and climate resilience  
of farming systems

Increase food & nutrition  
security by bringing  
science from the lab  
to the field



Support sustainable  
utilisation and conservation  
of biodiversity and  
ecosystems

Put know-how into  
people's hands



Strengthen capacity for  
innovation and governance  
at local, national and  
regional levels



# CABI's strategic priorities link to SDGs



# Delivering the strategic objectives

Our work is organised into seven programmes to coordinate delivery of our strategic objectives:

- Global Scientific Publishing
- Knowledge Management (Digital Development and Data)
- Trade and Commodities (Value Chains)
- Invasive Species
- Development, Communications and Extension
- Plantwise
- Bioscience (Microbial and Molecular Services)



# Supporting Strategies

- Knowledge Business
- International Development
- Plantwise
- Invasive Species
- HR
- Gender
- Monitoring and Evaluation
- Science

# Climate Smart Agriculture

## Key elements

- Sustainable and equitable increases in agricultural productivity and incomes
- Greater resilience of food systems and farming livelihoods
- Reduction and/or removal of greenhouse gas emissions associated with agriculture

## CABI programmes

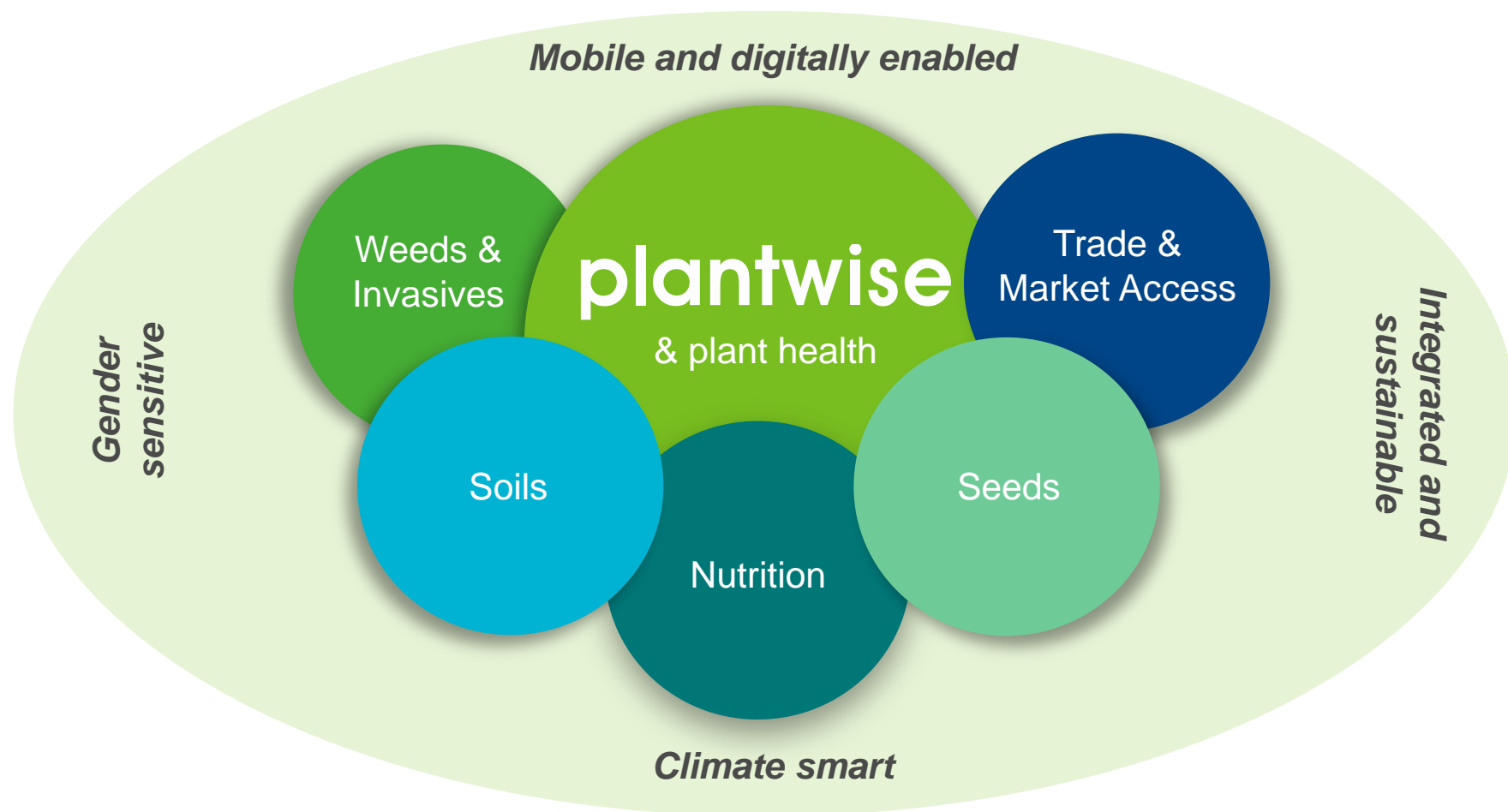
- Plantwise
- Good Seed Initiative
- African Soil Health Consortium
- Optimising Fertiliser Recommendations in Africa
- Various IPM/ICM projects

# Key partnerships



# CABI in 2020

## healthy, sustainable agriculture



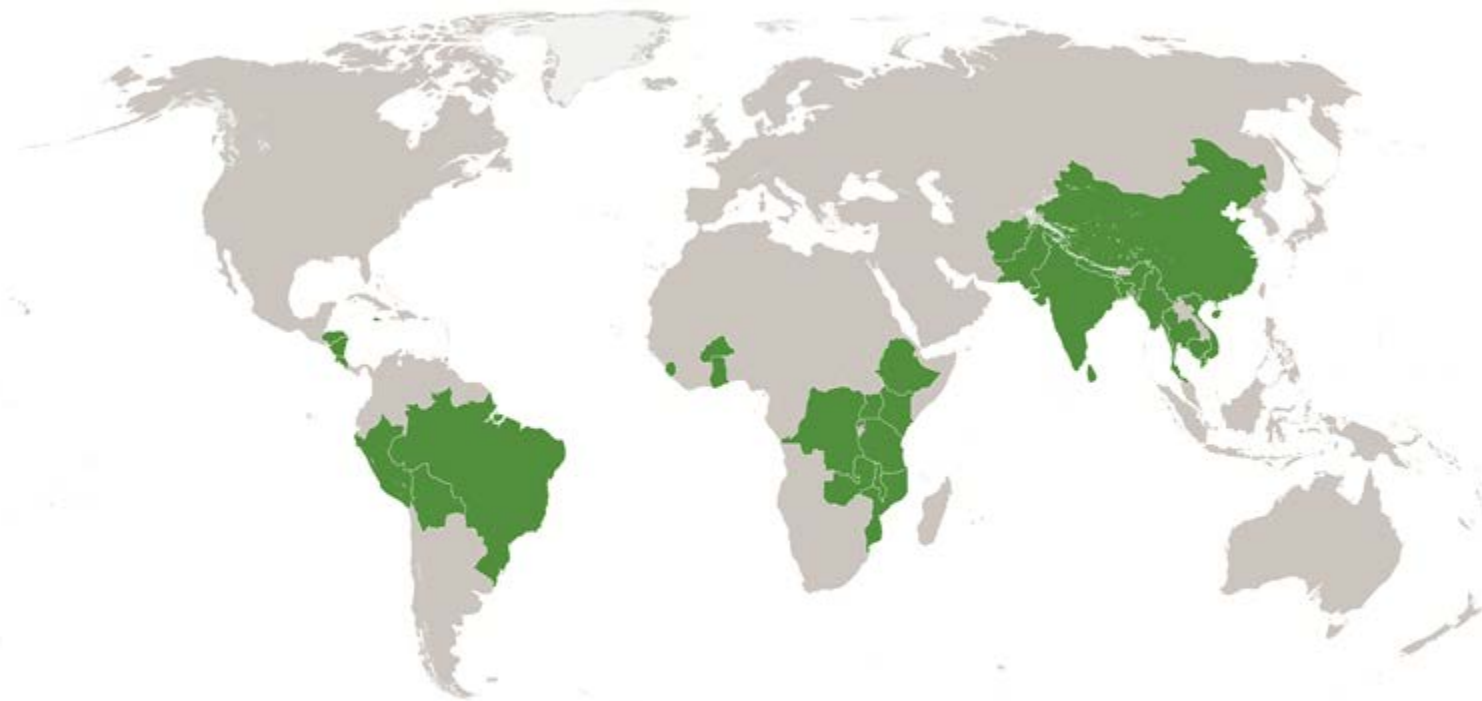
# Progress of MTS 2017-2019 Critical Milestones



# What has not gone so well

- New product development lacking in Publishing, so no real growth
- Private sector engagement weak and slow
- M&E strategy and implementation unsatisfactory outside of Plantwise
- Generation of new projects and donor funding outside of Plantwise and Invasives has been limited
- India centre fell a long way short of its revenue and operating surplus targets
- Issues with stress and staff morale in some areas are being addressed

# Plantwise coverage



## The Americas

Barbados	Jamaica
Bolivia	Nicaragua
Brazil	Peru
Costa Rica	Trinidad &
Grenada	Tobago
Honduras	

## Africa

Burkina Faso	Mozambique
DR Congo	Rwanda
Ethiopia	Sierra Leone
Ghana	Tanzania
Kenya	Uganda
Malawi	Zambia

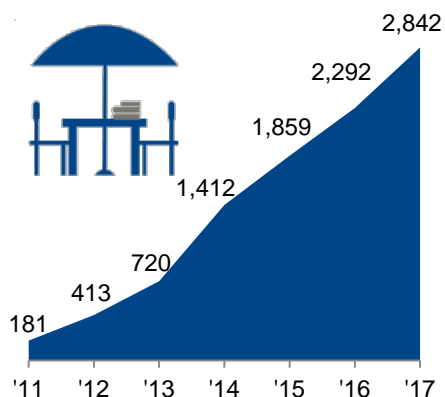
## Asia

Afghanistan	Nepal
Bangladesh	Pakistan
Cambodia	Sri Lanka
China	Thailand
India	Vietnam
Myanmar	

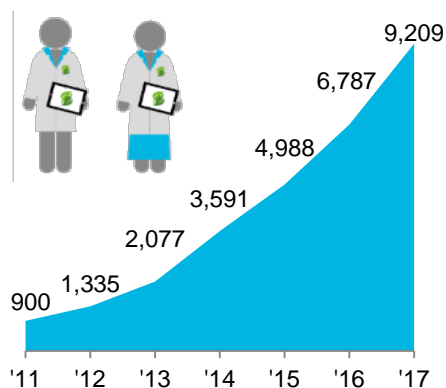


# Scale

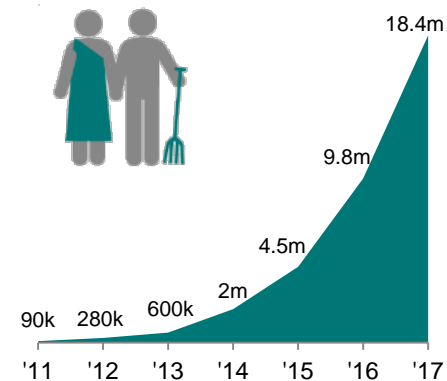
## 2,800 plant clinics established



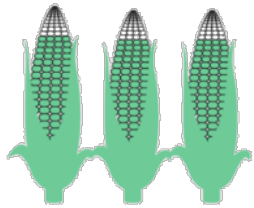
## 9,200 plant doctors trained



## 18.4 million farmers reached



# Our impact



**79%**

of farmers report yields **increased** after using advice from plant clinics



**70%**

of farmers report incomes **increased** after using advice from plant clinics



Farmers reported use of pesticides **decreased by**  
**30%**



**25%**

of Plantwise plant doctors **are female**

# AIR Impact Assessment of Plantwise Kenya

- **Evaluation questions**

1. Assessing Plant Health System Change
2. Evaluating the Implementation of Plantwise Kenya
3. Identifying Farm-Level Impact
4. Cost Benefit Analysis

- **Mixed methods evaluation**

- Quantitative: randomised control trial (RCT), plant doctor assessment, POMS analysis
- Qualitative: Key information interviews, focus groups
- Data collection: Baseline (2014) and two follow-ups (2015 and 2017)

# Conclusions

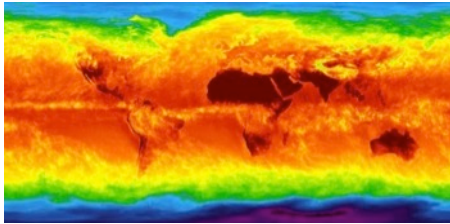
- The evaluation **shows positive and economically significant results** of some key program outcomes along the impact pathways
  - Strong impacts of Plantwise training on plant health knowledge
  - Improved likelihood of identifying pest outbreaks and responding in a timely manner
  - Positive impacts on intermediate outcomes related to good agricultural practices and knowledge
  - Positive impacts on production of improved maize, a key crop
- Longer-run impacts indicate **benefits exceed costs by at least 2:1**
  - Estimated benefits are lower bound of true benefits as some impacts cannot be fully captured by impact evaluation (e.g. country-wide reaction to FAW thanks to Plantwise Kenya)



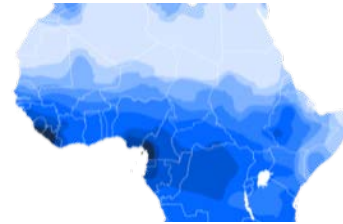
## Plantwise – Current situation

- Proof of impact has been demonstrated, positive trends in:
  - Increased value of production per acre
  - Increased yields and household incomes
- Countries investing own funds for plant clinic operations plus significant in kind contributions
- ICT tools and apps – making significant improvements in support to diagnosis, data collection and exchange of plant health information

# Pest Risk Information Service for Africa – extending Plantwise



Surface temperature



Rainfall



Met. and other  
Open Data



Scientific expertise and  
Plantwise partnerships



Modelling expertise

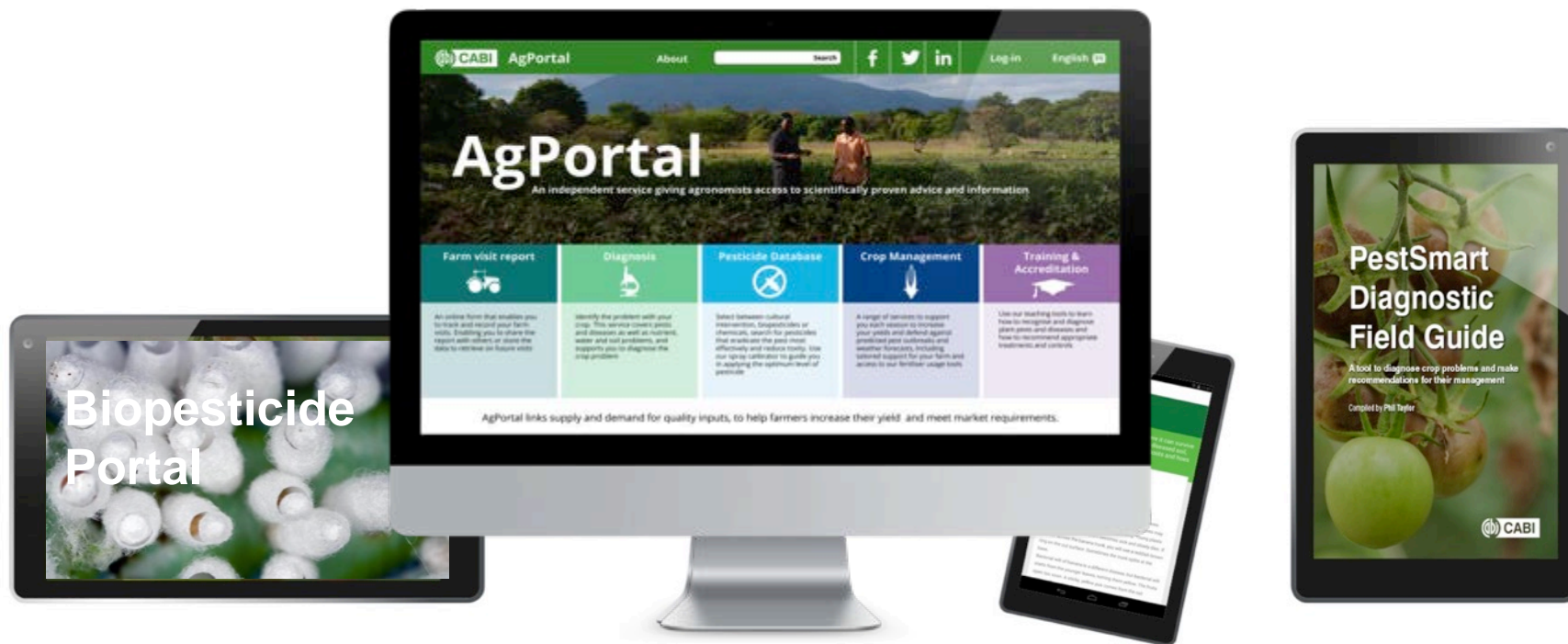


EO and data management  
expertise



PRISE models risks to crop health from insects  
and diseases based on environmental data

# Plantwise Commercial Spin-Offs





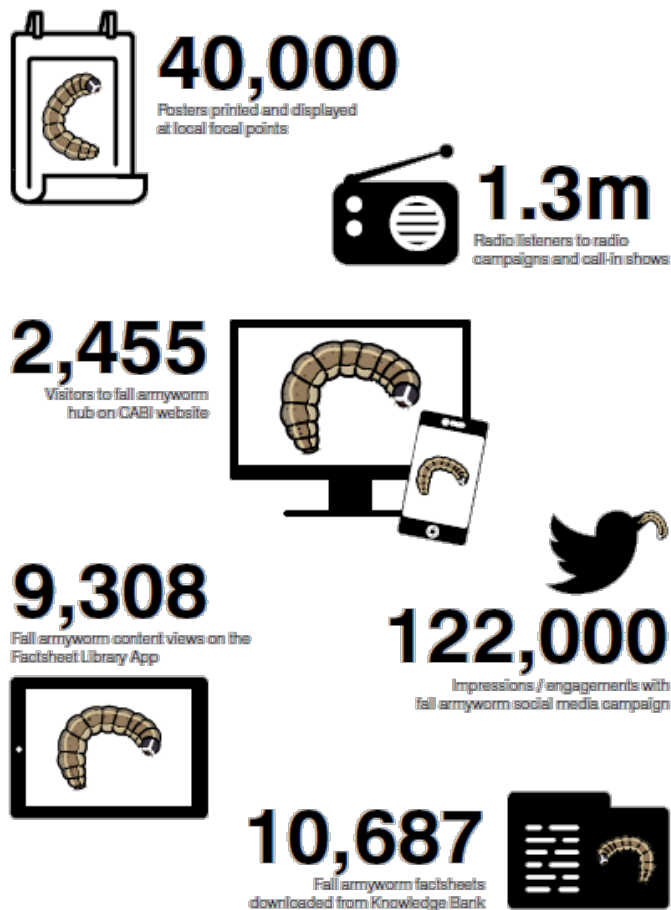


# Action on Invasives – GOAL

to protect and improve livelihoods  
of over 50m poor rural households  
impacted by invasive species



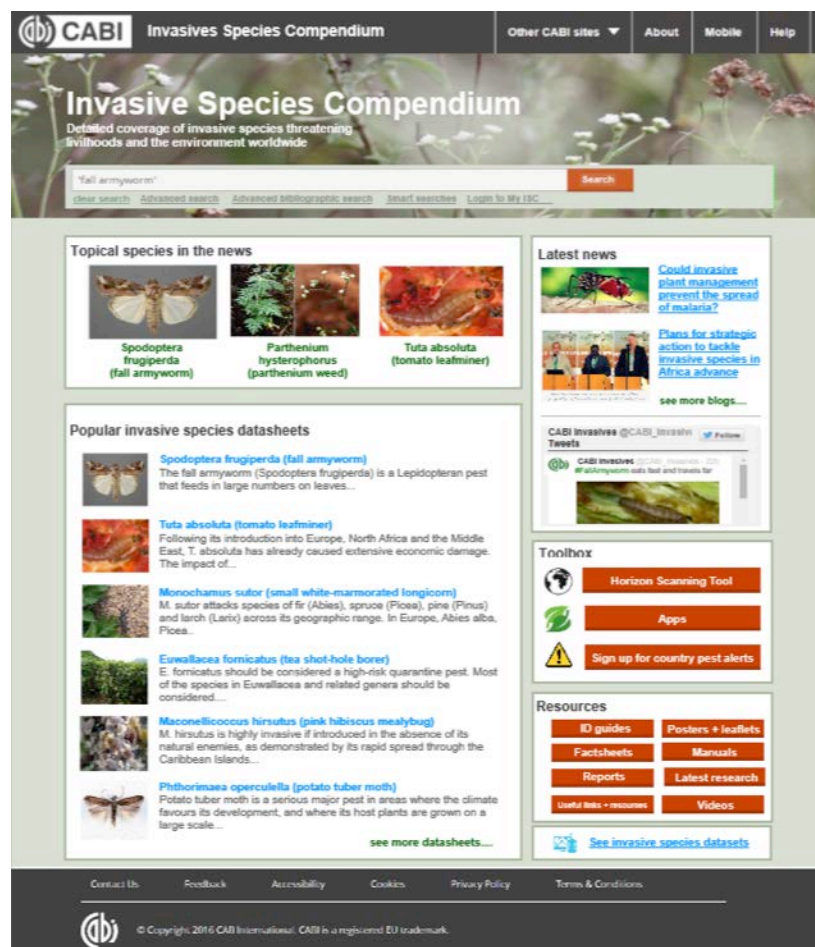
# FAW: Spreading the word



- Posters
- Radio campaigns, call-in shows
- CABI website
- Plantwise Knowledge Bank
- Factsheet Library App
- Social media
- News media



# Enhanced Invasive Species Compendium



[www.cabi.org/isc](http://www.cabi.org/isc)

## • The Aol “Knowledge Platform”

## Enhancements

- Species “portals”
- Improved mapping
- Toolbox
  - Horizon scanning
  - Pest risk analysis (PRA)
- Resources
  - Diagnostics
  - Communication materials
  - Data
- Abstracts
- News



## Background

- Widespread brand recognition and reputation for independent journalism in development science
- Educational charity set up 15 years ago, dependent on grants from governments and philanthropic organisations
- Weekly output of news and feature articles, opinion pieces, multimedia packages, data visualisations
- On average, every month 60 media outlets and information networks around the world reproduce about 120 of their stories
- Five regional editions – Latin America & Caribbean, South and South East Asia and the Pacific, Sub-Saharan Africa (French and English), Middle East and N. Africa – locally relevant material in French, Spanish, English and Arabic



# Immediate synergies

## For SciDev.Net

- Greater security in a larger organisation
- Increased reach and impact
- Linkage to project implementation
- Part of a bigger team

## For CABI

- Access to trained journalists with expertise in writing for and placing content with local media outlets
- Expertise in the wider aspect of Dev Comms
- Thorough understanding of the local actors and sensitivities
- Skills to maximise impact and reach of regional/national communications initiatives
- Broader donor base
- Longer term business and income development opportunities





# Longer term income streams

## **Training and Knowledge transfer:**

training scientists and journalists on how to present evidence for policy development and how to communicate research to media organisations and the wider public.

## **Research dissemination:**

assisting researchers with the dissemination of their research to a broader audience beyond a direct group of specialists, to policymakers and the public at large.

## **Outsourcing Publishing and Journalism skills:**

helping other entities, such as universities, research centres and science hubs, to communicate their objectives and activities more efficiently to the wider public.



# Key Account Funding Update

- DFID core funding of £12.2m and £2.2m for Invasives (2017-20)
- DGIS funding of £10m for Plantwise and Invasives (2018-20)
- Renewed SDC funding for Plantwise of £2.7m
- Renewed IFAD funding for Plantwise (£1.1m)
- SIDA funding confirmed for SciDev.Net – £2.65m for 5 years
- SciDev.Net project grants from Bosch Foundation, Rockefeller and EU
- New funding of £400k from GIZ for Plant Protection Study in 14 countries
- DEFRA Water Framework Programme on invasives renewed for 2017-2020







# Managing Director, Publishing

- **Dr Andy Robinson**
- Previously worked for Wiley Blackwell (26 years)
- Track record of commercial development and innovation (key posts):
  - Senior VP and MD, Society Services
  - Senior VP and MD, Professional & Business Innovations
  - Vice President and MD, Health Science
  - Director of Medical Publishing
  - Editor-in-Chief, Medicine
  - Commissioning Editor, Medicine
- PhD in Plant Biochemistry (Cambridge)
- BSc (First) in Botany from UCL



## Platform Development

- CAB Direct 4 launched successfully in 2016. Significant migrations achieved and winner of CHOICE magazine 'Outstanding Academic Titles for 2017' award
- Next Generation Production System, Phase 1 Proof of Concept completed
- RFP issued to eight potential partners for delivery of new database production system
- SAMS Sigma usage reporting on track to go live July in house testing taking place
- CRM Sales force implementation well underway and on track

# UK Pension Scheme

- Pension Protection Fund – CABI has been granted Special Category Employer status (securing lowest risk band charge)
- 2017 Actuarial Valuation deficit has increased from 2014 Valuation but is below 2016 estimate
- 2017 Valuation and Recovery Plan to be finalised by end of 2018

£m	2014 Valuation	2016 Estimate	2017 Valuation (Initial)
Total Liabilities	112.2	133.7	120.4
Assets	56.4	52.1	52.0
Deficit	(56.0)	(81.6)	(68.4)
Funding level	50%	39%	43%

# Wallingford Development

- All design and planning processes on track
- All necessary site investigations completed with no surprises
- Reserved Matters application submitted to SODC, response due 05/07/18
- RFP for construction tender issued to four firms selected from list of 13
- Preparing RFP for interior design and workplace analysis
- Key forward dates:
  - CALA start on site (September 2018)
  - Start office build (November 2018)
  - Move into new office (Q2 2020)





# In conclusion...

- CABI remains in good health
- Implementation of the Medium Term Strategy is broadly on track and delivering positive impact
- There has been good progress in Plantwise and Invasives which have elevated CABI's presence and reputation
- We are increasingly seen both as reliable implementation partners and as thought leaders in next generation advisory/extension services
- Short term financing is secure but the donor environment is challenging
- We see a number of exciting opportunities in climate change, value chains and digital development

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obrigado  
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merci  
zikomo  
gracias  
asante  
urakoze  
danke  
terima kasih  
dhanyawaad  
thank you

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