



400th Executive Council meeting

4th March 2020

Hallam Conference Centre, London W1W 6JJ

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KNOWLEDGE FOR LIFE

CABI EXECUTIVE COUNCIL

Agenda for 400th Meeting

Date: March 4th 2020

Venue: Hallam Conference Centre (44 Hallam Street, London W1W 6JJ).

Timing: 09.30am for a 10.00am start

Time	Item	Description	Lead/Paper	Page number
0930		Arrival, Welcome and Coffee		
1000	1	Roll call, apologies for absence and approval of agenda	Chair	
1005	2	Opening remarks from the Chair of Executive Council	Chair	
1010	3	<ul style="list-style-type: none"> Approval of the minutes of the 399th meeting, Governance Session of Review Conference 2019 Matters dealt with by e:mail votes during 2019. 	Chair	6 17 41
1015	4	Report from the CABI Board	Chair of Board	
1020	5	Chief Executive Officer's Report on 2019	05/01/20	43
1045	6	Report on Financial results for 2019 and 2020-2022 Plan	06/01/20	63
1110	7	Approval of CABI Medium Term Strategy 2020-2022	07/01/20	75
1130	8	CABI Governance Review – Presentation by KPMG		
1200	9	CABI UK Defined Benefit Pension Scheme – Presentation by Kate Hardingham, Chair of Trustees	09/01/20	76
1230	10	Next Steps – Implementation of revised membership fees and governance mechanisms	10/01/20	88
1250	11	Election of Executive Council Chair	11/01/20	93
1255	12	Election of Board Observers	12/01/20	94
1300	13	Use of the CABI seal	13/01/20	96
1305		Any other business		
1310		Close of meeting		
1315		LUNCH		

CABI is a not for profit organization

CABI improves people's lives worldwide by providing information and applying scientific expertise to solve problems in agriculture and the environment.

CABI, the trading name of CAB International, is an international organization recognized by the UK Government under Statutory Instrument 1982 No. 1071

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CABI EXECUTIVE COUNCIL

Acronyms

ABS	Access and Benefit Sharing
ACES	Africa Crop Epidemiology System
ACIAR	Australian Centre for International Agricultural Research
AfDB	African Development Bank
AFAAS	African Forum for Agricultural Advisory Services
AGRA	The Alliance for a Green Revolution in Africa
AGRF	The African Green Revolution Forum
AIR/AU	American Institute of Research/American University
AIRCA	Association of International Research and Development Centers for Agriculture
Aol	CABI's Action on Invasives (Aol) initiative
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
ASEAN	The Association of Southeast Asian Nations
ASHC	The African Soil Health Consortium
AUC	African Union Commission
AVCCR	ACIAR's Agriculture Value Chain Collaborative Research program
BBSRC	Biotechnology and Biological Sciences Research Council
BCI	Better Cotton Initiative
B&MGF	Bill & Melinda Gates Foundation
BMSB	Brown marmorated stink bug
CAAS	Chinese Academy of Agricultural Sciences
CACAARI	Central Asia and the Caucasus Association of Agricultural Research Institutions
CASA	Commercial Agriculture for Smallholders and Agribusiness Programme, DfID
CBD	Convention on Biological Diversity
CDAIS	Common Framework on Capacity Development for Agricultural Innovation Systems
CDF	CABI Development Fund
CEH	Centre for Ecology and Hydrology, UK
CFC	Common Fund for Commodities
CFF	Crops For the Future

CHAPS	Centre for Crop Protection, UK
CIMMYT	International Maize and Wheat Improvement Center
CGIAR	The Consultative Group for International Agricultural Research
CGIAR CCAFS	CG's Climate Change, Agriculture and Food Security Programme
Chinese MARA	Chinese Ministry of Agriculture and Rural Affairs
CNA	Competent National Authorities
COMESA	Common Market for Eastern and Southern Africa
COP21	United Nations Climate Change Conference
CRM	Customer Relations Management system
CSA	Climate Smart Agriculture
CSOP	CABI Scientific Outputs Portal
CSPM	Climate Smart Pest Management
DB	Defined Benefit ("final salary") Pension Scheme
DC	Defined Contribution Pension Scheme
DCE	Development, Communication and Extension - one of CABI's Themes (formerly Knowledge for Development, KFD)
DD	Digital Development - one of CABI's Themes (formerly Knowledge Management)
DEFRA	Department for Environment, Food & Rural Affairs, UK
DfID	Department for International Development, UK
DGIS, Netherlands	Directorate General for International Cooperation, Dutch Ministry of Foreign Affairs
DPRK	Democratic People's Republic of Korea
EAC	East African Community
EATIH	USAID East Africa Trade and Investment Hub
EC	European Commission
EC DG RTD	EC's Directorate-General for Research and Innovation
ECOWAS	Economic Community of West African States
EMT	CABI Executive Management Team
ENRTP	Programme for the Environment and Sustainable Management of Natural Resources
EU	European Union
EU-DG	European Commission: Commission Directorates-General
EU DEVCO	European Commission's Directorate-General for Development and Cooperation - EuropeAid
ExCo	CABI Executive Council

ECOWAS	Economic Community Of West African States
FAO	Food and Agricultural Organisation of the United Nations
BSF	Benefit-sharing Fund of the FAO
FARA	Forum for Agricultural Research in Africa
FAW	Fall Armyworm
FDOV	Facility for Sustainable Entrepreneurship and Food Security
FOEN	Switzerland's Federal Office for the Environment
GACSA	Global Alliance for Climate-Smart Agriculture
GALA	Ghana National Learning Alliance
GAP	Good Agricultural Practices
GCRF	The Global Challenges Research Fund (GCRF), UK
GDs	CABI Global Directors for themes and programmes
GFAR	The Global Forum on Agricultural Research
GHG	Greenhouse Gas
GIIN	The Global Impact Investing Network
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH - a German development agency
GRA	Global Research Alliance on Agricultural Greenhouse Gases
GODAN	The Global Open Data in Agriculture and Nutrition
G20 MACS	G20 Meeting of Agricultural Chief Scientists
HR	CABI Human Resources Department
ICAR	India Council of Agricultural Research
ICBA	International Center for Biosaline Agriculture
ICIPE	African Insect Science for Food and Health
ICM	Integrated Crop Management
ICT	Information and Communications Technology
ID	CABI International Development Business Unit
IFAD	International Fund for Agricultural Development
IFC-VCA	International Finance Corporation – Value Chain Analysis
IFIS	IFIS is an academic publishing company and not-for-profit organisation operating in the sciences of food and health.
IFPRI	The International Food Policy Research Institute
IITA	The International Institute of Tropical Agriculture
IPPC	The International Plant Protection Convention
IRR	Internal Rate of Return
ISC	Invasive Species Compendium
ISFM	Integrated Soil Fertility Management

IYPH	International Year of Plant Health in 2020
JAIF	Japan ASEAN Integration Fund
KAs	CABI's Key Accounts
KB	CABI Knowledge Business Unit
KM	Knowledge Management
KPIs	Key Performance Indicators
KPK	One of the four administrative provinces of Pakistan
LOs	CABI Liaison Officers
MARDI	Malaysian Agricultural Research and Development Institute
MAS ICM	Masters of Advance Studies in Integrated Crop Management
MC	CABI Member Country
M&E	Monitoring & Evaluation
MoA	Ministry of Agriculture
MoU	Memorandum of Understanding
MTS	CABI Medium Term Strategy
NARS	National Agricultural Research System
NGOs	Non-governmental Organisations
NXDs	Non-Executive Directors
PBCRC	Plant Biosecurity Cooperative Research Centre, Australia
PDG	CABI Project Development Group
PHAB	CABI's conference on Plant Health, Agriculture & Bioscience
PIC	Prior Informed Consent
PNG	Papua New Guinea
POMS	Plantwise Online Management System
PRA	Pest Risk Analysis
PRISE	Pest Risk Information Service for Africa
PRMP	Phytosanitary Risk Management Program, funded by the USDA
PPF	The UK Pension Protection Fund
PW	Plantwise
PWKB	Plantwise Knowledge Bank
PwC	PricewaterhouseCoopers
RDs	CABI Regional Directors
RCT	Randomised Controlled Trial
RF2	CABI 2nd Re-forecast
RUFORUM	The Regional Universities Forum for Capacity Building in Agriculture, Africa

SADC	Southern African Development Community
SDC	Swiss Development and Cooperation Agency
SDGs	UN's Sustainable Development Goals
SDN	SciDev.Net
SIDA	Swedish International Development Cooperation Agency
SILT	Scaling-up improved legume technologies in Tanzania
SMS	Short Message Service
SNNP	Southern Nations, Nationalities, and Peoples' Region - one of the nine ethnically based regional states of Ethiopia
SPS	Sanitary and Phytosanitary
STDF	Standards and Trade Development Facility
STFC	The UK Science and Technology Facilities Council
STM	Scientific, Technical & Medical
T&C	Trade and Commodities
TBT	Technical Barriers to Trade
TF	Trade Facilitation
ToC	Theory of Change
TPR	The Pensions Regulator
UKAS	United Kingdom Accreditation Service
UNFCCC	United Nations Framework Convention on Climate Change
UNEP-GEF	The Global Environment Facility of United Nations Environment Programme
UPTAKE	Upscaling Technologies in Agriculture through Knowledge Extension
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USDA APHIS	USDA's Animal and Plant Health Inspection Service
USDA FAS	USDA's Foreign Agricultural Service
USAIN	United States Agricultural Information Network
USDA APHIS	USDA-Animal and Plant Health Inspection Service
VfM	Value for Money
WFD	Water Framework Directive
WPF	World Food Programme
WTO	World Trade Organisation

CABI EXECUTIVE COUNCIL

Minutes of the 399th Meeting

Held on 20th February 2019

At the Hallam Conference Centre, London

Present:

Dr Lutz-Peter Berg	Chair, Switzerland
Mr M. Hanif Ahmadzai	Afghanistan
Mr Stephen Dietz	Australia
His Excellency Ellison E. Greenslade QPM	Bahamas
Mr Wilfred T. Adderley II	Bahamas
Mr Jakaria Huq	Bangladesh
Mr Euclid P. Goodman	Barbados
Ms Faith D. Daniel	Botswana
H.E Ernest Ndabashinze	Burundi
Dr Caroline Martin	Canada
Ms Karina Concha	Chile
Mr Jiang Sunan	China
Ms Zhao Ke	China
Mr German Espejo	Colombia
Mr Gone Feh Moussa	Cote D'Ivoire
Mr Costa Dafos	Cyprus
Mrs Freda Bediako-Puni	Ghana
Mr Saikat Sen Sharma	India
Mrs Renée Lloyd	Jamaica
Ms Anne Kamau	Kenya
Mr. James Kiiru	Kenya
Mr. Jesse Quiban	Malaysia
Mr Uttamsingh Goodur	Mauritius
Ms Thiri Thandar Lwin	Myanmar
Mr Martijn Bergmans	Netherlands (The)
Ms Judith Silau	Papua New Guinea
Ms Ana Marie Hernando	Philippines
Dr. Boitshoko Ntshabele	South Africa
Mr. Senuja Samaraweera	Sri Lanka
HE Orville London	Trinidad & Tobago
Mr Alfred Balinda	Uganda
Duncan Barker	UK and UK Overseas Territories
Mr Mukela Mutukwa	Zambia

Apologies:

DPRK
Malawi
Vietnam

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Also in attendance (CABI):

Mr Andrew Jack	CABI Board
Dr Trevor Nicholls	Chief Executive Officer
Mr Rob Sloley	Chief Financial Officer
Ms Carol McNamara	Chief Commercial Officer
Mr Andrew Robinson	Managing Director, Publishing
Dr Qiaoqiao Zhang	Director, Memberships & Secretary to Executive Council
Ms Cambria Finegold	Global Director, Digital Development
Dr Rob Reeder	Knowledge for Development Team Leader
Mrs Sarah Reed	Executive Assistant, Knowledge Business
Ms Sarah Hilliar	Senior Designer, Marketing & Communications
Mrs Joanna Slezak	Communications Executive, Marketing & Communications
Mr Kieran Duffy	IT Helpdesk Support Technician
Ms Shirley Carter	Receptionist

1. Roll call, apologies for absence and approval of the agenda

- 1.1 The Secretary (**Dr Qiaoqiao Zhang**) was invited to report on attendance and apologies: **Dr Zhang** reported that there were 33 representatives representing 36 member countries present, noting that the UK also represents five UK overseas territories, that is Anguilla, Bermuda, British Virgin Islands, Montserrat and St Helena. Apologies were received from DPRK, Malawi and Vietnam.
- 1.2 **The Chair (Dr Lutz-Peter Berg)** declared the 399th meeting of the Executive Council open and welcomed the Member Country representatives, particularly those representing their countries for the first time and with a special welcome to CABI's newest member country, as of June 2018, Afghanistan.
- 1.3 **Dr Berg** noted a change to the AOB of the agenda, confirming that the date for the next Executive Council meeting had moved to 4th March, 2020 (previously listed as 19th February 2020).
- 1.4 **The Chair sought approval of the agenda to which there were no objections.**

2 Opening Remarks by The Chair of Executive Council

- 2.1 **Dr Berg** reflected on another year of representing the Executive Council on the CABI Governing Board noting the most significant change during the period was that **Mr Philip Walters** was replaced as Chair of the Governing Board in June 2018 by **Mr Roger Horton**. **Mr Horton** has vast experience in running a very successful publishing business which will be invaluable to CABI.
- 2.2 **Dr Berg** gave feedback on his attendance at the CABI's 2018 Donor Forum and was particularly pleased to report that there is an ever-growing evidence base to support the impact that CABI's Plantwise program is having on the livelihoods of smallholder farmers with some impressive new evidence coming from different countries covering a range of crops.
- 2.3 **Dr Berg** noted that 2019 is an important year in CABI's 3-year governance cycle with CABI's 20th Review Conference planned for Thursday 12 – Friday 13 September. The Review Conference is CABI's highest form of governance, and gives the Executive Council and Member Country Liaison Officers the opportunity to engage in CABI's strategic decision-making process. **Dr Berg** also noted that regional consultations had taken place in the Americas and Asia in 2018, with the African regional consultation planned for the 26-28 February in Botswana.
- 2.4 **Dr Berg** thanked the Executive Council members for all the support that they give to CABI, and encouraged everyone to make a note of the dates of the Review Conference and to attend if they could.

3 **Approval of the minutes of the 398th meetings and matters dealt with by email votes during 2018 (Papers 3/01/19 & 3b/01/19)**

3.1 The minutes of the 398th meeting and the summary of e-mail communications and votes (as an appendix to the minutes) were approved unanimously, proposed by **Mr Alfred Balinda (Uganda)** and seconded by **Dr Caroline Martin (Canada)**.

3.2 During 2018, the following votes were dealt with by e-mails, which were recorded by the summary:

3.2.1 CABI's Financial Statements and Appointment of Auditors

The following TWO recommendations from CABI were approved by the Executive Council in June/July 2018 (one abstention for each of the following two recommendations):

- The Annual Report and Financial Statements 2018 be adopted by Executive Council.
- The auditors PricewaterhouseCoopers LLP be reappointed for the year 2018.

3.2.2 Non-Executive Director Appointment

The following recommendations were unanimously approved by the Executive Council in December 2018-January 2019:

- Professor Ruth Oniang'o be appointed for a second three-year term from 1 March 2019;
- Dr Prem Warrior be appointed for a second three-year term from 1 March 2019;
- Professor Dame Anne Glover be appointed for a second three-year term from 1 May 2019; and
- Dr Ismahane Elouafi be appointed as a new Non-Executive Director, with effect from 1 January 2019.

4 **Report from the CABI Board (by video presentation)**

4.1 **Mr Roger Horton (Board Chair)** introduced himself as the new chair of the CABI Board having taken over from **Mr Philip Walters** in June of 2018, and apologized for not attending in person due to a longstanding overseas commitment.

4.2 Announcing recent Board changes, **Mr Horton** started by saying thank you and goodbye to his predecessor, Mr Philip Walters. He also expressed his gratitude to Mr Walters for introducing him to CABI. He went on to thank Anne Glover, Ruth Oniang'o and Prem Warrior for agreeing to serve another term and welcomed Ismahane Elouafi who joined the Board at the start of 2019, bringing with her a wealth of experience both in the territories and subjects in which CABI specializes.

4.3 Highlighting CABI's current external challenges, **Mr Horton** noted that a shift in donor focus with a reduced emphasis on agriculture, combined with the decentralization of funding has meant that it is becoming harder for CABI to gain access to critical funding. **Mr Horton** noted that the increasingly competitive market around search engines and databases, meant that some of our traditional published products needed updating and pointed out that cybersecurity continues to be a universal challenge affecting all of us.

4.4 **Mr Horton** commented that the most worrying internal challenge of all is the deficit in the UK DB Pension Scheme which continues to be a major financial drain and risk, adding that this would be covered in greater detail later in the meeting.

4.5 **Mr Horton** noted that with a new Publishing Managing Director in place the emphasis going forward will be on developing innovative and new ways of working and publishing with a shift to publish research via open access journals and to make supporting data openly available. CABI is also cultivating partnerships in technology to develop geospatial tools and predictive modelling to help farmers around the world to increase the production of their crops by being better forewarned of events around them.

- 4.6 **Mr Horton** added that CABI is well placed to become a serious partner in sustainable agriculture which is so important to smallholders and businesses in Africa and Asia. Plantwise continues to expand, with funding coming from the private sector and local partners as well as the existing public sector funders.
- 4.7 **Mr Horton** closed by saying that he is looking forward to working more closely with member countries and strategic partners and that it is a great pleasure to be part of the organisation, and thanked the Executive Council members for their time and support.
- 4.8 **His Excellency Ellison E. Greenslade QPM (Bahamas)** asked for more details regarding the pressures CABI is facing due to the deficit of the UK DB pension scheme. In **Mr Horton's** absence, **Dr Trevor Nicholls, CEO** replied that CABI has gradually been increasing its contributions into the deficit recovery of the pension scheme and that these contributions are now running at £1.5m per annum. **Dr Nicholls** explained that there would be more information and opportunity for discussion later in the meeting under **Paper 9**.
- 5 **Chief Executive Officer's Report on 2018** (Paper 05/01/19)
- 5.1 **The Chair** welcomed **Dr Trevor Nicholls (Chief Executive Officer)** to give an overview of CABI's performance in 2018, and the outlook for the coming year.
- 5.2 **Dr Nicholls** reported that 2018 had been fairly good with the financial results broadly on track and close to plan in terms of revenue, and slightly above plan in terms of operating surplus. **Dr Nicholls** observed that the Publishing business is already showing signs of growth, with new products coming into the pipeline. International Development had some good project wins and the Action on Invasives programme is now delivering on-the-ground benefits for farmers and stakeholders.
- 5.3 Examining CABI's progress against the 3-year Medium Term Strategy, **Dr Nicholls** reported that almost 90% of the objectives are being delivered. The remaining variance can be attributed to a variety of reasons most of which are beyond CABI's control, for example, the long-term sustainability of projects can be a challenge after donor funding ends.
- 5.4 Reporting on the **Knowledge Business in 2018**, **Dr Nicholls** introduced **Dr Andy Robinson**, who joined CABI in July 2018 as Managing Director, Publishing. Under **Dr Robinson's** leadership the Knowledge Business team have recently won an exciting new project with the Bill and Melinda Gates Foundation (BMFG) helping them to develop their open data and open access strategies. This work builds on the previous collaboration between the BMFG and the CABI-led African Soil Health Consortium (ASHC).
- 5.5 Internally, the Knowledge Business is looking at how best to deliver efficiency and cost effectiveness by adopting new systems for book and database production. Existing products are being relaunched and upgraded; horizon scanning and pest risk analysis tools were added to the Invasive Species Compendium and have been well received by the users.
- 5.6 One of the first new products launched last year was a **PestSmart Diagnostics** eLearning package. This draws upon the plant doctor training materials including games that were developed for Plantwise but incorporates a broader range of pest and disease content from CABI. This product is already on the market and being sold.
- 5.7 Under development for 2019:
- **PestSmart Management** - another eLearning course, as a companion to the PestSmart diagnostics eLearning module, focuses on how to deal with these pests once they've been identified.
 - **Biopesticide Portal** - working with Biopesticide Global Industry Association to look at a product that would provide information to farmers, extension workers, and commercial growers etc. about the availability of environmentally friendly biopesticides, as opposed to chemical pesticides and herbicides.

- **Open Access Journal** - an exciting potential for CABI to establish its own open access journal in the areas of agriculture and bioscience.
- 5.8 Reporting on **International Development (ID)** in 2018, **Dr Nicholls** noted a busy and successful year winning 46 new projects with a net worth to CABI of £14m. He noted the timely payment of their member country contributions, approx. £1.5m collected to date which contributes directly to CABI's activities benefiting member countries. CABI's scientific output remained strong in 2018; CABI had set itself a target of 100 publications and delivered over 150 with a high proportion appearing in open access and high impact factor journals.
- 5.9 **Dr Nicholls** noted a growing and strong body of evidence of the positive impact of CABI's work across a range of activities, and CABI has worked closely with AIRCA colleagues to establish a strong M&E Community of Practice. One of 2018's highlights was the publication of the 5-year Randomised Control Trial (RCT) impact study on Plantwise in Kenya which demonstrated improved crop yields and improved incomes for individual farmers with an overall benefit to cost ratio of @ 3:1.
- 5.10 CABI projects are increasingly focusing on **value chains**. With projects covering a range of crops, particularly in the horticulture and cash crop areas, the focus is no longer simply about pest management but on making sure that farmers who adopt these techniques can gain access to higher value markets as well as being given assistance with financing and marketing. This is a significant development in CABI's approach to projects and by taking a more holistic view of the value chain, it also helps to focus on creating greater roles for women within those value chains as well as identifying opportunities for youth employment.
- 5.11 **Dr Nicholls** was pleased to report that the **Action on Invasives** programme continues to grow; the programme's chief purpose is to **defend, detect** and **defeat** invasive species at national borders, aiming to prevent pests from entering the country in the first place so early detection is crucial but if the invasive does become established it becomes about effective control and management.
- 5.12 **Dr Nicholls** added that CABI has continued to focus on Fall Armyworm, Parthenium and *Tuta Absoluta* and has been looking to implement best practice using biocontrol solutions and looking for natural enemies found in the pests' native ranges. However, to successfully control pest invasions the engagement of the communities affected is crucial. CABI therefore needs to adopt both top down and bottom up approaches, with top down through national stakeholders who have a role on combating pest and diseases, and bottom up through community action.
- 5.13 On **Property development**, **Dr Nicholls** informed the meeting that construction began on the new office building in Wallingford in October 2018 and is on track and budget for delivery of new Head Office in the middle of 2020. Development on the Egham site is still being considered subject to discussions with the local council regarding planning permission.
- 5.14 The **CABI Staff Survey** showed a positive picture with 91% of staff saying that they are proud to work for CABI and 84% saying that they would recommend CABI as an employer. However, there are still some areas of concern (e.g. lower morale and more stress at work) and CABI will continue to be working on these.
- 5.15 On **Regional Consultations**, **Dr Nicholls** noted that, as previously mentioned by **Dr Berg**, two out of the three Regional Consultations had taken place in 2018, with the first one for the Americas and Caribbean, hosted by Canada, and the second one for the Asia-Pacific region, hosted by China. **Dr Nicholls** reported that both had good attendance and active participation from member countries and partners, and added that at the Asia-Pacific Regional Consultation, CABI was pleased to welcome Afghanistan as CABI's newest member country, signed two strategic collaboration MoUs between China-CABI-Pakistan and CABI-Malaysia, and celebrated the 10th Anniversary of the MARA-CABI Joint Lab together with delegates.
- 5.16 The emerging priority areas from the two consultations that have already taken place were consistent with those identified 3 years' ago but with different emphasis. **Dr Nicholls** listed the top three priorities as (a) **value chains and market access**; (b) **climate smart agriculture**, in terms of resilience to climate change; and (c) the **social and environment impact** of our projects, looking at ways to increase women's involvement and youth employment in value chains, which is cross cutting. The third, and final

consultation, that is the Africa Regional Consultation, was due to take place on 26-27 February in Botswana.

- 5.17 CABI's priorities for 2019** are to build on the successful impact assessment of Plantwise and show how Plantwise and other CABI programmes deliver against the objectives of sustainable and climate smart agriculture. New business development will be targeted around work in value chains, digital advisory services and development communications. CABI will also be working to deliver new products in the Publishing area and looking to find service opportunities which combine CABI's on-the-ground delivery with its data and knowledge management capabilities.
- 5.18 Mr Euclid P. Goodman (Barbados)** asked whether there were any immediate plans for more donor conferences to attract more donors after 2020? **Dr Nicholls** responded that active discussions are taking place with CABI's existing donors but that CABI is also looking to broaden its donor base. The merger with SciDev.net had brought CABI into contact with a number of new donors (e.g. The Swedish International Development Agency, Rockefeller Foundation, and Bosch Foundation) and CABI believes that the private sector and foundations are the potentials that CABI can begin to tap in the future to increase its funding base.
- 5.19 Mr M. Hanif Ahmadzai (Afghanistan)** thanked CABI and was delighted to be attending the meeting for the first time on behalf of Afghanistan and looked forward to working closely with CABI and other member countries to benefit from their rich experience. **Mr Ahmadzai** queried which of the CABI programmes would benefit Afghanistan most. **Dr Nicholls** noted that Plantwise is already implemented successfully in Afghanistan, which will continue to be developed and expanded. **Dr Nicholls** added that CABI recently worked closely with the quarantine services and had just completed an extensive survey of plant pests and diseases in Afghanistan, funded by a World Bank grant. Building on this work, having identified the pests and diseases, CABI hopes to help develop programmes to combat them in combination with building the capacity of the quarantine system in terms of physical infrastructure, and capacity and knowledge of the personnel.
- 5.20 Mr Jiang Sunan (China)** commented that he was once again very happy to be taking part in the meeting, having attended several times in recent years. **Mr Jiang** noted that China was pleased to have co-hosted the Asia-Pacific Regional Consultation (APRC) meeting in Beijing in October which had been an opportunity to celebrate the 10th anniversary of the MARA-CABI Joint Lab, noting that over the past 10 years this alliance has proved successful, with collaboration on international projects focused around technology transfer between north/south and south/south worth US\$23 m. In conclusion, **Mr Jiang** noted that China would continue to provide significant support to CABI and its member countries.
- 5.21 Dr. Boitshoko Ntshabele (South Africa)** asked for elaboration regarding the progress of the critical milestones, particularly in relation to the major variance and sustainability of funding, and how CABI intend to resolve these issues. **Dr Nicholls** responded that there were various types of major variance, including time variances, wherein projects take longer to implement and deliver than anticipated. **Dr Nicholls** added that much of CABI's work is delivered through partners that often have other priorities, so the variance is often more about timing rather than delivery. There was also a financial impact when the Knowledge Business sales fell short of target over a three-year period, however, CABI is pleased to say that this part of the business grew and exceeded its numbers in 2018 and is now in recovery. **Dr Nicholls** added that the long-term sustainability of initiatives is a challenge across the development sector - how does one keep good things going when the donor funding stops?
- 5.22 Mr Jakaria Huq (Bangladesh)** commented that it was good to know that a good number of projects had been secured in 2018 and requested clarification on what the project selection process involved and wondered how the member countries could be more engaged with the process. For example, did CABI invite proposals from its member countries? **Dr Nicholls** answered that the approach to project selection is both 'top down' and 'bottom up'. The 'top down' approach involves CABI working with its member countries either individually or within a region to identify the critical needs and opportunities within the regions to develop individual projects around these needs. CABI also responds to calls from donors who are developing projects, this is more of a 'bottom up' process. CABI's member country structure is fairly unique in being able to make a good linkage between the needs of developing member countries and the objectives of donors in the developed countries.

- 5.23 **Ms Ana Marie Hernando (Philippines)** noted that CABI's priority areas of social and environmental impacts for women and youth and the strategies for 2019 specifically targeting work in value chains, digital advisory services and development communications to address youth employment and women's empowerment are similar to the priorities of the Philippines and asked **Dr Nicholls** to elaborate. **Dr Nicholls** replied that ultimately, it is about giving people access to information and resources and giving women a stronger role in the decision-making process.

6 Financial Report 2018, Plan 2019-21 and Member Country Fees (Paper 06/01/19)

- 6.1 **The Chair** invited **Mr Rob Soley (Chief Financial Officer)** to give more detail on CABI's finances and set out the financial projections for the 3-year horizon out to 2021, seeking approval of the 2019-21 Plan, which had been endorsed by the Board in December 2018. This paper also sought approval of an increase in Member Country Contributions from £1,302k to £1,478k (c13%) fixed for the three period of the 2019-21 Plan.
- 6.2 **Mr Soley** noted that financial performance had been mixed and CABI is likely to end the year £0.8M below the revenue plan (at £35.0M) although the operating surplus (£409k) would be close to plan due to significant cost-saving measures implemented during the year.
- 6.3 International Development had a challenging year and, going forward, needed to raise significant new funding for key programmes by positioning them as necessary and effective responses to climate change adaptation whilst at the same time developing new concepts relevant to climate smart agriculture, youth employment and female empowerment.
- 6.4 **Mr Soley** commented that the overall business environment for CABI continues to be challenging with continued pressure on academic library budgets and a shift of donor aid funding away from agriculture. Funding for international development is becoming more bi-lateral, as well as loan and grant driven so CABI will need to look into new partnerships and different funding sources (particularly in-country) to replace income streams from international donors
- 6.5 Against this backdrop, the budget for 2019 is based upon conservative projections of revenue growth (to £35.4M) reflecting the decline in funding which will be seen for major programmes (e.g. Plantwise, Action on Invasives, and GODAN).
- 6.6 As a result of this there will be a drop in **Operating Surplus** (to £115k) for the year of 2019 until increased revenues and reduced costs from these initiatives begin to feed through from 2020 onwards.
- 6.7 **Mr Soley** also noted that CapEX is budgeted at c£0.7m per annum for 2019-21 (2018 forecast at £0.6m). Major items of expenditure in the plan period are on product development and the new production system in Publishing.
- 6.8 **Mr Soley** added that a healthy cash balance of £11.5m forecast at the end of 2018 is expected to reduce significantly during 2019 as construction and completion of the new HQ office in Wallingford is undertaken. CABI is investigating the option of a flexible loan during this period in advance of the £6m tranche being received from CALA homes. **A final decision on this will be made at CABI's Board meeting in March 2019.**
- 6.9 **Mr Soley** explained that the proposed increase in contributions by member countries remains based on the 2015 UN index, as they were for 2016-18, which means that individual country fees all increase by c13% (see attached table of Member Country Contributions of Paper 6). As discussed last year, the proposed uplift is intended to cover the Pension Protection Fund levy (£130,621 for 2018/19) as well as general cost inflation impacting other areas of expenditure.
- 6.10 **Mr Soley** highlighted the risks facing the 2019 budget and discussed the strategies CABI is putting in place to deliver it, including developing and agreeing a recovery plan for the UK pension scheme; implementing Plantwise 2.0 concepts and developing commercial spin-off opportunities; developing new concepts in relation to climate change, youth and women; and securing new and private donor income.

- 6.11 Closing his presentation, **Mr Sioley** added that successful implementation of the strategies laid out in the paper will not only contribute to the delivery of the 2019 Budget, Objectives and Targets but will also lay the foundation for future growth and development of CABI.
- 6.12 The 2019-21 Budget Plan was approved, proposed by **His Excellency Ellison E. Greenslade (Bahamas)**, seconded by **Mr Mukela Mutukwa (Zambia)**. **Mr German Espejo (Colombia)** abstained.
- 6.13 The Membership fee increase was approved, proposed by **Mr Duncan Barker (UK)**, seconded by **Mr Jiang Sunan (China)**, with abstentions from **Mr German Espejo (Colombia)**, **Mr Uttamsingh Goodur (Mauritius)** and **Ms Karina Concha (Chile)**.

7 Plantwise update: impact and evolution (Paper 07/01/19)

- 7.1 **The Chair** invited **Mr Rob Reeder (Plantwise Data Manager)**, speaking on behalf of **Dr Washington Otieno (Programme Executive, Plantwise)** to present the update on the progress of the Plantwise Programme during 2018 and outline of the priorities for 2019.
- 7.2 **Dr Reeder** gave a summary outlining the concept of Plantwise to the Executive Council Members who may not be familiar with the programme. Active since 2011, Plantwise has now reached 34 countries around the world with an estimated cumulative reach of 18.4m farmers.
- 7.3 **Dr Reeder** reported that the five-year study undertaken by the American Institute of Research (AIR) in Kenya showed a positive impact with a 12% yield increase for maize within the Plantwise catchment areas as opposed to those outside the catchment area. Further studies also showed that 63 - 97% plant clinic users reported increase in yields, with 31-81% of clinic users reporting an increase in income.
- 7.4 **Dr Reeder** added that as part of the Kenyan AIR impact study it had looked at the cost benefit ratio of the Plantwise programme and it showed a favorable ratio of 3:1 for maize in 2017. The same study also calculated the associated internal rate of return (IRR) of Plantwise to be 54% while a systematic review by IFPRI found that the IRR for similar research and extension programmes is 37%.
- 7.5 Furthermore, the study also showed that the programme promotes stronger plant health systems by helping to coordinate the various stakeholders within the plant health arena and ensuring information shared more effectively. The use of ICT speeds up the dissemination of information and the introduction of tablet devices to plant doctors has allowed them to record information more efficiently as well as giving them immediate access to the Plantwise Knowledge Bank. Plant doctors frequently use group messaging apps to share information with each other about pest and diseases, leading to early detection and enabling a rapid response.
- 7.6 **On the future of Plantwise**, **Dr Reeder** explained that CABI is gradually transferring ownership of elements of the programme to Plantwise countries who are increasingly taking responsibility for in-country operations. **Dr Reeder** added that CABI would want to ensure that it maintains its core principals of stable plant health systems, access to quality advice, the continued two-way flow of information and equitable access to all at the plant clinics. Linking up to the work CABI has been doing with the PRISE programme, CABI would also like to get better at predicting where pest outbreaks are likely to occur and to, hopefully, prevent them happening.
- 7.7 **Dr Reeder** closed his presentation by thanking the plant donors and national and international partners for their long term and significant support.
- 7.8 **His Excellency Ellison E. Greenslade QPM (Bahamas)** noted that the Plantwise training model had been incorporated into the curriculum at several universities, and asked for more information on which universities have already adopted the model and how the training was executed, and what form it takes. **HE Greenslade** also queried the best way for interested universities to engage with CABI to find out more information. **Dr Reeder** replied that a number of universities have expressed an interest in the adopting the Plantwise training method, for example Makerere University in Uganda has been very interested in using the Plantwise model as a vocational training platform, particularly for extension agents to improve their skills at diagnosing pests and diseases. The best way for universities and training establishments to find out more is to contact the Plantwise team at CABI

8 Pest Risk Information Service (PRISE)

(Paper 08/01/19)

- 8.1 **The Chair** invited **Ms Cambria Finegold (Global Director, Digital Development)**, to present the update on the progress of PRISE so far and to outline the next steps.
- 8.2 **Ms Finegold** explained that CABI and partners are working with funding from UK Space Agency over the course of 5 years, to develop a data driven early warning system, initially focusing on several key pests in five countries. The project compliments the farmer facing and systems transformation work already underway in the Plantwise and Action on Invasives programmes. The project combines satellite data with real time field observations from the subscribers of the service and from the plant clinics, to model the pest populations in the areas where CABI is working and provide alerts so that farmers can take early action to reduce their crop losses.
- 8.3 A new version of the system will be released each year with new features being added (new target crops, new target pests, new target audiences and new dissemination channels) and that CABI and partners are currently on the second release, 'Knowledge' version. One of the objectives for PRISE is that by the end of 5 years, when funding from the UK Space Agency ends, the programme will be a self-sustaining service. By commercializing some aspects of PRISE, CABI would, ideally, keep the farmer-focused actionable information free at the point of use for the farmers but there is also potential for commercial avenues.
- 8.4 **Ms Finegold** closed by thanking the donors and national and international partners for their long term and significant support.

9 CABI UK Defined Benefit Pension Scheme - Updates and Proposals

(Paper 09/01/19)

- 9.1 **The Chair** invited **Dr Trevor Nicholls (Chief Executive Officer)** to present the current situation regarding the CABI UK Defined Benefit Pension Scheme.
- 9.2 **Dr Nicholls** outlined the two types of pension provision within CABI in the UK, the Defined Benefit (DB) Scheme, which was established in 1982 and closed to all further accrual of benefits in 2016 and the Defined Contribution (DC) Scheme (money purchase). Outside of UK all employees are covered by various forms of DC schemes.
- 9.3 **Dr Nicholls** explained it is important to understand regulatory framework within in the UK.
- **The Pension Regulator (TPR)** has oversight over all UK occupational pension schemes (both DB and DC). DB Schemes that are in deficit must submit a recovery plan to TPR.
 - **The Pension Protection Fund (or PPF)** was established in 2005 funded by levies on eligible schemes and effectively acts as an insurance plan. CABI have worked very hard with the PPF to get a new "special category employer" band to cover CABI with a levy payment in the lowest band (~£130k per year).
- 9.4 **Dr Nicholls** noted that although the schemes' assets have been well-managed the value of the liabilities have expanded faster than investment returns due to increased life expectancy and low yield on government bonds. CABI has done its best to reduce the deficit by making significant payments, both contractual payments and, as and when financial performances allowed, additional, top up payments. In 2018 CABI put in £1.5m, and this sum potentially increases at 5% p.a. going forward. This has become a substantial drain on the resources and financial capabilities of the organization.
- 9.5 CABI has undertaken a variety of other mitigating measures to support the security of the pension plan: for example providing legal rights over the assets of CABI as a backstop to give security to the scheme.
- 9.6 **Dr Nicholls** explained that the purpose of this presentation is to draw the Member Countries attention to Article XIV.2 of the Agreement on CAB International which states:

"In the event of dissolution.....the liabilities of the Organization, including any liabilities to the Organization's staff superannuation schemes shall be met by the member governments in such

proportions as shall reflect their total financial contributions to the expenses and assets of the Organization”.

There is a legal ruling that withdrawal from the Organization does not exempt Member Countries from their share of the historic liabilities.

- 9.7 Dr Nicholls** noted that the pension deficit is the single biggest risk for CABI’s future financial health and, potentially, its long-term survival, and added that CABI is obliged to draw it to the Member Countries attention as a major contingent liability for all member countries that have signed up to the treaty-level Agreement.
- 9.8 Dr Nicholls** explained that the Scheme Trustee can wind up the scheme and the Pension Regulator, in exceptional circumstances can also wind up the scheme. CABI is in a position where there is a significant risk that this might happen which would trigger a debt of over £150M.
- 9.9 Dr Nicholls** explained that the only people who have power to wind up CABI itself are the Member Countries – by Review Conference resolution supported by at least two thirds of member countries, representing more than 50% of annual membership contributions at that point (Article XIV of CABI Agreement), not UK Government or Regulator alone (case law on International Tin Council).
- 9.10 Dr Nicholls** noted that the CABI and Member Countries need to get together to work out a way to reduce that risk of a legislative wind up. **Dr Nicholls** observed that there are no easy solutions and recommended that the Executive Council form a sub-committee comprising the CEO, CFO, Chair of Executive Council and up to 5 Member Country representatives with a mandate to:
- develop and evaluate options to secure the long-term financial stability of the organization by addressing the scheme deficit; and
 - to make recommendations to the 2019 Review Conference as to the support required from Member Countries to do this.
- 9.11 Mr Jiang Sunan (China)** commented that it is a very concerning situation and China hopes that CABI can come up with a more sustainable, long-term recovery plan this year. **Dr Nicholls** agreed that CABI and Member Countries need to have developed a plan to fix the problem. **Dr Nicholls** noted that The Regulator expects CABI to deliver a credible plan by the end of 2019 with commitments to show that it has engaged member countries in the discussions.
- 9.12 The Chair** sought approval for the formation of a sub-committee to address this matter and to report back to the Review Conference in September 2019. The motion was passed unanimously, proposed by **Mr Duncan Barker (UK)** and seconded by **Dr Caroline Martin (Canada)**.
- 9.13 The Chair** asked that any countries interested in being part of the sub-committee to contact either himself (Dr Lutz-Peter Berg) or Dr Qiaoqiao Zhang. It was noted that the UK registered an interest.
- 10 Election of Executive Council Chair** **(Paper 10/01/19)**
- 10.1 Dr Nicholls** reported that nominations for the position of Executive Council Chair had been requested by email on 10th December 2018 but up to the deadline of 9th January 2019, there had been no new nominees for this position, so on that basis the current Chair, **Dr Lutz-Peter Berg (Switzerland)** had indicated his willingness to stand for another year in 2019. **Dr Nicholls** thanked Dr Berg for his long-term support and commitment and recommended Executive Council to endorse the re-appointment of Dr Lutz-Peter Berg as Chair for 2019. Approval was proposed by **Dr Caroline Martin (Canada)** and seconded by **Mr. Jesse Quiban (Malaysia)**.
- 11 Election of Board Observers 2018** **(Paper 11/01/19)**
- 11.1 The Chair** invited **Dr Trevor Nicholls** to present the Paper on the Election of Board Observers for approval.
- 11.2 Dr Nicholls** noted that nominations for the two positions of Board Observers on behalf of Executive Council had been requested by email on 10th December 2018, and up to the deadline of 9th January

2019, CABI received two nominations. **His Excellency Mr Ernest Ndbashinze, Ambassador (Burundi)** and **Mr Mukela Mutukwa (Zambia)** who is willing to stand for another year in 2019

- 11.3 The recommendation to approve **His Excellency Mr Ernest Ndbashinze** as Board Observer for 2019 was passed, proposed by **Mr Alfred Balinda (Uganda)** and seconded by **Mr Jakaria Huq (Bangladesh)**.
- 11.4 The recommendation to approve the reappointment of **Mr Mutukwa**, as Board Observer for 2019 was passed, proposed by **Mr Alfred Balinda (Uganda)** and seconded by **Dr. Boitshoko Ntshabele (South Africa)**.

12 Use of the CABI Seal

(Paper 12/01/19)

- 12.1 Dr Nicholls noted that since the February 2018 Executive Council meeting, the CABI Seal has been used on 9 occasions, all connected with the Wallingford property development.
- 12.2 The Chair noted that in normal practices, the Council simply has to ratify the use of the Seal and no questions or observations were raised by the delegates present.

13 Any other business

- 13.1 The next Executive Council Meeting will be held on **Wednesday, 4th March, 2020, London (Hallam Conference Centre)**
- 13.2 **Dr Berg** proposed a resolution of thanks to the **Cavendish Venues** for hosting the meeting at its Hallam Conference Centre, and also thanked the Member Country representatives, the Board members and CABI staff.

CABI EXECUTIVE COUNCIL

Minutes of the 20th CABI Review Conference

(including closed session on Governance)

Held on 12th & 13th September 2019

At the Runnymede Hotel, Egham, Surrey, United Kingdom

PRESENT:

Liaison Officers, Executive Council members and Member Country Representatives

Mr. M.Hanif Ahmadzai	Afghanistan
Mr. Hamdullah Hamdard	Afghanistan
Mrs Fiona Lynn (by teleconference)	Australia
Mr. Wilfred Adderley	The Bahamas
Mr. Christopher Worrell	The Bahamas
Mr. S M Jakaria Huq	Bangladesh
Dr. Pharoah Mosupi	Botswana
Dr. Lekgari Aatshwaelwe Lekgari	Botswana
Ms. Faith Daniel	Botswana
Mr. Ernest Ndabashinze	Burundi
Dr. Niyongere Célestin	Burundi
Dr. Caroline Martin	Canada
Dr. Michele Marcotte	Canada
Mr Taylor Hladik	Canada
Dr Andres France	Chile
Mrs. Karin Concha	Chile
Mr. Sunan Jiang	China
Ms. Xiaoxia Wu	China
Mr. Weiping Hao	China
Mr. He Huang	China
Mr. Louis Tsangarides	Cyprus
Mr. Costas Dafos	Cyprus
Mrs. Joyce Asamoah-Koranteng	Ghana
Prof. Victor Kwame Agyeman	Ghana
Mr. Daniel Lewis	Grenada
Dr. Amol Shinde	India

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CABI improves people's lives worldwide by providing information and applying scientific expertise to solve problems in agriculture and the environment.

CABI, the trading name of CAB International, is an international organization recognized by the UK Government under Statutory Instrument 1982 No. 1071

Mrs. Marina Young	Jamaica
Miss Na-Shima Davis	Jamaica
Mrs. Renée Lloyd	Jamaica
Dr. Eliud Kireger	Kenya
Mr. Jesse Quiban	Malaysia
Mr. Muhammad Rudy Khairudin Mohd Nor	Malaysia
Mrs. Eulyn Silcott-Greaves	Montserrat
Ms. Thiri Thandar Lwin	Myanmar
Ms. Khin Mar Oo	Myanmar
Mr. Bas Harbers	Netherlands
Ms. Marielle Karssenberg	Netherlands
Mr. Yarama D. Ndirpaya	Nigeria
Dr. Muhammad Hashim Popalzai	Pakistan
Ms. Judith Silau	Papua New Guinea
Dr. Sergie Bang	Papua New Guinea
Ms. Ana Marie Hernando	The Philippines
Mr. Fidelis Mironko	Rwanda
Dr. Boitshoko Ntshabele	South Africa
Dr. Lakmini Mendis	Sri Lanka
Mr. Senuja Samaraweera	Sri Lanka
Dr. Lutz-Peter Berg	Switzerland
Mr. Michel Evequoz	Switzerland
Dr. Geoffrey Mkamilo	Tanzania
Mr. Alfred Balinda	Uganda
Prof. Joseph Obua	Uganda
Mr. Duncan Barker	UK
Mr. Tran Danh Suu	Vietnam
Mr. Moses Mwale	Zambia
Ms. Irene Chengo	Zambia
Dr. Cames Mguni	Zimbabwe

CONFIDENTIAL DOCUMENT**Observers**

Ms. Gillian Ormiston	Diplomatic Missions and International Organisations Unit, The Foreign and Commonwealth Office, UK
Mr Jeremy Davies	Campden BRI (CABI Affiliates)
HE Mr Sani Redi	Ethiopia (Prospective Member Country)

CABI Board

Mr. Prem Warrior
 Prof. Ruth Oniang'o
 Dr. Paulus Verschuren
 Dr. Lutz-Peter Berg
 Dr. Ismahane Elouafi
 Mr. Roger Horton
 Mr. Andrew Jack
 Mr. Akhter Mateen
 Dr. Trevor Nicholls
 Mr. Robert Sloley

In total, **56** representatives representing **36** member countries were present (the UK also represented five UK overseas territories, i.e. Anguilla, Bermuda, British Virgin Islands, Montserrat and St Helena) while Australia joined by teleconference. In addition, around 20 invited observers, guests and speakers attended most sessions of the Review Conference, and over 40 CABI Staff were in attendance during the whole or part of the event in order to give presentations, man exhibitions, interact with representatives of member countries or to support the running of the Conference.

APOLOGIES:

Barbados, Brunei, Colombia, Cote D'Ivoire, Gambia, DPR Korea, Sierra Leone and Trinidad & Tobago.

Minutes of the Governance and associated sessions of CABI 20th Review Conference

Day 1: 12th September 2019

At the Runnymede Hotel, Egham, Surrey, United Kingdom

1. Opening Remarks by The Chair of Executive Council
 - 1.1. **The Chair (Dr. Lutz-Peter Berg, Switzerland)** welcomed all delegates from CABI member countries, prospective member countries and CABI Affiliates, and invited guests, observers and speakers, particularly those Liaison Officers and Executive Council members attending the Review Conference for the first time and representatives from Afghanistan, which joined CABI after the last Review Conference. He also noted that 4 delegates could not attend due to visa problems.
 - 1.2. **The Chair** expressed sympathy to the representatives of The Bahamas for the loss and devastation to their country, caused by hurricane Dorian.
 - 1.3. **The Chair** invited **Mr. Wilfred Adderley** of the Bahamas High Commission to update the meeting on the current situation in his country. **Mr. Adderley** explained that many areas of the country had been totally devastated and the clean-up operation will take a long time with searches ongoing for those that were still missing. **Mr. Adderley** provided two locations where donations towards the rescue efforts could be made at www.bahamas.com/relief or via the High commission website <http://www.bahamashclondon.net/>.
 - 1.4. **The Chair** explained that this Review Conference has been informed by the outputs from CABI's Regional Consultations held in the Americas and Caribbean, Asia-Pacific and Africa, during 2018-2019, and noted that the theme of this Review Conference would be "Building an inclusive and sustainable future". He added that during the coming two days, CABI would show how it will use its knowledge and expertise to help tackle global challenges from such as climate change, poverty, food security and improving gender equality, to help achieve the Sustainable Development Goals.
 - 1.5. Reflecting on progress made since the last Review Conference in July 2016, **the Chair** was pleased to note that, the International Development team had made good progress against its impact goals with the prominent Plantwise programme having demonstrated significant benefits to farmers. The Knowledge Business had continued to deliver both knowledge and income, with surplus being reinvested back in to development work, while also developing smart ways to future proof itself.
 - 1.6. There have also been challenges, and despite CABI's efforts to mitigate the effects of the legacy UK Defined Benefit pension deficit it had become a pressing matter which had brought into focus both CABI's potential and impact and the acute threat to its work from this issue.
 - 1.7. He concluded that the Conference came at a critical time and would allow CABI to take stock of both threats and opportunities and provide a chance to take action to safeguard the other. As the Conference will show there is a lot to be safeguarded as CABI continues to build an inclusive and sustainable future.
 - 1.8. **The Chair** declared the 20th CABI Review Conference open and welcomed **HE Mme Josefa Sacko**, Commissioner for Rural Economy & Agriculture, African Union to give the keynote speech.
 - 1.9. **The Chair** thanked HE Mme Josefa Sacko for her positive comments and her support to CABI and invited **Dr. Trevor Nicholls (Chief Executive Officer, CABI)** to present a Review of Progress for the Medium Term Strategy 2017-2019.

2. CABI progress against Medium Term Strategy (2017-2019)

02/RC19

- 2.1. **Dr. Nicholls** welcomed all delegates to the 20th CABI Review Conference and extended particular thanks to Her Excellency, Commissioner Josepha Sacko for her opening remarks and for her support to CABI over the years.
- 2.2. He reported that good progress had been made against the 2017-2019 Medium Term Strategy, demonstrated by the fact that 79% of CABI's 116 milestones are either on track or have been delivered. The priorities of the strategy revolved around 6 outputs that had been derived from the Regional Consultations held in 2015-16, these were to improve livelihoods; increase food and nutrition security; put know-how into people's hands; enhance sustainability and climate; support sustainable utilization and conservation; strengthen capacity of agricultural innovation systems.
- 2.3. However, CABI had fallen short in its generation of revenue during the period, largely due to the funding climate becoming more demanding and competitive. Support from core donors for the Plantwise and Action on Invasives initiatives had been invaluable and much appreciated. However, the shortfalls in revenue had translated into reduced profitability while increased contributions to the pension scheme recovery plan had also had the effect of reducing operating profits.
- 2.4. Despite a challenging funding environment, CABI had been successful in winning around 50 new projects per year, with gross revenues of approximately £10m-£18m per year. The organisation had also maintained a high number of peer reviewed scientific publications, with over 150 published annually. These publications are critical in ensuring that CABI's work is accessible for others to read and use. More papers were being published in journals with impact factors greater than 2 and with an increasing number being published via open access.
- 2.5. **International Development** programmes and projects continue to have positive impacts in CABI Member Countries, with the award-winning Plantwise programme continuing to be very successful. The programme has trained over 10,700 plant doctors working in >3000 plant clinics, operating in 34 countries and has reached an estimated cumulative total of 31 million farmers. Furthermore, an independent 5-year Randomised Control Trial (RCT) impact study on Plantwise in Kenya demonstrated improved crop yields and increased incomes for individual farmers with an overall benefit to cost ratio of 3:1.
- 2.6. **Dr. Nicholls** observed that the early detection of pests is crucial when it comes to protecting crops, an example being when the banana skipper pest was detected at a plant clinic in Sri Lanka. The Plantwise team, working with the Sri Lankan government, were able to put into place a control programme which limited the damage caused by this pest. Had this control programme not been put in place the disease could have affected over 60% of the production area and the rapid response, supported by Plantwise, helped to prevent crop losses that could have been up to 12,900 metric tonnes, with a market value of US\$23 million.
- 2.7. Going forward, the Plantwise programme will aim to provide a stronger trade and value chain focus by giving farmers advice, not just on pests and diseases, but also on ways that they can increase their use of biocontrol mechanisms as well as providing better surveillance and preparedness thereby moving into the prevention rather than cure model.
- 2.8. Priorities are increasingly shifting towards predicting outbreaks of pests and diseases and CABI is working with partners with funding from the UK Space Agency's International Partnerships Programme to develop a data driven early warning system, initially focusing on several key pests in five countries (Kenya, Ghana, Zambia, Rwanda and Malawi). The Pest Risk Information Service for Africa (PRISE) programme compliments the farmer facing and systems transformation work already underway in the Plantwise and Action on Invasives programmes. The project combines satellite data with real-time field observations from the subscribers of the service and from the Plantwise plant clinics, to model the pest populations in the areas where CABI is working and provide alerts so that farmers can take early action to reduce their crop losses.

- 2.9. The Action on Invasives programme has continued to grow, with the programme's chief purpose being to defend, detect and defeat invasive species at national borders. The programme had already been crucial in reducing the spread of Fall Armyworm (FAW) in Africa and Asia.
- 2.10. **Dr. Nicholls** was delighted to announce that CABI, working in collaboration with IITA, ICRISAT, ICIPE and others had identified a potentially suitable biocontrol agent for FAW in Africa, the egg parasitoid *Telenomus remus*, adding that the next steps will be to develop mass rearing technologies and make sure it can be delivered economically and in an approved fashion.
- 2.11. CABI had also established its first Action on Invasives quarantine laboratory in Pakistan which would not only enable CABI to help Pakistan eradicate invasive species but would also assist in the development of new bio-control agents which could be used worldwide.
- 2.12. CABI's projects are increasingly focusing on value chains, with projects covering a range of crops, particularly in the horticulture and cash crop areas. The focus is no longer simply about pest management but on making sure that farmers who adopt these techniques can gain access to higher value markets as well as being given assistance with financing and marketing. This is a significant development in CABI's approach to projects and by taking a more holistic view of the value chain, it also helps to focus on creating greater roles for women within those value chains as well as identifying opportunities for youth employment.
- 2.13. CABI is a partner in a five year £30million DFID-funded programme, Commercial Agriculture for Smallholders and Agribusiness (CASA), which aims to increase investment in agribusinesses which trade with smallholders and to increase the smallholder engagement and benefits from agribusiness investments. The programme, covering Uganda, Nepal and Malawi, aims to improve the livelihoods of over half a million smallholder farmers and their families. Working with other five centres, CABI's share of the funding amounts to £3million.
- 2.14. **Dr. Nicholls** moved on to looking at the developments in **CABI's Knowledge Business** over the last 3 year: observing that there has been a slowing rate of growth in the core publishing business. Users were demanding faster access to information while other search technologies, such as Google Scholar, were becoming more popular amongst academic researchers. CABI's products need to evolve to meet these demands and the business continues to invest in product development, in order to future proof against the trend away from print into electronic media but recognised there is still a place for the comprehensive nature and high quality of the abstract databases and books that CABI produces.
- 2.15. He introduced **Dr Andy Robinson**, who joined CABI in July 2018 as Managing Director, Publishing. Dr Robinson and his Knowledge Business Management Team are working to stabilize revenues for core products and looking at how best to deliver efficiency and cost effectiveness by adopting new systems for book and database production.
- 2.16. Existing products are being relaunched and upgraded while horizon scanning and pest risk analysis tools have been added to the Invasive Species Compendium. A new Plantwise data collection app has been launched and has received positive feedback from all regions. CABI is also developing its own open access journal in the areas of agriculture and bioscience.
- 2.17. E-Learning is increasingly important for continuing professional development in all spheres and 2018 saw the launch of a PestSmart Diagnostics eLearning package by CABI. This draws upon the plant doctor training materials that were developed for Plantwise but incorporates a broader range of pest and disease content from CABI. This product is already on the market and being sold. As a companion to the PestSmart diagnostics module, CABI is now developing PestSmart Management which focuses on how to deal with these pests once they have been identified.

- 2.18. **Dr. Nicholls** reported that the acquisition and integration of SciDev.Net into CABI during the period had been of tremendous value to the organisation and had added breadth in terms of science communication and donor base, and gained skills to maximise impact and reach of regional/national communications initiatives.
- 2.19. **Dr. Nicholls** also informed the meeting that construction began on the new office building in Wallingford in October 2018 and is on track and budget for delivery of new Head Office in the middle of 2020.
- 2.20. He concluded by saying that that CABI remained in good health: the Medium Term Strategy is on track and delivering positive impact, while the Plantwise and Action on Invasive Species programmes continue to enhance CABI's presence and reputation worldwide as a reliable implementing partner who can deliver positive results on the ground. Short term financing through donors is secure but remains a long term challenge and that the UK Pension Regulator's demands are also difficult to meet but overall, there are a large number of positive, exciting opportunities that CABI and its Member Countries can address for the benefit of everyone worldwide.
- 2.21. **Dr. Nicholls** thanked the delegates for their support in everything that had been achieved over the last 3 years and looked forward to continuing to work in partnership with the Member Countries as we move forward to address these exciting new opportunities.
- 2.22. **The Chair** thanked **Dr. Nicholls** for his presentation and invited questions from the delegates.
- 2.23. **Dr. Lekgari Aatshwaelwe Lekgari (Botswana)** whether, with regard to Fall Armyworm (FAW), and looking at the country of origin, there are any countries that have identified how it progresses where there are no hosts (food plants) available throughout the year. **Dr Lekgari** also queried if the name of the pest was relevant in Africa, given the name represents a description of seasonality in America? **Dr Nicholls** responded that one of the key challenges with FAW is that as it develops into a moth it can fly significant distances and therefore jump over areas where there is no host. In the Americas it does not move fast as it does not survive winter well, whereas in Africa there is no such temperature control so biocontrol will be a key weapon in tackling this pest.
- 2.24. **Dr. Geoffrey Mkamilo (Tanzania)** noted that in his experience governments expect instant responses and want immediate solutions so they do not react well to 'awareness creation' only. He added that ideally there would be a shorter term response and asked if CABI and partners have some solutions to FAW that work now. **Dr Nicholls** replied that there has been a short term imperative to defeat it and though impacts have been mitigated, these solutions have not been able to stop it. He added that the long term focus needed to be on prevention rather than treatment but recognised that this approach can be unattractive politically as it is hard to demonstrate impacts.
- 2.25. **Mr. Yarama Ndirpaya (Nigeria)** commented that FAW and *Tutu absoluta* are devastating pests that do not honour borders, therefore, isolated in-country approaches do not work given lack of border control, and asked what efforts are needed to make preventive efforts more effective. **Dr. Nicholls** replied that CABI has been stimulating and supporting regional actions and had developed regional action plans. However, individual countries would still need to develop and own their national plans, and ideally all countries should do similar things. Horizon scanning and risk assessment tools are also important in planning and preparation and CABI is making these available for free to less developed countries.

3. **Plenary panel discussions – how the issues identified at the regional consultations relate to the global challenges** **03/RC19 (a) & (b)**
- 3.1. **The Session Chair, Mrs. Caroline McNamara (Chief Commercial Officer, CABI)** welcomed the delegates to the 1st plenary session – *how the issues identified at the regional consultations relate to the global challenges* and noted that the purpose of this session was to review and discuss the outcomes of the individual Regional Consultations. **Mrs. McNamara** reminded the delegates that Paper 03 (a) and 03 (b) were covered by this session.

The panel consisted of:-

- Dr. Dennis Rangi, CABI Director General, Development
 - Dr. Michèle Marcotte, Director of Research, Development and Technology, Agriculture and Agri-Food Canada
 - Professor Hao Weiping, Deputy Director General of International Cooperation, Chinese Academy of Agricultural Sciences
 - Dr. Pharoah Mosupi, Director of Agricultural Research, Common Service Division, Ministry of Agriculture, Botswana
 - Mr. Paulus Verschuren, CABI Non-Executive Director and Founder of WorldFed
- 3.2. **Mrs. McNamara** observed that the session is an important bridge between the individual Consultations that had taken place and to ensure that the Member Country priorities remain key to CABI's strategy in tackling the global challenges. She introduced the panellists and thanked them, for not only for hosting the meetings in their beautiful countries but for also agreeing to represent the views that came out of those discussions on behalf of the member countries in their regions.
- 3.3. **Dr. Dennis Rangi (Director-General Development, CABI)** began by adding his thanks to the host countries and noted that it had been exciting to see such high level representation at each of the Regional Consultations and that he was equally pleased to see several senior figures from CABI's Member Countries also attending this Review Conference. **Dr Rangi** commented that he believed that this high level support demonstrated the faith our Member Countries have in the organisation, stressing that CABI can only succeed in the work it does with the help and participation of its Member Countries.
- 3.4. **Dr. Rangi** observed that the Regional Consultations give CABI the opportunity to reconnect and re-engage with its Member Countries, adding that one of the things that makes CABI a unique organisation, is that it does not come to these Consultations with its own agenda – priorities and objectives are developed together. He presented an overview of the outcomes of the three Regional Consultations that had taken place in Canada, Botswana and China during 2018 and 2019 and reported that it had been agreed at each Consultation that the 9 priority areas, identified in 2015-16, were still relevant but with increasing emphasis on the issues below:
- Value chains/market access with a focus on small holder farmers
 - Climate smart agriculture in practice
 - Integrated approaches to crop and livestock production, protection and processing – roles for women and youth
 - Digital development, language and data literacy
 - Invasive pathways
 - Use of microbial resources, and enabling biological control through ABS in line with Nagoya protocol
 - The support for farmer based organisations
 - Evidence-based agricultural practice and policies

- Knowledge management advice and consultancy for national systems including advisory on livestock diseases and zoonoses
- 3.5. **Dr. Rangi** noted that with regard to gender, CABI had hired a gender specialist who would be looking at how CABI's work feeds into global gender activities and added that the success which Plantwise has had over the years as a programme had also been a subject for discussion, especially the need to help the sustainability of PW and see it become embedded in national systems and policies. He thanked the delegates for their attention and handed over to his fellow panellists.
 - 3.6. The Panellists, representing the host countries discussed the key outcomes of their respective regional consultations in relation to the Value Chains, Climate Smart Agriculture and Invasive Species Management, and how these issues related to the global challenges of climate change, gender, youth, and economic development.
 - 3.7. **Mrs. McNamara** thanked the panel and opened the floor to questions from the delegates.
 - 3.8. **Dr. Sergie Bang (Papua New Guinea)** asked that regarding climate change mitigation, we know cutting trees is a problem so what could CABI do to stimulate tree planting – e.g. tree crops such as fruit trees, highlighting that we need to replant deforested areas with commercial trees. In Papua New Guinea we could encourage planting of more fruit trees if markets existed.
 - 3.9. **Dr Arne Witt (CABI)** replied that CABI already does quite a bit in this area and that many GEF projects are around restoring degraded lands to make them productive. He noted that CABI would like the UNFCCC to consider invaded land as degraded since we cannot afford to have unproductive land if we are to feed a growing global population. Together, we could and should do more particularly in the area of invasive and restoring degraded land.
 - 3.10. **Dr. Boitshoko Ntshabele (South Africa)** commented that 75% of inter Africa trade is horticulture but we know that 30% of produced food is wasted so asked what the opportunities are to involve youth and women in addressing this issue.
 - 3.11. **Dr. Pharoah Mosupi (Botswana)** responded that the figure is closer to 40% in terms of waste and loss caused by pests and proposed that member countries need to come up with policy instruments, regulations and strategies to encourage support. Policies are needed for gender equality and youth empowerment but a bottom up system of policy development is required and not one imposed from outside. Focus also needs to be on more effective post-harvest management, distribution systems and waste management.
 - 3.12. **Dr Dennis Rangi (CABI)** agreed that we need to look at how we can influence policy as the role of government is crucial to ensure smallholder farmers have the right physical and political infrastructure to reach markets. As long as they have right tools they will do what is needed but we need to demonstrate that the market exists.
 - 3.13. **Dr. Muhammad Hashim Popalzai (Pakistan)** commented that Climate Smart Agriculture (CSA) is an important theme of this meeting but it is a fancy word – easier said than done. In one year, Pakistan had expected a bumper harvest of wheat crop but it was destroyed by hailstorms and led to 1.5 billion tonne shortfall. Rust free varieties exist but we need to address and resolve climate challenges.
 - 3.14. **Mr. Luca Heeb (CABI)** responded that CSA is not well defined, as a concept it is a success story but for implementation it is more difficult. Members and non-members have committed strategies under the Paris Agreement that outline what countries understand in terms of adaptation and mitigation. Mitigation is less clear for developing countries while countries that contribute least are most affected.

- 3.15. **Dr. Amol Shinde (India)** commented that in terms of climate resilience (CR) projects, India have a programme with CABI, which has been successful. However, it requires a long-term strategy, and working together by governments.
- 3.16. **Dr. Geoffrey Mkamilo (Tanzania)** commented that the regional consultations had rightly identified value chains and market access as priorities for working together since trade barriers hinder farmers' access to markets, and asked how we, working together can harmonise and rationalise to allow movement of value added products. CABI is global and its Members Countries need to understand what CABI is doing and where. Without visibility of CABI activities countries do not believe in spill over and need to see contribution IN their and other countries.
- 3.17. **Mr. Daniel Lewis (Grenada)** noted that countries need a strong policy framework to ensure women's contribution is more prominent, and asked how CABI can interface with governments to ensure some of these things can be really be addressed.
- 3.18. **Dr. Michele Marcotte (Canada)** responded that Canada have recently approved the launch of a food policy under which there are elements of a gender-based strategy for the sector. Canada also has a problem in attracting young women into agriculture who are doing well in education. There are a lot more women involved in the whole agri-food chain but fewer in certain sectors. There is a disparity and we do not yet understand the issues - it seems that there are some things women do and do not want to do.
- 3.19. **Dr. Paulus Verschuren (CABI Board)** noted that in some funding situations there is often a series of requirements for funding, one being gender, but this could often be just a 'ticking boxes' exercise, in which case it simply would not work since specific expertise is needed to make the right decisions.
- 3.20. **Ms. Frances Williams (CABI)** agreed and confirmed that this is something that CABI is now really trying to change. Before we can design or implement any project or before any programme can make a real difference we need to understand what is happening on the ground and talk to the people directly affected. Once the real needs of farmers are understood programmes can be adapted accordingly and, in that way, achieve a much better impact. Women need to be encouraged to become more involved in value chain development in areas where they feel they can make the most difference and where they want to be involved and not in roles that we assume are suitable for them.
- 3.21. **Mr. Yarama D. Ndirpaya (Nigeria)** commented that on the reality of youth engagement, we can look at what percentage of youth are engaged. Some situations do not encourage youth uptake as many of them do not have land, and many have no formal education. For example, in the north of Nigeria hardly anybody is willing to work in these environments. As long as there is a focus on operating in safe zones only 'privileged sons' will have opportunity so how can we reach majority that are outside the safe zones?
- 3.22. **Dr. Rangi** responded that before we can make any real difference we need to know the specific needs of particular regions and then look at appropriate interventions. He added that the roles of governments and policy-makers are crucial as we cannot make a difference in isolation.

Minutes of the Governance and associated sessions of CABI 20th Review Conference

Day 2 : 13th September 2019

At the Runnymede Hotel, Egham, Surrey, United Kingdom

4. **CABI governance and resolutions** (Member countries only) - Roll call, apologies for absence and approval of the agenda
 - 4.1. **The Secretary (Dr. Qiaoqiao Zhang, CABI Director of Membership)** was invited to report on attendance and apologies: **56** representatives representing **36** member countries were present as the UK also represented five UK overseas territories, i.e. Anguilla, Bermuda, British Virgin Islands, Montserrat and St Helena. Australia joined by teleconference. Apologies were received from Barbados, Brunei, Colombia, Cote D'Ivoire, Gambia, DPR Korea, Sierra Leone and Trinidad & Tobago.
 - 4.2. **The Chair (Dr. Lutz-Peter Berg)** welcomed the Member Country representatives to this governance session, and invited **Dr Trevor Nicholls (CEO, CABI)** to make a brief statement before officially declaring the opening of the session.
 - 4.3. **Dr. Nicholls** also thanked everyone for their attendance and announced that, in order to assist the disaster recovery operations in the Bahamas and the broader Caribbean area CABI would be making all its database resources, including the Global Health and the CAB Abstracts packages available for free to the Bahamas and to other Caribbean countries.
 - 4.4. **The Chair** advised the delegates that in order to speed up the process of the governance session that voting would take place via a paper ballot form¹. A voting station had been set up at the back of the room to collect completed ballot papers. When voting, the delegates were requested to initial every page, and sign in full at the last page. The ballot papers should be deposited in the box at the voting station before 14.00.
 - 4.5. **The Chair** explained that the votes would be counted by the Secretary and her colleagues and the results would be verified by the Chair of the Executive Council (**Dr. Lutz-Peter Berg**) and one of the Member Country Observers to the CABI Board. The ballot papers would be retained and available for inspection by any member country that wished to do so. Results would be announced by e:mail confirmation after the Review Conference along with information on the 'Next Steps'.
 - 4.6. **The Chair** proceeded to declare the Governance Session of the 20th Review Conference open, and sought approval of the agenda. The recommendation to approve the agenda was passed, proposed by **Mr. Duncan Barker (UK)** and seconded by **Dr. Michele Marcotte (Canada)**. There were no objections.
5. **Review of Progress with Medium Term Strategy (MTS) 2017-2019** **Paper 02/RC19**
 - 5.1. **The Chair** reminded the delegates that this paper was presented by Dr Trevor Nicholls on the morning of the Day 1, and that the Review Conference is recommended to approve this paper as a summary of CABI's progress against the Medium Term Strategy (2017-2019).
 - 5.2. **The Chair** confirmed that there were no further questions or clarification required before inviting the delegates to cast their votes by marking the ballot paper as appropriate.

¹ The ballot paper (as attached) includes all motions for approval and the results of the voting by member countries.

6. Approval of Summary Report of Regional Consultations in Americas, Asia and Africa and Approval of Summary Report of Invasive Species Policy Summit at CABI Regional Consultation in Africa 03/RC19 (a) & (b)

- 6.1. **The Chair** reminded the delegates that these two papers had been covered at the first Panel Discussions held yesterday (Thursday 12th September), and asked if there were further questions or clarifications required. He requested member country delegates to cast their votes by marking the ballot paper as appropriate, noting that there are two separate requests for each paper.

7. The CABI UK Defined Benefit Pension Scheme 04/RC19 & Addendum

- 7.1. **The Chair** introduced the relevant Paper for discussion - *The CABI UK Defined Benefit Pension Scheme*, and presented recommendations from the Sub-committee of the Executive Council.
- 7.2. He noted that the deficit in the legacy CABI UK Defined Benefit Pension Scheme posed serious financial risk for CABI's future survival as well as the organisation's ability to continue to deliver activities and benefits for all of the its Members, stakeholders, customers and beneficiaries, particularly poor smallholder farmers.
- 7.3. Paper 04/RC19 and the separate Addendum to that Paper provided further detailed information on the issue. The matter would be familiar to most Member Countries as CABI had provided information on it to Executive Council annually since 2013 via specific papers or through the CEO's annual report. There was also a major session on at the 2016 Review Conference.
- 7.4. **The Chair** noted that it was important to understand that this is a legacy issue that only affects CABI in the UK and arises from historic pension arrangements put in place when the CABI Treaty was established. Nevertheless, it is a significant commitment since nearly one thousand current, former and retired staff rely on this Scheme for some, or all, of their pensions.
- 7.5. The deficit is caused by a combination of the UK Regulatory framework and economic conditions, both of which factors are outside of CABI's control and affect many similar UK pension schemes. In particular, **the Chair noted** that this is not a case of mis-management – CABI and the Trustees of the scheme have taken professional advice and have already taken a number of actions to mitigate the deficit. The CABI Board has also been watching the issue carefully. All actions taken have helped reduce the deficit by £7-8M. An agreed recovery plan is in place which will allow the Scheme to recover gradually over the next 40 years. This has seen CABI make cash contributions of nearly £12M so far from operating costs and committing to forward contributions of approximately £100M over the next 40 years. All staff are now covered by a Defined Contribution Scheme which does not create any financial liability for the organisation.
- 7.6. Unfortunately, this has not proved sufficient to satisfy the UK Pension Regulator (TPR). The urgency to address this matter was suddenly increased at the end of 2018 when TPR approached CABI, the Trustees of the Scheme and UK's Department for International Development (DFID) to say that it considers the Scheme to be seriously under-funded and at high risk of being unable to meet its future liabilities. This created a significant risk that TPR would order a wind-up of the Scheme unless a significant cash injection could be secured in the short term, over and above the CABI annual deficit recovery plan payments. Given that CABI's financial capacity is stretched to the limit by the contributions it is already making then this would likely result in the dissolution of CABI, unless significant financial support from Member Countries could be agreed.
- 7.7. In order to respond to this threat, the Executive Council Meeting, of February 20th 2019, mandated the formation of a sub-committee, to evaluate options for securing the long-term financial security of the organisation and to make recommendations to the 2019 Review Conference as to the support required from Member Countries. The Sub-Committee was comprised of the CEO, CFO, Member

Country representatives from the UK, Canada and Zambia and the Chair of Executive Council also representing Switzerland. The committee met 3 times between April and August.

- 7.8. The Sub-Committee considered various options to address the issue but concluded that fund-raising of significant lump sum payments from Member Countries was the only viable option and agreed on a target of £35M which would substantially reduce the risk in the Scheme. It was agreed to apportion this amount on the basis of the cumulative membership fee contributions of each Member Country since it joined CABI. The proposals for this, together with a substantial amount of background information were circulated to all Member Countries as **Paper 04/RC19** early in July to allow maximum time for consultation before this meeting.
- 7.9. The paper was followed up by phone calls and visits to individual Member Countries by the CEO, Director of Memberships and CABI Regional Directors. As a result of this, the UK, through DFID, had agreed to provide £12M, staged in 3 tranches over the next 18 months, to support CABI. However, it was important to note that this funding was provided with the condition that other Member Countries would also provide additional financial support.
- 7.10. **The Chair** explained that feedback from many other Member Countries had indicated a preference to provide extra financial support for CABI over the longer term through increased annual membership fees. While this route was initially insufficient to address the immediate threat posed by the deficit, the early and substantial contribution from the UK will now allow CABI to accommodate this option more easily.
- 7.11. As a result, the Sub-Committee had updated its advice, through an **Addendum to Paper 04/RC19**, to recommend the adoption of an increase in membership fees by doubling of the current 2019 level for Member Countries that do not provide any lump sum funding. Countries who have made a lump sum contribution will receive a discount against these new fee levels. The combined impact of CABI and Member Country payments, along with the staged lump sum from DFID, gives a very similar reduction in risk to the original proposal to raise £35M in lump sum payments. By providing the requested levels of support now Member Countries would substantially reduce their risk of having to pay a much larger amount on the dissolution of CABI if the UK Pension Scheme were wound up.
- 7.12. **The Chair** advised that at this stage CABI was seeking Review Conference's *in-principle* approval for the extra financial support by way of lump sum payments or a doubling of fees from Member Countries. Subject to a vote in favour of this approach by the Review Conference, CABI and the Executive Council Sub-Committee would put forward detailed governance proposals for final approval by Executive Council. Such a proposal would include discounted fees for those countries contributing lump sum payments together with mechanisms for regular review of the deficit situation, linked to the UK regulatory requirement for a valuation to be carried out every 3 years, and a re-adjustment of fees back down again once the deficit was brought under control or eliminated.
- 7.13. **The Chair** thanked the delegates for their attention to this important but complex and rather dry issue and handed over to **Dr. Trevor Nicholls** for further comments and to take questions from the floor.
- 7.14. **Dr. Nicholls** thanked **the Chair** for a comprehensive review and summary of the situation adding that it is deeply uncomfortable for CABI to be asking its Member Countries for this additional financial support. He noted that discussions on day one of the Conference had shown how much value CABI brings to its member countries and to the smallholder farmers within those Member Countries. CABI had been going for 110 years and was committed to continuing delivery of high quality service, advice and information to farmers to help promote the economic development and the improvement of livelihoods within member countries. Therefore continued and additional support from CABI's Member Countries was being requested in this matter.
- 7.15. **The Chair** thanked **Dr. Nicholls** and asked if the UK, as a Member Country of CABI and host of CABI would like to add anything. **Mr. Duncan Barker (UK)** was pleased to confirm that DFID had received ministerial approval for the lump sum contribution in the near future and hoped that this

would encourage other member countries to contribute and trusted that it would also go a long way in helping to tackle the financial issues that CABI was facing.

- 7.16. **The Chair** then invited comments and questions or points of clarification from the floor.
- 7.17. **Dr. Pharoah Mosupi (Botswana)** observed that while in support of the proposals regarding the financial assistance he would suggest that there needed to be some form of governance procedure in place for informing the member country governments. For example, in Botswana, in a situation such as this, it would be the Minister responsible that would take the request to the Cabinet and if/when they approved only then the contribution can be made. The Liaison Officer cannot bring the request to Government.
- 7.18. **Dr. Nicholls** replied that CABI would look at how engagement could be improved in this process. There had been a degree of urgency which had forced CABI to work at a pace that is uncomfortable in an international organisation, adding that, although our regulator is a government body it did not necessarily appreciate government decision making principles in other countries. For this reason, CABI was looking for commitment in principle at this meeting and recognised that each country would need to go through its own due process to get agreement to increase financial support. CABI was committed to working with each Member Country to give as much support as necessary in making the case in order to expedite the process as quickly as possible.
- 7.19. **Prof. Victor Kwame Agyeman (Ghana)** noted that the first letter and the approach could have been better managed as the initial letter caused some reluctance to pay. **Prof. Agyeman** explained that when he presented it to his Ministers they asked *'why should we pay for something because UK government has made changes to its pensions regulations?*, adding that if the approach had been made in the way it has been today, and explaining that there was a need to increase membership fees then there would not have been a problem. Consulting representatives first will go a long way in getting Member Country support.
- 7.20. **Dr. Nicholls** thanked Ghana for their comments and noted that, had CABI been in a position earlier in this process to address the deficit with only a fee increase CABI it would have done so. However, at the outset, CABI did not have the commitment of support from the UK. The original letter had only been intended as a draft to be circulated for feedback and that feedback did enable the switch to the 'fee increase' approach. He apologised for any misunderstanding if the approach had seemed a bit heavy handed.
- 7.21. **Mr. Muhammad Rudy Khairudin Mohd Nor (Malaysia)** expressed Malaysia's support to CABI and noted that Malaysia did not see the dissolution of CABI as an option at this time. He thanked DFID for its crucial contribution of £12m and the commitment of CABI of a further £5m from the possible sale of Egham, which Malaysia had hoped would narrow the deficit. However, with this new development, Malaysia is not clear how much the deficit has been narrowed and feels that it would be useful for the Member Countries to know. He proposed that CABI continued its effort to narrow the deficit gap by identifying further voluntary contribution through donors etc. as well as efficiency savings in its day to day operation. It would be helpful if CABI could recalculate how much further the gap had been narrowed before presenting the Member Countries with an idea of the fee increase required. At the moment the ballot paper only offers 3 options, namely *Lump sum payment, lump sum spread over 3-5 years and doubling of membership fees* but Malaysia had been hoping for only an incremental increase of annual membership fees.
- 7.22. **Dr. Nicholls** thanked Malaysia and noted that the points raised would be addressed by a paper to Executive Council to follow on from the review Conference that will include recommendations for a Governance review and which will also look at whether there are additional ways that CABI can find financial support from its own resources to go into the scheme. To give Member Countries a rough idea of the required changes, the scheme actuaries have modelled the impact of increased contribution from member countries to show that the fee increase reduces the length of the recovery plan from 40 years to 23 years and significantly reduces the risk of under performance of the

investments, giving the scheme more robustness to future financial shocks, which will allay some of the concerns of the UK Pensions Regulator.

- 7.23. **Mr. Yarama D. Ndirpaya (Nigeria)** commented that 2019 has been an election year in Nigeria with a new Cabinet only recently elected. This had added further complications in trying to get a commitment of support for CABI. Nigeria agreed with Botswana that there needs to be a better way of approaching governments with this request. He looked forward to further discussions with CABI on the best way forward, adding that Nigeria will always be supportive but would like to see more activities by CABI in Nigeria.
- 7.24. **Dr. Boitshoko Ntshabele (South Africa)** noted that South Africa also has a newly elected government and that departments are currently undergoing reorganisation. South Africa had studied the suggested options and felt that none appear to allow South Africa a way of providing the requested support so he would not be able to make a commitment at this meeting.
- 7.25. **Mr. Taylor Hladik (Canada)** commented that while supportive of the approach Canada would appreciate a review of process going forward. **Mr. Hladik** noted a discrepancy between the addendum paper and the ballot paper and was keen to ensure that the final record reflected what is in the ballot and not what was in the shared document.
- 7.26. **Dr. Nicholls** thanked Canada for highlighting the difference and, to clarify, noted that the wording on the ballot reflected the wording that was included in the original paper. In the addendum the wording was slightly different. For the record the wording on the ballot was the wording that had been included in the original Paper 04/RC19.
- 7.27. **Dr. Geoffrey Mkamilo (Tanzania)** remarked that he had an opportunity to raise the request with the Permanent Secretary and was told that the government needs to check on how the current contributions are made and what impact there has been; based on these findings they will decide whether to continue to contribute. **Dr. Mkamilo** noted that CABI needed to go to Tanzania and engage directly as well as providing evidence of impact in the country.
- 7.28. **Dr. Nicholls** responded that CABI would be happy to help each country make its case as appropriate.
- 7.29. **Mrs. Karin Concha (Chile)** noted that although Chile recognised CABI's work she had come to the meeting with instructions that Chile could not support any method of contribution. However, there was no suitable option on ballot paper to reflect this response so how could this be noted?
- 7.30. **Dr. Nicholls** reminded the delegates that this was an '*in principle*' vote. He recommended that if any country could not agree to any of the suggested options then it should leave the boxes unticked but add a comment.
- 7.31. **Mr. Christopher Worrell (The Bahamas)** agreed that the Bahamas would also look to CABI to support the Liaison Officer in bringing the request to his government but requested that this include future plans within the region and what could the Bahamas expect to see by way of improved productivity of agriculture in member countries? These facts may help to sway his government's position.
- 7.32. **Mr. Louis Tsangarides (Cyprus)** noted that this is an issue that required immediate action to minimise financial burden on member countries, adding that while the obligation of support is clearly defined and Cyprus also acknowledges the moral obligation, Cyprus agreed with Malaysia and South Africa that it would also like to see CABI mobilising its own resources toward finding a solution.
- 7.33. **Mr. Roger Horton (Chair of the CABI Board)** noted that the context of breadth and coverage of the work done by CABI and its member countries is amazing. As Board Chair, he felt that it was his duty to approach this issue on the basis of sound financial governance, stressing that CABI does

amazing work that makes a real difference in the regions and that this threat to CABI must not be allowed to happen.

- 7.34. **Dr. Sergie Bang (Papua New Guinea)** agreed that Papua New Guinea (PNG) has benefited in the area of pest control etc. but would like to see more engagement and direct projects, adding that PNG gives its support in general and can agree to an increase in fees but not a lump sum.
- 7.35. **Mr. Akhter Mateen (Chair of Finance and Auditing Committee, the CABI Board)** remarked that this subject had been top of the agenda since he first joined the Board and asked the delegates to be reassured that CABI had looked into this regularly so the current situation is not down to poor management. CABI is a 'not-for-profit' organisation so access to funds is challenging. All increased fee contributions would go directly towards addressing the deficit.
- 7.36. **Mr. Michel Evequoz (Switzerland)** commented that Switzerland is a great supporter of CABI as CABI's impacts are very high and it is a strategic partner when it comes to supporting smallholder farmers. Unfortunately, Switzerland could not formally support the proposal at this meeting as the money of the Swiss Agency for Development and Cooperation (SDC) is for international development. However, Switzerland will do its best to provide support in other ways.
- 7.37. **Ms. Xiaoxia Wu (China)** noted that China fully understands the difficulty CABI faces and appreciates the contributions CABI makes around the world. However, China is also unable to make any firm commitment today as several governmental agencies would be involved in the decision making process (e.g. the Ministry of Agriculture and Rural Affairs, Ministry of Foreign Affairs and Ministry of Finance). China therefore cannot commit until further internal discussions have taken place but, in the meantime, would like to continue the dialogue with CABI and added that CABI should listen to the voices of its member countries.
- 7.38. **Dr. Muhammad Hashim Popalzai (Pakistan)** noted that CABI had supported Pakistan for many years with significant benefits for farmers in his country – now it was time for Members to return the commitment by agreeing to win the support of relevant bodies in their countries.
- 7.39. **Ms. Ana MarieHernando (Philippines)** commented that the 3 options need more detailed information before any commitment can be made. The Philippines recognises that delay will not help so CABI had the Philippines's full support but there needed to be more detailed information presented first.
- 7.40. **Dr Nicholls** explained that if Item 4C (see attached Ballot Paper) gets a positive vote then CABI will bring forward a detailed paper to the Executive Council.
- 7.41. **Mr Christopher Worrell (The Bahamas)** commented that the Bahamas offered full support for an increase in fees but CABI would need to provide a more details to report back upon the request, adding that The Bahamas were concerned about the wording of the ballot document and proposed that the wording needed to be clear/non-binding and that the change needed to be made before votes were cast.
- 7.42. To be clear on the amount, **Dr. Nicholls** noted that CABI needs to be contributing an extra £1m per year to the pension deficit recovery as well as the £12m from DFID. Current membership fees total £1.4 m/ year. Taking allowance for non-payment and discounts means that the fees need to be doubled in order to raise this extra £1m. However, the member countries had CABI's commitment to work on flexible basis. At this meeting CABI was looking for a positive vote on 4C so that even if member country representative left the mechanism of payment blank this could be worked through later.
- 7.43. **Prof. Victor KwameAgyeman (Ghana)** noted that doubling of the fees would be an issue for Ghana so this would need further discussion.

- 7.44. **Mrs. Fiona Lynn (Australia)**, joining by conference call) noted that Australia thanked DFID for its contribution and acknowledged the steps already taken by CABI to resolve the deficit, adding that Australia supported, in principle, an increase in contributions in order to help CABI to continue providing its vital work.
- 7.45. **Mr. Christopher Worrell (The Bahamas)** raised the issue of membership fee arrears, noting that while some member countries are giving extra commitment, some are not paying, and that there was also the possibility that some may commit but will not or cannot pay. Therefore, he wanted to know what steps CABI would take to increase its productivity and to deliver additional services to its members.
- 7.46. **Dr. Nicholls** explained that the recovery plan already sees an increase in CABI's contributions of 5% per year which will require CABI to increase productivity by 2.5% per annum, even without any payment from Member Countries member countries. Selling properties is an option but it would be unrealistic to promise increases in services and in productivity. CABI was fully committed to doing everything it could to minimise the burden on member countries.
- 7.47. **Dr. Pharoah Mosupi (Botswana)** wondered whether, in the future, issues of these magnitude could be tabled at Regional Consultations in order to allow more time for discussions and possible solutions from the Member Countries. **The Chair** apologised and added that the process had been taken out of CABI's hands and that the timetable had been driven by the Pensions Regulator.
- 7.48. **Dr Nicholls** and **The Chair** took a few moments to discuss how to proceed after which **The Chair** suggested that a Member Country might put forward a motion to change the word 'doubling' on the ballot to 'increasing'.
- 7.49. **Prof. Victor Kwame Agyeman (Ghana)** stated that subject to Member Countries' consideration he would like the governance session to resolve to '*increasing of annual membership fees*' instead of '*doubling of annual membership fees*'. With the caveat that the Member Countries have a say in the % increase.
- 7.50. **Ms. Ana Marie Hernando (The Philippines)** observed that page 59 of the paper says increasing will not be enough, and queried what the effect of changing word would be.
- 7.51. **Mr. Taylor Hladik (Canada)** noted that the change of wording was not an issue however, he urged Member Countries to recognise that doubling was the objective.
- 7.52. **Mr. Christopher Worrell (The Bahamas)** agreed that the ballot paper needed to make it explicitly clear that the votes cast were '*in principle*' and requested a change of wording on the ballot paper to say: - '***Resolves 'in principle' to make 'increased' contributions' in line with the recommendations of the Sub-committee.*** **Dr. Nicholls** thanked the Bahamas for their recommendation and noted that, post this meeting, the Sub-Committee were likely to bring forward detailed recommendations as to why it felt that doubling was the right level. This would then be open for discussion and voting.
- 7.53. **Mrs. Karin Concha (Chile)** commented that Chile could still not support any changes in Chile's contributions no matter the wording on the ballot paper.
- 7.54. **Mrs. Eulyn Silcott-Greaves (Montserrat)** asked for clarification on how a lump sum contribution would impact the incremental income. Would this mean that doubling would not be required? **Dr. Nicholls** explained that both would still be needed but any Member Country that made a lump sum contribution would get a discount on the annual membership contribution. **Mrs Silcott-Greaves** acknowledged that, in principle Montserrat recognised and supported the need for an increase but requested that CABI provide a list of scenarios which could be used by Liaison Officers to help them 'sell the case to their governments'. **The Chair** responded that a paper laying out these scenarios would be provided by Christmas.

- 7.55. **Mrs. Renee Lloyd (Jamaica)** supported The Bahamas' suggestion to amend the ballot paper by inserting the phrase 'in principle' before votes were cast.
- 7.56. **The Chair** suggested that a motion be put forward to change the wording on ballot paper 4C to read: *'Resolves in principal to makes increased contributions.....'*
- 7.57. The motion was proposed by **the Bahamas** and seconded by **Kenya. South Africa, Montserrat and India** abstained. **Chile** voted against. The motion to change the wording on ballot paper 4C passed.
- 7.58. **The Chair** suggested that a motion be put forward to change the wording on the ballot paper 4C to replace the word *'doubling'* with the word *'increasing'*.
- 7.59. The motion was proposed by **Ghana**, and seconded by **Malaysia. South Africa** abstained. **Chile** voted against. The motion to change the wording on ballot paper item 4C passed.
- 7.60. **The Chair** closed the session and informed the delegates that subject to the outcome of the vote detailed proposals for the governance and oversight of these special contributions, reflecting comments from the Review Conference, will be sent for approval by e:mail vote of Executive Council.

8. **Approval to complete Medium Term Strategy for 2020 – 2022** **05/RC19**

- 8.1. **The Chair** reminded the delegates that the supporting document for this session was circulated to all Member Countries in advance of the meeting (in early August). Those delegates who had read it could vote immediately but those who wished to hear the presentation first should complete their voting forms and then deliver them to the voting station before 14.00.
- 8.2. **The Chair** thanked the delegates for their participation and closed the Governance Session.

9. **Presentation and feedback of CABI's Medium Term Strategy 2020-2022**

- 9.1. **Dr. Trevor Nicholls** gave a comprehensive presentation on the draft of CABI's Medium Term Strategy (MTS) 2020-2022, and noted that CABI's strategy now supports delivery of 8 SDGs (SDGs 1, 2, 4, 5, 12, 13, 15 and 17), with Gender Equality and Climate Action driving CABI's approach to other SDGs.
- 9.2. He informed the Review Conference that CABI's strategic goals for the period 2020-2022 will be to 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; and to promote the balanced use and conservation of biodiversity and ecosystems.
- 9.3. CABI's new strategic goals will be delivered through activities carried out within six thematic areas, which are Value Chains and Trade; Crop Health; Development, Communication and Extension; Invasive Species Management; Digital Development; and Science Publishing and Journalism.
- 9.4. **Dr. Nicholls** concluded that this strategy was built on the achievements of CABI's previous MTS, and will move CABI further towards its long-term vision of being the "go to place" for knowledge about agriculture and the environment.
- 9.5. **Dr. Nicholls** invited questions, comments and feedback from the delegates.
- 9.6. **Dr. Leonard Mizzi (DG DEVCO, European Commission)** commented that he felt the issue of nutrition was not covered sufficiently in the presentation, highlighting the need to tackle malnutrition, work on diverse diets and change food supply systems. He felt these issues were linked to public

health budgets which were under strain so we need a strategic way of working on nutrition (obesity etc as well as malnutrition). As commodity prices decline public health budgets will be squeezed in many countries.

- 9.7. **Dr. Mizzi** also felt that the issue of working with the private sector was not adequately addressed. For example, how does CABI envisage working with the private sector? What types of private sector to work with? NGOs often want to work only with ones they like – not big companies. The presentation did not mention blended finance and how to use this approach to unlock funding for the strategy. Foundations are mentioned – but beyond this – how can we look at blended finance to deliver funding needed for change. In his view, financial institutions were still risk averse to fund projects within the agriculture sector and more funding will come from blended finance in the next five years.
- 9.8. **Dr. Nicholls** replied that the point on nutrition regarding the presentation was fair, but in the draft Medium Term Strategy document it was given higher prominence. He noted CABI's experience of this issue through the GAPAD² initiative and through the DFID funded mNutrition programme. The former is driven by fact that there is an overly high degree of reliance on starchy staple crops – rice, maize, wheat and soy, when there are many crops with better nutrition and climate resilience. The GAPAD initiative that will look at both supply and demand, building awareness of benefits for consumers and encouraging farmers to grow crops that fulfil the demand for healthy and nutritious food.
- 9.9. Regarding the private sector he noted that this means many things to many people - from large companies such as Nestle to smallholder traders and agro-input suppliers who will be essential to CABI's work in delivering environmentally sensitive pest management products. It was not just about the financing but also about getting the right partnerships. CABI was just starting to work on a programme called CASA (Commercial Agriculture for Smallholders and Agribusiness) which was focused on how to encourage finance into the smallholder sector. This would give CABI some good insights as it moves forward.
- 9.10. **Mr. Jiang Sunan (China)** noted that during the past year the UN office for outer space affairs has made an offer that any UN member country that wants to use space station data to help achievement of the SGD's can submit proposals to the UN office of outer space affairs using the China funded space station which will be operational in 2022. Already 9 projects for 17 countries have been submitted.
- 9.11. **Dr. Nicholls** responded that CABI has worked closely with China, through the Chinese MARA-CABI Joint Lab with UK Newton programme funding to look at locust and other pest risk forecasting using earth observation data .
- 9.12. **Mr. Christopher Worrell (The Bahamas)** expressed thanks to CABI for being an exceptional partner especially for SPS and extension. **Mr. Worrell** was interested in how the changing climate would affect the Caribbean as climate resilience interventions are especially important for Caribbean. This was of great importance due to how terrible the consequences can be and asked if CABI could find projects with a Caribbean focus e.g. coastal issues as Climate Change affects the Caribbean differently, or if projects like PRISE could be adapted for the Caribbean.
- 9.13. **Dr. Nicholls** said that CABI had the capabilities and technology to help the recovery of the Caribbean's agriculture and biodiversity but cannot do much on infrastructure. One little appreciated impact of climate change will be changing pest distributions and invasive species spread. CABI can help through work to tackle invasive species and through plant clinics, helping provide advice to farmers on what might be better crops for the future e.g. shorter stem crops. He noted that invasives can be hidden thieves of water, and he was sure that the world had the knowledge to grow enough food to feed 9-10 billion people, but would there be enough water to grow sufficient food as woody invasive weeds threatened large areas of Africa and Asia.

² GAPAD: Global Action Plan for Agricultural Diversification

- 9.14. **Mrs. Renée Lloyd (Jamaica)** highlighted the interesting breakout on climate change and found this encouraging. Although CABI was perhaps late to the it could not be more opportune and she asked if it was possible to put the full force of CABI behind this focus on climate change in its work e.g. initiatives to mitigate and adapt to climate change impacts. She understood that it was not within CABI's remit to help communities to recover from disasters but asked if CABI could think how it can be innovative in what it is empowered to do to address these issues. It would be appreciated if the commitment was there to take action and there is a need to be in contact with climate change focal points in capitals including agriculture, finance and environment. Jamaica would be grateful for more dialogue on this.
- 9.15. **Dr. Geoffrey Mkamilo (Tanzania)** commented that the presentation had highlighted the organisation's strategic goals, but was concerned that the thematic areas did not say anything about women and youth and might have been forgotten.
- 9.16. **Dr. Nicholls** pointed out that these were cross cutting issues that were relevant to all that CABI does and in each thematic area the organisation would focus on how to make its projects inclusive and gender sensitive.

10. Close and next steps

- 10.1. **The Chair** congratulated CABI for a successful Review Conference and thanked all delegates for their active participation as well as all those who had organised the conference, and invited **Dr. Trevor Nicholls** to provide a conference summary, entitled *Together we can make change happen!*
- 10.2. **Dr. Nicholls** reiterated that taking considerations of the political, economic and social environment, donor priorities, member country needs and CABI core skills, CABI's Medium Term Strategy 2020 will help CABI to move closer to its Vision. CABI will seek member country approval on the final version at the next Executive Council meeting.
- 10.3. **Dr. Nicholls** informed the delegates that linked to the UN's International Year of Plant Health, a Plant Health conference, organised by CABI in collaboration with the Netherlands Ministry of Agriculture, Wageningen University and Koppert Biological Systems, will be held on 9-11 September 2020 in the Hague, the Netherlands, and invited the delegates to save the date.
- 10.4. **Dr. Nicholls** announced that 20th Review Conference would be his last one as he is due to retire at the end of 2020. As a token of appreciation, **the Chair** presented him with a gift (an illuminated globe) on behalf of Member Countries, and thanked him for his valuable contributions to the organisation. **Malaysia** and **China** also presented gifts to Dr. Nicholls to express their appreciation.
- 10.5. Before the Review Conference drew to a close, **the Chair** announced that all the motions were approved by a substantial majority, with Item 4C receiving 20 votes in favour of, 4 votes against and 8 abstentions.
- 10.6. **The Chair** reminded delegates that the next Executive Council Meeting will be held on Wednesday, 4th March, 2020, in London (Hallam Conference Centre), and declared the close of the 20th Review Conference.
- 10.7. **Post-Meeting Note:** On 16 September, a summary of votes on each of the resolutions was shared with all Liaison Officers, Executive Council members and their delegates. The summary is attached as mentioned by the footnote on page 11.



Date: **12th-13th September, 2019**
Location: **Runnymede Hotel, Egham, UK**
Paper: **02/RC19, 03/RC19 (a), 03/RC19 (b), 04/RC19 and 05/RC19**
Agenda: **4, 5, 6 and 7**
Author: **Trevor Nicholls/Qiaoqiao Zhang**
For: **Reporting on the Results of the Voting**

Summary of the Voting Results

A ballot mechanism was adopted for member country delegates to vote on Papers 02-05. Thirty three Member countries were presented: 32 member countries voted including Australia which voted remotely while the Netherlands, as an Associate Member Country had an observer status only. Member Countries which voted included: Australia, Afghanistan, The Bahamas, Bangladesh, Botswana, Burundi, Canada, Chile, China, Cyprus, Ghana, Grenada, India, Jamaica, Kenya, Malaysia, Montserrat, Myanmar, Nigeria, Pakistan, Papua New Guinea, The Philippines, Rwanda, Sri Lanka, South Africa, Switzerland, Tanzania, Uganda, the United Kingdom, Vietnam, Zambia and Zimbabwe

1 Paper 02/RC19 (Agenda 4) – **Approval of Summary of CABI progress against Medium Term Strategy 2017–19** (CEO's progress updates at 0930 – 1000, 12 September)

Review Conference is recommended to approve this paper as a summary of CABI's progress against the Medium-Term Strategy (2017-2019):

YES (32)

NO

ABSTAIN

2**Paper 03/RC19 (a) (Agenda 5) – Approval of Summary Report of Regional Consultations in Americas, Asia and Africa** (Plenary panel discussions at 1030-1230, 12 September)

Review Conference is requested to:

a. **Approve** this document as a summary record of the Regional Consultations.

YES (31)**NO****ABSTAIN (1)**

b. **Mandate** CABI to take action on the priority areas identified through the Medium-Term Strategy (2020-2022).

YES (29)**NO****ABSTAIN (3)****3****Paper 03/RC19 (b) (Agenda 5) – Approval of Summary Report of Invasive Species Policy Summit at CABI Regional Consultation in Africa** (Plenary panel discussions at 1030-1230, 12 September)

Review Conference is requested to:

a. **Approve** the action points from the Invasive Species Policy Summit at CABI Regional Consultation in Africa held on 26-28 February 2019 in Gaborone, Botswana.

YES (30)**NO****ABSTAIN (2)**

b. **Request** the Action on Invasives programme to assist Member Countries in implementing the necessary activities.

YES (29)**NO****ABSTAIN (3)**

4

Paper 04/RC19 and its Addendum (Agenda 6) – The CABI UK Defined Benefit Pension Scheme (CABI's Governance session at 0830-1000, 13 September)

Review Conference is asked to approve the following resolution that:

The 20th CABI Review Conference:

a. **Recognises** the substantial economic and social value provided to all Member Countries by CABI's work.

YES (28)

NO (2)

ABSTAIN (2)

b. **Regards** the threat of dissolution of CABI due to UK pension legislation as an unacceptable risk.

YES (23)

NO (3)

ABSTAIN (6)

c. **Resolves in principal** to make **increased** contributions to CABI, in line with the recommendations of the Executive Council Sub-Committee, in order to reduce the risk of a forced wind-up of the UK Defined Benefit pension scheme.

YES (20)

NO (4)

ABSTAIN (8)

d. **Recognizes** that CABI will make every effort to minimize the impact to Member Countries due to the UK pension liability.

YES (24)

NO (2)

ABSTAIN (5)

Subject to the resolutions above, the overall results of this ballot and the agreement of Governance principles by Executive Council, my country is willing to support CABI **in principal** through the following:

**LUMP SUM PAYMENT
(2)**

**LUMP SUM STAGED OVER
3-5 YEARS
(1)**

**INCREASING OF ANNUAL
MEMBERSHIP FEES
(10)**

5

Paper 05/RC19 (Agenda 7) – Approval to complete Medium Term Strategy for 2020 – 2022 (Presentation and discussions on MTS 2020-2022 at 1130-1300, 13 September)

Review Conference is recommended to approve to complete the CABI Medium Term Strategy for the period 2020-2022 and to submit a final draft for final adoption to the 400th Executive Council meeting in March 2020:

YES (28)

NO

ABSTAIN (4)

Notes: According to the Rules of Procedure for CABI Executive Council:

“decisions shall be made, except as otherwise provided in the Agreement, by a simple majority of members present and voting. Members abstaining from voting shall be considered as not voting. When votes are equally divided the proposal shall be considered rejected.”

CABI EXECUTIVE COUNCIL

Date: 04 March 2020
Location: Hallam Conference Centre, London W1W 6JJ
Paper: 03c/01/20
Agenda Item: 3
Title: **Email Votes of Executive Council in 2019**
Author: Trevor Nicholls/Qiaoqiao Zhang
For: **Approval**

Email Votes of Executive Council in 2019

During the course of 2019, as previously agreed by the 387th Meeting of Executive Council (22/01/10), CABI sought and obtained approvals from the Executive Council via e-mail. These communications are summarised below and treated as an appendix to the Minutes of the 399th Meeting.

Approval of new CABI Member - Request to join CABI from Ethiopia

The following recommendation was unanimously approved by the Executive Council in March/April 2019:

- Ethiopia be invited to become a full member country of CABI, so that the rest of the signature procedures for the CABI Agreement can be enacted soon afterwards.

CABI's Financial Statements and Appointment of Auditors

The following recommendation from CABI were approved by the Executive Council in June/July 2019:

- The Annual Report and Financial Statements 2018 be adopted by Executive Council.

Level, Governance and Oversight of CABI Membership Fees

On 30th September, CABI sought approvals of five recommendations which followed up on the Resolutions passed at the Review Conference, with the first deadline for return of votes being 30th November and an extended deadline to 20th December.

Executive Council approved the following recommendations by majority of those voting:

1. All Member Countries who are not contributing a lump sum (one-off or staged) will increase their membership fee payments to the levels in Appendix 2 "Revised CABI Annual Membership Fees (2020-22)". CABI will make extra deficit recovery contributions to the UK Pension Scheme equivalent to whatever amount of cash is received from Member Countries over and above the 2019 Membership Fee total of £1,477,801 p.a. **(Results: 13 votes in favour, 7 votes against and 2 abstentions)**

CABI is a not for profit organization

CABI improves people's lives worldwide by providing information and applying scientific expertise to solve problems in agriculture and the environment.

CABI, the trading name of CAB International, is an international organization recognized by the UK Government under Statutory Instrument 1982 No. 1071

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2. Member Country fees for those countries contributing a lump sum will be fixed at their 2019 levels, subject to any inflationary increases agreed by Executive Council until such time as the cumulative amount of the discount is equal to original lump sum. Lump sum payments will not count as a “financial contribution” for the purposes of Article XIV.2 of the CABI Treaty. **(Results: 9 votes in favour, 4 votes against and 7 abstentions)**
3. Member countries will make every effort to pay the revised fees in full and on time. Member Countries will give CABI all necessary assistance to collect payment of any fees in already in arrears. **(Results: 14 votes in favour, 5 votes against and 3 abstentions)**
4. The need for continuation (or not) of these additional financial contributions from Member Countries will be reviewed after 10 years and the level of fees will be reviewed every 3 years, starting in 2022 and linked to the UK statutory cycle of actuarial valuations which applies to all UK Defined Benefit Pension Schemes. The review will be conducted by a sub-committee of Executive Council, including the CABI CFO, who will make recommendations on any necessary adjustments for approval by Executive Council. **(Results: 12 votes in favour, 6 votes against and 4 abstentions)**
5. CABI will commission an independent review of its mechanisms for Governance and Financial oversight to assess what improvements may be made in the governance structure and procedures of the organisation to facilitate more effective Member Country insight into CABI’s operations, particularly with respect to financial matters, to ensure Member Countries’ interests are being protected. **(Results: 19 votes in favour, 0 vote against and 3 abstentions)**

Twenty-two¹ member countries submitted completed ballot papers, with an overall majority in favour of all five recommendations. Please see the results indicated in bold next to each recommendation. We also received a letter of support from the Netherlands who, as an Associate Country, were not eligible to vote.

All five recommendations from CABI have therefore been approved by our Member Countries on the basis of a simple majority vote², which have been stated by the Rules of Procedures for Executive Council.

¹ Member countries which voted included: Australia, Botswana, Canada, Chile, China, Cyprus, Ghana, Grenada, Jamaica, Kenya, Malaysia, Myanmar, Pakistan, Papua New Guinea, Rwanda, South Africa, Switzerland, Trinidad & Tobago, Uganda, The United Kingdom, Vietnam and Zambia

² The Rules of Procedures for Executive Council state that “... decisions shall be made, except as otherwise provided in the Agreement, by a simple majority of members voting. Members abstaining from voting shall be considered as not voting”. Also, in the event of a postal or e:mail vote “...if a response had not been received by the specified date from a Member Country, its assent to the proposals shall be presumed and an affirmative vote deemed to have been given”

CABI EXECUTIVE COUNCIL

Date: 04 March 2020
Location: Hallam Conference Centre, London W1W 6JJ
Paper: 05/01/20
Agenda Item: 5
Title: CABI Progress Overview - 2019
Author: Trevor Nicholls
For: Information and Discussion

CABI Progress Overview 2019

1. Executive Summary

During the year we have continued to make good progress in delivering against the targets and milestones of our 2017–19 Medium Term Strategy with 91% of our (116) critical milestones either being on track or showing only minor variance. We have also had a number of very successful interactions with our Member Countries through Executive Council, the Africa Regional Consultation and the 20th Review Conference. These meetings provided valuable insight and direction into the development of the Medium Term Strategy for 2020–22. They also addressed a major corporate issue for CABI which was the financial risk posed by the legacy UK Defined Benefit Pension Scheme. We are very grateful for the support of our Member Countries to provide additional financial contributions so that CABI can meet its pension obligations while continuing to support its Member Countries.

Within 2019 we won a total of 74 projects with £18.3M Gross Revenue and a net to CABI of £13.1m, covering activity in over 50 countries across the globe. Although we were not able to secure additional donor funding as quickly as we had hoped in 2019 we did make very positive progress in a number of discussions with our key donors and this leaves us in a good position as we go into 2020. In addition, CABI received the full amount of its potential performance payment from DFID (£820K) in respect of work carried out in 2018.

Plantwise continues to be a very strong programme with high levels of donor approval and significant international recognition. The cumulative reach through plant clinics, plant health rallies, mass extension campaigns and farmer to farmer sharing has increased to more than 35 million. In total, 4,170 plant clinics have been established in over 30 countries across three regions (Africa, Asia and the Americas) and 11,641 agricultural officers have been trained as plant doctors. During the year we were able to publish impact assessment studies from a number of Plantwise countries which demonstrated how the programme enabled farmers to improve yields and increase their incomes while also strengthening national plant health systems

The Action on Invasives (Aoi) programme has made good progress towards its goal to protect and improve the livelihoods of over 50 million poor rural households impacted by invasive species in Africa and Asia. The programme is funded by DFID and DGIS and we were pleased to receive additional top-up funding from both donors for the 2019–2020. The target countries were Ghana, Kenya, Pakistan and Zambia, and in 2019 initial steps have been taken to introduce the programme in Bangladesh, Rwanda and Burkina Faso, all countries where we can leverage a strong Plantwise platform. Significant progress has been made in identifying and testing potential biocontrol agents against specific pests, namely Fall Armyworm (*Spodoptera frugiperda*), Tomato Leaf Miner (*Tuta absoluta*), and parthenium weed (*Parthenium hysterophorus*).

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In 2020, an evolution of Plantwise and Action on Invasives into a single, global programme will take place with the aim of embedding processes and tools for the sustainable production of safer and more nutritious food. The programme will build upon the networks and governance mechanisms established by Plantwise, to provide advisory services at scale with the intention **to predict, prepare for and prevent threats to plant health**, agriculture and biodiversity and provide climate-smart solutions to farmers. This new global programme will use the power of ICTs to provide advisory services at scale with all business units being involved in its development so that, like with Plantwise, this will be a true “One CABI” initiative.

Core Publishing sales form the foundation of CABI’s publishing activities and provide the profits that help sustain the organization. Sales of the CAB Abstracts database were stable in 2019 (+1.2%), with good growth in Global Health (+7%) but offset by cancellations of print abstract journals (which is consistent with industry trends, as libraries shift from print to digital). Sales of CABI’s Compendia increased by a very healthy 8% in 2019 but the performance of the Book programme was disappointing, with sales declining by 24%. New production processes are being introduced to increase efficiency and maintain margins. Good progress was made in developing a range of new products and digital development solutions.

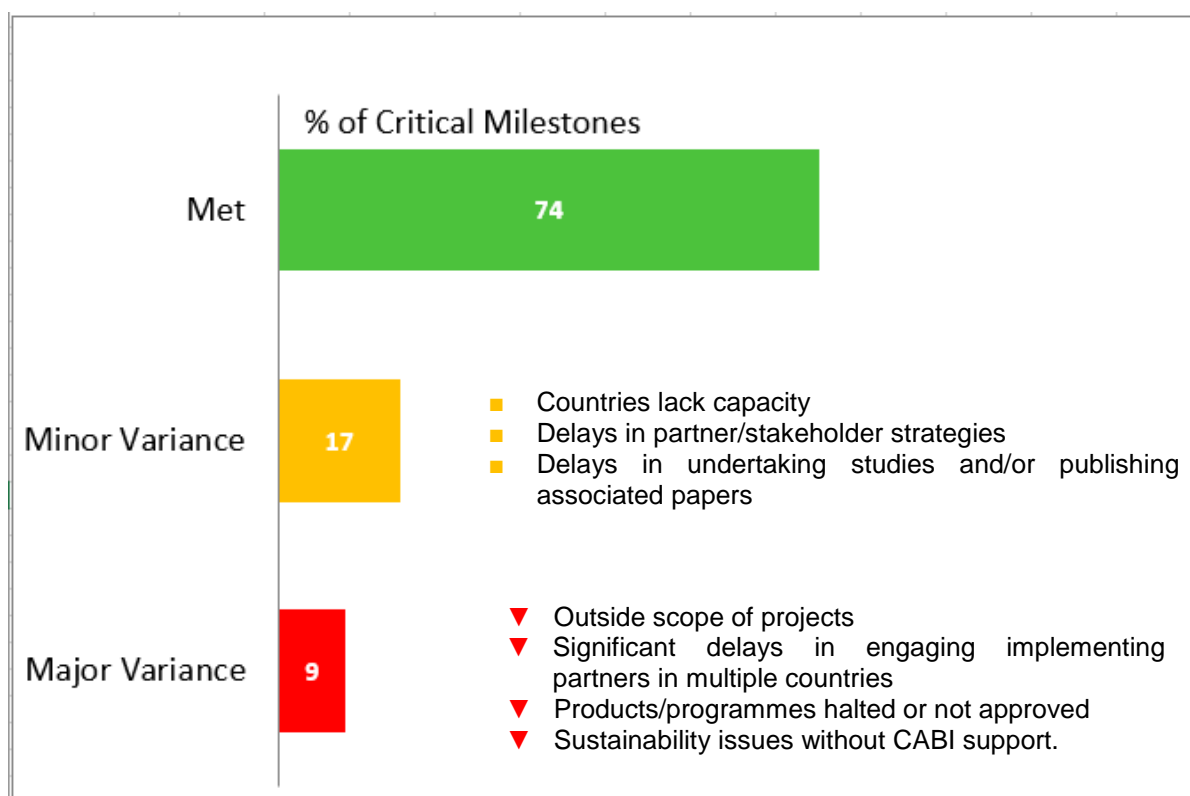
We broke ground on the new CABI office in January 2019 and work has proceeded well since that time with no major construction problems. We are now confident that the new office will be ready on time (June 2020) and within the budget available to us from the sale of land to CALA Homes so as to be delivered on a cash-neutral basis. We continue to evaluate options for our site at Egham which has significant potential value for residential development. If this could be realised then the proceeds could make a significant contribution towards the recovery plan for the UK Pension Scheme.

In summary, operating conditions have continued to be challenging during 2019 with academic research budgets remaining tightly constrained, the emphasis of donor funding shifting away from agriculture and continued downward pressure on the overheads allowable for international development activities. As a result, our financial performance has not met our expectations and we have ended the year significantly below our revenue target with a 5% year-on-year decline and only a thin Operating Surplus.

2. Progress against Medium Term Strategy (2017-19)

CABI has been able to deliver the majority of its commitments from the current Medium Term Strategy, with 91% of our (116) critical milestones either being on track or showing only minor variance. The primary cause of minor variances continues to be delay in engaging project partners, slower than expected implementation and time lags in the journal publishing process. We have more major variances in areas where we have been unable to secure donor funding for the work we wanted to undertake or for scale-up activities.

Over the period 2017-19, growth in net revenue has been slower than expected and greater investment has been required to support new product development in Publishing with the result that we will be below our financial targets by the end of 2019.



3. Membership

Collection of Member Country fees has proceeded well, with £1.35M received by year end, including outstanding arrears of £20k from some countries. The Memberships team continues to encourage uptake of membership benefits, particularly for developing countries in Bands 1-4. These benefits include 1 free access to CABI publishing products and free identification of microbial samples which together have a potential commercial value of over £35,000 per annum. An increased allocation of CDF funding was also made available to address requests of member countries for consultancy (up to 3 days) or in-country fund-raising. Information on benefits to each member country was collated and communicated through project dossiers as well as individual letters.

The Africa Regional Consultation, hosted by Botswana (Feb 26-28th), was held very successful at the beginning of the year. Thanks to active participation of delegates from our Member Countries, Prospective Member Countries and partner organisations the event was attended by over 65 participants. The Invasive Policy Summit which followed on from the African Regional Consultation led to a proposed set of actions to combat invasive pests, which was later endorsed by the Review Conference in September.

CABI's 20th Review Conference and pre-event Technical Tour were successfully held on 11-13 September, with over 100 delegates from 33 Member Countries and over 20 partner organisations coming together to endorse CABI's next Medium-Term Strategy for 2020-2022. Member Countries approved the following:

- The progress made by CABI in implementing the Medium Term Strategy (2017- 19)
- The outputs of the Regional Consultations held in the Americas, Asia and Africa
- The summary report of the Invasives Species Policy Summit from Africa
- The Action on Invasives programme to assist Member Countries in implementation
- The completion and delivery of the Medium Term Strategy (2020 – 2022)

In the post-conference satisfaction survey the overall conference was rated good or excellent by 95% of participants and 98% were satisfied or very satisfied with the plenary sessions. The pre-conference tour at Egham was rated excellent by 89% of those on the tour.

Ethiopia submitted a formal request to join CABI as a full Member Country in March, which was approved by the Executive Council via e-mail vote. The State Minister for Agriculture attended both the Africa Regional Consultation and the Review Conference and the in-country processes to join CABI are well-advanced.

4. International Development

Although we were not able to secure additional donor funding as quickly as we had hoped in 2019 we did make very positive progress in a number of discussions with our key donors and this leaves us in a good position as we go into 2020 with commitments as follows:

- DGIS - **£2.3m** top-up for Plantwise and Action on Invasives (Aoi) programmes
- DFID - **£1.0m** top-up for Action on Invasives programmes
- SDC - **£700K** for Biopesticide portal and European Lab of China MARA-CABI Joint Lab.
- Gates Foundation - **£200K** for Global Burden of Crop Disease
- Gates Foundation – Africa Crop Epidemiology System (ACES) - **£1.1m** 2020 – 2021
- SIDA - **£234K** for SciDev.Net
- Bosch Foundation - **£192K** for SciDev.Net

CABI also received financial contributions from China (£300K) and ACIAR (£150K) in 2019, with the funds from China being largely used for the China MARA-CABI Joint-Lab and Plantwise with those from Australia supporting Plantwise and the CABI Development Fund. Both countries have confirmed their continued contributions for 2020. In addition, we have significant additional medium term funding under discussion with major donors:

- Continued DFID funding for 2021/22
- Renewal of SDC funding 2021/23
- DGIS – Plantwise and Aoi for 2021-23
- EU DEVCO – Plantwise Plus 2020-2022

A full listing of projects won is given in **Appendix 1** showing a total of 74 projects with £18.3M Gross Revenue and a net to CABI of £13.1m, covering activity in over 50 countries across the globe. In addition to the core programmes listed above significant wins were achieved, particularly in relation to work on value chains, including the following:

- Enhancing Technology-based Agriculture and Marketing in Rural Punjab – Government of Pakistan with funds from the Asian Development Bank(£1m).
- Climate smart pest management for maize in DPRK from EU DEVCO (£833K).
- Introduction of Certification Facilities for Quality Assurance & Creation of Market Linkages from the Agriculture Department - Government of Pakistan (£481K)
- Better Cotton Initiative (BCI) - Growth and Innovation Fund 2019-20 for Matiari and Murpur Khas (£401K).
- Safer Food in Pakistan Through Aflatoxin Control project - USDA funded (£340K).
- Achieving Sustainable "Green" Agriculture in Myanmar - ACIAR funded (£250K)

In addition, CABI received the full amount of its potential performance payment from DFID (£820K) in respect of work carried out in 2018. DFID regarded CABI's performance in 2018 as being very good and that we provide good value for money, with the following comments:

- Plantwise: *"Impressive figures on reach and impact"*
- Action on Invasives: *"Continued development of the Aol programme, includingprovision of FAW policy advice to 17 countries is impressive"*
- Piloting of value for money assessments at country level is excellent

2020 will continue to be a very challenging year since funding is shifting to new areas and geographies or in some cases declining. Donors are also increasingly preferring to fund through national government loans. There is also increased competition as a result of other organisations entering into our core areas of expertise in invasive species, plant pests and diseases. We see new opportunities opening up in areas like Data Governance/Digital Development, Climate Change, Gender & Youth Empowerment, Value Chain Development and Social Sciences. We have begun to position ourselves strategically to tap into these new opportunities. For example:

- We are repositioning our Value Chains & Trade work to develop and put into action a service offering in food value chain development;
- Gender is going to be a KPI in all our projects and we have hired a Gender expert to lead this; and
- We have now defined specifically how CABI's work can contribute to climate change, resilience and mitigation and have hired a Climate Change manager who started to work with us in January 2020.

To grow the business and strengthen our reputation in plant health, in an increasingly competitive and crowded landscape, we will:

- leverage high-profile programmes like CASA, ACES and PRISE that place us in new areas of work and ways of working we can build on.
- undertake smaller catalytic pieces of work where we build partnerships and create recognition e.g. the work to support digital learning resources in Rwanda where we are becoming well integrated into work by USAID, AGRA, WFP etc.
- pursue Digital Development opportunities - a growing area with a lot of scope to develop new work across all the CABI Themes.
- lead a conference on Plant Health, Agriculture & Bioscience (PHAB) to tie in with the International Year of Plant Health (IYPH) in 2020 The conference will be held in Amsterdam in partnership with the government of the Netherlands and Koppert a leading manufacturer of biocontrol products.

Plantwise

Continuing growth :The annual reach of the programme in 2019 is estimated to be similar to that in 2018 and will raise the cumulative reach through plant clinics, plant health rallies, mass extension campaigns and farmer to farmer sharing to more than 35 million. A total of 4,170 plant clinics have been established in over 30 countries across three regions (Africa, Asia and the Americas) and 11,641 agricultural officers have been trained as plant doctors, now largely conducted by in-country trainers in 28 countries. National and local partners have taken ownership of the process and are making it an integral part of their agricultural plans, as well as committing over £1m of their own funds to support plant clinics and plant doctor training.

Digital devices are being used in 28 of the 30 countries where Plantwise is active with 650,000 plant clinic records in the Plantwise Online Management System (POMS) plus 80,000 in China's own systems. This useful resource that has been shown to help identify pesticide risks from recommendations given by extension officers to farmers and trigger country regulatory changes for pesticide risk reduction e.g. in Pakistan. The Plantwise Knowledge Bank open access content had been accessed by 2.2m people (cumulative) by the end of 2019 and 22 peer-reviewed papers published on lessons learnt.

Impact: The benefits of Plantwise have now been demonstrated through rigorous assessments including those in Kenya and Pakistan by the American Institute of Research and in 5 other countries (Bangladesh, Malawi, Rwanda and Zambia) through CABI's M&E work. Overall these show that the benefits exceed costs and can be as high as 3:1 for maize in Kenya with an internal rate of return exceeding 50%. These findings are further corroborated by other studies conducted by CABI in Rwanda, Malawi, Zambia and Bangladesh, with the benefits in terms of value of production of various crops being higher than the cost of adopting Plantwise recommendations giving higher net benefit for plant clinic users than non-clinic users. According to the findings from studies conducted in 6 countries (China, Ghana, Kenya, Malawi, Rwanda and Zambia) plant clinic user have higher adoption rate of crop management technologies than non-clinic users.

Future developments: Lessons learned from Plantwise now provide CABI with opportunities to continue growth of the original concept but also to innovate and evolve the approach. We will increasingly transfer the responsibility for Plantwise to national systems in countries where the programme is already successful, allowing those countries to take responsibility for their own operations in implementing the core concept as suits their needs. We are developing a transition plan with a backstopping role for CABI to provide advice to in-country steering committees on strategic and operational matters. In special cases there will be a discretionary opportunity to support additional sustainability activities. Alongside this we will assess the potential of Plantwise in additional countries, including fragile states, as recommended by donors

We will also develop spin-off projects leveraging the Plantwise clinic network and Knowledge Bank database. Opportunities for this continue to emerge with the most recent being the Africa Crop Epidemiology System (ACES). Funded by the Gates Foundation (and possibly also by DFID), this exploratory project will leverage some of the systems established under Plantwise and build on its partnerships to create the foundation for a bigger investment in development of pest modelling and better surveillance approaches adapted to country contexts and data aggregation with interoperability to aid model development.

The Plantwise programme has highlighted the urgent need to improve the skills of a wide range of actors who advise farmers on plant health, particularly on diagnostics and safe, effective management practices. We have found that awareness of pesticide risks and mitigation measures (e.g. personal protective equipment and low-risk alternatives to pesticides) is low among farmers as well as agro-advisory service providers. This contributes to farmers exceeding allowable pesticide residue levels (minimum residue levels) on food, particularly in local markets where related standards are not effectively enforced. It can also block access to more lucrative national and international markets.

In 2020, an evolution of Plantwise and Action on Invasives into a single, global programme will take place with the aim of embedding processes and tools for the sustainable production of safer and more nutritious food as core areas. The programme will build upon the networks and governance mechanisms established by Plantwise, which used a responsive approach to diagnose and treat any problem in any crop with a focus on output quantity. The new global programme will use the power of ICTs to provide advisory services at scale with the **intention to predict, prepare for and prevent threats to plant health**, agriculture and biodiversity and provide climate-smart solutions to farmers which enable them to deliver increased quality, as

well as quantity, of safer and more nutritious food. In particular, we will leverage the experience gained through PRISE and other geospatial data projects to leverage the power of technology, especially sensors, drones and satellite imaging, to provide farmers with more granular predictive information on crop health and pest or disease threats.

Action on Invasives

The goal of the Action on Invasives (Aoi) programme is to protect and improve the livelihoods of over 50 million poor rural households impacted by invasive species in Africa and Asia; and the purpose is to strengthen system capacity for prevention, eradication, control and management of priority invasives locally, nationally and regionally (**Detect, Defend and Defeat**). The programme is funded by DFID and DGIS and we were pleased to receive additional top-up funding from both donors for the 2019-2020 period (see above). The first countries selected were Ghana, Kenya, Pakistan and Zambia, and in 2019 initial steps have been taken to introduce the programme in Bangladesh, Rwanda and Burkina Faso, all countries where Plantwise has already made good progress.

Stakeholder engagement

A high level summit on invasive species was held in Botswana for African Member Countries and partner organisations, which produced recommendations subsequently endorsed by the Review Conference, and in line with the Aoi strategy. An important element is the need for better estimates of the economic costs of invasives, and a study has commenced to produce an overall estimate for Africa. Aoi is also contributing to the Global Burden of Crop Loss, a CABI-led initiative to develop methods for quantifying crop losses due to invasives and other pests.

As well as highlighting the costs of invasives, Aoi seeks to promote the use of safer pest control methods. Support has been given to finalising the East African Community guidelines for registration of biopesticides, and plans are being made to test and support their implementation in Rwanda and Kenya.

CABI is assisting the African Union to develop a continental Invasive Species Strategy, and a process for developing an emergency response fund for invasive pests. A methodology has been developed and tested in Kenya for assessing the overall responsiveness of a country to invasive species. The methodology can be used for generating a baseline as well as evaluating progress.

Best practice solutions

While the aim of Aoi is to strengthen overall capacity to tackle invasive species, many of the activities are focused on specific priority species particularly Fall Armyworm (*Spodoptera frugiperda*), Tomato Leaf Miner (*Tuta absoluta*), and parthenium weed (*Parthenium hysterophorus*). In 2019 some work was also undertaken on Mesquite (*Prosopis juliflora*) and papaya mealy bug (*Paracoccus marginatus*), two important invasive species in Africa. Natural enemy surveys of FAW and Tuta have been undertaken in Africa and Asia, and important predators and parasitoids found to be already present, offering potential for conservation and/or augmentation through mass rearing. A trial on augmentation using a predator of Tuta is in progress in Kenya, to assess its suitability for smallholder tomato growers.

A parasitoid of FAW previously considered as a candidate for introduction has been found to be already present in several countries in Africa, so redistribution and possible rearing for augmentation is being assessed. Two species of parasitoid have been collected from FAW in Latin America, and are in culture in quarantine in CABI Switzerland, prior to sending colonies to other quarantine facilities in Africa and Asia for detailed host specificity testing which must be undertaken before releases can be considered. Trials with novel biopesticides (virus and pheromones) for FAW are promising and the potential for securing cost-effect area wide implementation is being investigated.

Best practice solutions include prevention, requiring invasives that have not arrived in a country to be identified and prioritised. Working with a team of national experts, the Horizon Scanning Tool was used in Ghana to draw up a preliminary list of potential invaders, which is now in the process of being prioritised using a rapid risk assessment procedure. Prevention, surveillance and early warning methods will then be deployed against the highest risks. A similar approach is being used in Kenya.

Community Action

Communication campaigns to disseminate advice to farmers on how to manage FAW have been conducted in several countries through different approaches and partners. In Zambia radio stations broadcast messages to an estimate listenership of 700,000 (actual listeners who heard the messaging was about half that figure), and SMS messaging targeted 85,000 farmers. An SMS campaign in Kenya targeted over 340,000 registered users; an evaluation is determining how many farmers actually used the information. In Ghana and Bangladesh video screenings reached around 7,000 and 15,000 farmers respectively. Large numbers have been reached in Pakistan with messaging on parthenium, including direct communication by trained extensionists, as well as mass media.

Several methods for managing invasives are most effective if implemented over a wide area, requiring area-wide cooperation. Securing this cooperation when many smallholdings are involved is not straightforward, and studies are in progress to assess what factors promote such cooperation. Working with international and national communications experts, a document has been produced laying out the elements and issues to be addressed in any communication strategy for a new invasive.

Knowledge and data

The Invasive Species Compendium (ISC) continues to be enhanced and is heavily used worldwide, receiving around 2m visits in 2019, and latterly over 200,000/month. Many resources have been added to the ISC, including those specifically for the FAW, parthenium and Tuta portals. The second phase of the Pest Risk Analysis tool has been completed (pest-initiated analysis), and access to the PRA tool and the associated Crop Protection Compendium data has been offered free-of-charge to 97 developing countries, with 50 countries having taken up the free access so far.

Work has commenced on setting up a FAW Collaboration Space, an on-line site where scientists can share data and collaborate especially on developing and testing control methods. An international steering committee has been established with needs analysis and scoping for the platform underway.

Commercial Agriculture for Smallholders and Agribusiness (CASA)

As part of CASA's research workstream, CABI has successfully completed and published the first Research Brief, building on a survey of 30 investors about the perceived challenges of investing in sourcing from smallholder farmers. Research around concessional finance and its development impact is underway and is planned to be published by the end of March 2020, while seven additional research outputs, identified in collaboration with an international panel of investor experts, will be commissioned and published by the end of 2020.

Within CASA's communication and engagement workstream, the programme has established a database of research and learning on agricultural investment and hosted a Stakeholder Workshop with investors and DFID advisors to explore further development of the platform. The programme has also commissioned and published a series of feature articles with SciDev.Net, highlighting investment opportunities and lessons regarding smallholder farmer sourcing.

CABI also represented CASA at the Africa Green Revolution Forum, GIIN Conference and the UK Africa Investment Partnership Forum. CABI has identified 25 priority investors for partnership who have agreed to act as champions for the programme. In 2020 CABI has a number of activities planned including the official launch of the CASA programme at the Skoll World Forum (in April), CASA's first Global Investor Summit at AGRF 2020 (in September), and CASA's first National Investor Summit and Tourism Mission (in Uganda).

5. Monitoring, Evaluation and Learning

The M&E team work closely with the broader 'virtual' team of social scientists across CABI and contribute to evaluation research that remains focused on the major global programmes but also expands to other areas of work. The team use a range of qualitative and quantitative approaches to test assumptions, learn lessons and assess impact. We carried out 20 impact studies in 2017-2019, of which seven were completed in 2019 (full listing in Appendix 2).

A key project in 2019, was a gendered study of the impact of plant clinics in Zambia. Analysis is still on-going but, preliminary results indicate that that men and women farmers both benefit from attending, though men benefit more than women. Further analysis will assess whether the gender of the household head, and therefore the decision-making responsibility, affects the results in terms of yield, income and food security indicators. Specific figures will be published within the first quarter 2020.

In addition, we carried out a further nine studies that fulfil our study selection criteria, as set out in the M&E Strategy. We also published nine papers (journal articles, working papers, study briefs) with an impact focus, and a further 19 papers within the social science field. Recently Justice Tambo had a paper about the Plantwise impact study in Rwanda accepted for publication in *World Development*, a prestigious social science journal with impact factor 2.8. This reflects the expanded focus of the team beyond CABI's key programmes.

Key feedback for the team was received from SDC, who singled out CABI's mixed method approach to outcome and impact evaluation. There was recognition that the variety of methods used from RCTs, quasi-experimental studies, case studies and human interest stories, especially providing evidence directly from the farmer, provided a comprehensive picture of the outcomes and impact achieved.

Skills and areas of work within the team continue to develop, and we expect to expand the evaluation portfolio to assess different delivery approaches, and their complementarity. The team has brought in new expertise to reflect the changing contributions and knowledge required as a result of CABI's evolving strategic direction, with greater focus on gender and economic development:

- Bethel Terefe has joined as Gender Coordinator. She will support colleagues in embedding gender responsive and transformative approaches in our work
- Mariam Kadzamira has joined the CASS team to manage a programme of research intended to inform impact investors how to invest to ensure equitable participation of smallholder farmers in agribusiness
- Adewale Ogunmodede has joined the team in Egham as an agricultural economist. He will focus on modelling aspects and contribute to the analysis of the economic cost of invasives, the Global Burden work and other projects anticipated from the Swiss centre.

Key findings from studies completed/reported in 2019

- **PW-Kenya impact assessment:** Results show plant doctor knowledge increased as a result of training and running clinics; farmers in areas where clinics run are more likely to monitor crops for pests and use pesticides more effectively, although less likely to use safety measures; farmers in areas where clinics run have significantly higher yields while costs of production do not change significantly; the benefits to farmers from increased

maize production are more than twice PW investment (including CABI coordination costs and country in-kind contributions). The benefit-cost ratio is 2.9:1 and the internal rate of return is 54%.

- **PW-Pakistan impact evaluation:** 9% increase in net income of farmers of all crops who use plant clinics and who reported their crops having plant health issues; a benefit-cost ratio of 1.19:1 and an internal rate of return of 28%. (It is unusual to find a positive benefit-cost ratio or positive internal rate of return for any extension programmes.)
- **PW-Bangladesh on-farm impact study:** plant clinic users were 90% more likely to use non-chemical pest control practices than non-users; average income for clinic users was about USD 78.99 (33%) higher than for non-users.
- **PW-Rwanda on-farm impact study:** participation in plant clinics results in significant yield and net income gains of 24% and 30%, respectively. In addition, seeking plant health advice from plant clinics is significantly associated with a 5% reduction in the likelihood of a household falling into poverty.
- **Bio-economic modelling study of FAW control measures:** the model indicates that the coordinated control measures taken in Ghana to control FAW reduced the economic loss from an estimated mid-range of USD 25 M to 10 M, a difference of approx. USD 15 M over 1 year.
- **Key findings from Better Cotton Initiative impact study:** farmers are more likely to use registered and properly labelled pesticides, to reduce the frequency of pesticide application, and to adopt a range of safety measures; women workers perceive that their own and their families' health has improved as a result of safer pesticide use, and this enables them to pick larger volumes of cotton and so increase their income; women workers are aware of the benefits of forming groups for collective action and greater bargaining power.
- **Impact study on IPM in rice and maize in the Greater Mekong subregion:** During the project there were significant reductions in chemical pesticide use among target rice farmers, as a result of the adoption of alternative IPM practices. The amount spent on pesticides dropped by approx. 37%, and almost halved the number of times crops were sprayed. The project found that farmers were willing to pay for the biocontrol agent but not at commercial prices. Commercial markets do not exist for widespread adoption of biocontrol agents in many Greater Mekong subregion areas. Therefore, post project, the number of biocontrol rearing facilities had dropped from 20 to 11 due to shortage of funds as they were not commercially viable.
- **Evaluation of Mass Extension Campaigns on FAW in Uganda:** There is consistent evidence that participation in ICT-based extension campaigns significantly increases farmers' knowledge and stimulates the adoption of agricultural technologies and practices. The results suggested that among the three ICT channels, radio has greater reach, and greater gains are achieved when video is complemented by radio. This implies that complementary ICT-based extension campaigns (particularly those that allow both verbal and visual communication) hold great potential to improve farmers' knowledge and trigger behavioural changes in the identification, monitoring and sustainable management of pests.

6. Knowledge Business

The top three priorities for CABI's publishing and knowledge management business are to:

- Stabilize revenues and profits from our core publishing products
- Grow our knowledge management project activity
- Develop a range of new products and digital development solutions to meet the changing needs of users and customers

Core products

A top priority for the year was to re-engineer the production process to enable an expansion in coverage (to reflect the growing article output of researchers), and to increase the granularity of information in the database (that will allow us to deliver more services in the future). The new process is being implemented in January 2020 and reduces the cost per record by 40%, permitting a 30% expansion of coverage. In 2020 market research will be conducted to assess the needs of researchers and students in terms of literature search and current awareness, and to identify new tools for performing systematic reviews, and research analytics. This will drive the product development roadmap for 2020-2023.

Future enhancements and growth of Compendia are also predicated on improving the efficiency and quality of the production process. Good progress was made in 2019 including a complete overhaul of the underlying distribution database (which powers the pest distribution data at the core of the Crop Protection Compendium). The Pest Risk Analysis (PRA) tool was fully launched in 2019.

To improve the Books performance a new role of Managing Editor was created in 2019 to improve the influx of new manuscripts. We have also reviewed our e-book strategy (pricing, business models, partner and vendor relationships). It is anticipated that these changes will deliver 3% growth in e-books in 2020, against a flat backdrop for print books.

Knowledge management projects

These are now under the “Digital Development” theme and have delivered a number of important milestones. A new soil and agronomy data policy was launched in Ethiopia and endorsed by the Ministry of Agriculture. The Plantwise Knowledge Bank and a new Data Collection App were released, with very positive feedback from Plantwise plant doctors. We also incorporated a predictive capacity into the PRISE (Pest Risk Information Service) models, which will now enable the provision of advance warning of action to be taken by farmers to respond to pest risks.

An ambitious new project was initiated in 2019 – the Global Burden of Crop Loss is a Gates-funded Grand Challenges collaborative project to provide rigorous, authoritative evidence on the impacts, causes and risk factors contributing to crop loss. Working with a range of collaborators, we will outline the concept and begin to test it in advance of seeking funding to scale the project into a large, multi-decade initiative. Finally, funding has also been secured from the Gates Foundation for the African Crop Epidemiology System project, which will test the feasibility of implementing a multi-pest early warning system in Sub-Saharan Africa.

New Products

Good progress was made in developing a range of new products and digital development solutions:

- The first digital learning module, PestSmart Diagnostics, was launched at the end of 2018, and its successor PestSmart Management will be launched in early 2020. Both are derived from the Plantwise programme and will help train students and extension officers in crop pest diagnosis and management. Digital learning offers the ability to train significant numbers of “students” at scale, with greater reach, and at a higher, more consistent quality. In 2020 we will test the concept of a *CABI Academy*, developing a suite of digital learning solutions that use a range of media, to help learners acquire the relevant knowledge and skills required for success in key roles in the agriculture sector. It will also allow learners to demonstrate their competence via certificates and badges linked to an underlying competency framework and curriculum.
- CABI is also well along the path to launching a new open access research journal, *CABI Agriculture and Bioscience*. Partnering with Springer Nature, an editor and editorial board is now in place, and the journal is open to submissions spanning agriculture and related environmental biosciences, with a target of 80 articles to be published in 2020. The journal

will introduce a mentoring scheme in 2020 to help coach early career researchers, especially those from developing countries, in designing and conducting better research and in preparing their work for publication. It will also publish papers from CABI's PHAB Conference in September.

- The third product in development is the Bioprotection Portal, a mobile app and website for use on smartphones, tablets and laptop computers which puts information about biopesticide products at the fingertips of farmers and advisory service providers. In 2019 significant seed funding was gained from several donors, along with a commitment from three biopesticide manufacturers to support the project as part of a development consortium. Work is now well underway to launch a prototype in Kenya, before scaling up the product to cover additional countries by the end of the year.

7. Corporate Progress

Financial Performance and Outlook

A detailed paper on financial performance and outlook is provided as **Paper 06/01/20. For 2019** in summary, total net revenue is below our budget level of £35.4M, showing a 5% decline over the prior year. As result of these revenue shortfalls Operating surplus is also below budget but by the year end we hope to see some recovery close to our budgeted level.

Core Publishing sales of *CAB Abstracts*, *Global Health* and 8 associated Internet Resources form the foundation of CABI's publishing activities and provide the profits that sustain the organization. Sales of the database were stable in 2019 (+1.2%), with good growth in *Global Health* (+7%) offset by cancellations of print abstract journals (which is consistent with industry trends, as libraries shift from print to digital). Sales of CABI's Compendia increased by a very healthy 8% in 2019 but the performance of the Book programme was disappointing, with sales declining by 12%. This was driven by a number of factors: the number of books published (65) was well below target and static versus 2018; publication was skewed toward the last couple of months of the year, minimizing the sales opportunity; and general market conditions in which many publishers are seeing academic print book sales contracting.

From a financial viewpoint, 2019 has been a somewhat disappointing year in International Development (ID) with flat revenues which fell significantly short of our original budget due to the fact that funding is tapering off in some major projects (including Plantwise) after several years of growth. A significant part of the shortfall in revenue was also due to 3 issues beyond CABI's direct control:

- 1) The requirement to form a Joint Venture with the Government of Punjab for a value chain project in Pakistan meant that we could only recognise the operating surplus from the project, not the full revenue as we were originally advised (impact circa £500k)
- 2) The cancellation of a project by Trademark East Africa as a result of procedural irregularities in their own tendering process after it had been awarded to CABI. (impact circa £500k)

We had also budgeted for significant new funding from major donors for our core programmes (Plantwise and Action on Invasives) but this was slower than expected in coming through such that we were unable to spend much of it in 2019. Nevertheless, ID was able to improve its operating surplus through efficiency gains and careful management of indirect costs. This was also helped by a significant increase (back to earlier levels) in the profit share from Conidia, our fuel-testing spin-out company which was hit in 2018 due to an unexpected de-stocking exercise by their major distributor in the aviation business.

UK Pension liability (see Paper 10/01/20)

UK Property

We broke ground on the new CABI office in January 2019 and work has proceeded well since that time with no major construction problems. We have experienced some delays in the connection of water and gas due to the poor performance of utility providers but overall, we remain on track for a target moving-in date in June 2020. We have appointed contractors for the office build (Barnwood Construction) and consultants for the interior design and fit-out (Claremont) who have quoted prices which give us confidence that the new office can be delivered within the budget available to us from the sale of land to CALA Homes so that the new office will be delivered on a cash-neutral basis.

We continue to evaluate options for our site at Egham which has significant potential value for residential development. If this could be realised then the proceeds could make a significant contribution (~£5M) towards the recovery plan for the UK Pension Scheme. We have moved forward on a number of issues as follows:

- Started negotiation with Royal Holloway University of London, the previous owners, who have a restrictive covenant preventing alternative uses of the site.
- Obtained a favourable preliminary planning opinion for housing from the local authority, Runnymede Council.
- Entered negotiations for acceptable terms and long term security of tenure for use of the laboratory facilities at the Centre for Ecology and Hydrology in Wallingford.
- Assessed the costs and risks of re-locating staff from Egham to Wallingford.
- Developed an alternative option to consolidate on the Egham site – accepting the lower land value that would result but also avoiding the risks and costs of relocation/redundancy in a full move.

We expect to be in a position to make a final decision by the end of 2020, subject to a positive outcome from our planning application and the price which developers are willing to pay for the full site.

SciDev.Net

SciDev.Net (SDN) exceeded its all-time record for reach in 2019 – its content was seen around 200 million times, almost twice the 105 million achieved in 2018. This is a continuation of the sharp upward trend in reach that has been achieved since its merger with CABI in 2017. SciDev.Net's articles continued to deliver real impact and influence on policy, helping policymakers make informed decisions and policy changes for the benefit of their citizens. Some examples are shown below:

- SDN's article on antibiotic resistance contributed to a policy change in India on the use of colistin (an antibiotic increasingly used as a 'last-line' treatment of infections) in livestock
- An SDN news report that people in Malawi were fishing with bed nets meant for protection against mosquitoes led to a government ban on their use.
- Funding for 84,000 science scholarships was secured following a published interview with Ildeu de Castro Moreira, the president of the Brazilian Society for the Advancement of Science.

During the year, SciDev.Net extended its training activities under the Script brand with over 3,400 journalists and scientists now enrolled in Script online science communication courses and 10,000 views of Scripts online "practical guides" explaining key science communication skills. Through our partnerships with Makerere University, Uganda and Nasarawa State University, Nigeria, more than 1,300 undergraduate students have received science communication training using the Script curriculum.

SDN secured £234,000 in additional funding from its main donor SIDA to run a series of communication workshops with SIDA partners, training them on how best to communicate their science. £191,000 in follow-up funding was also secured from the Robert Bosch Foundation to build training partnerships with universities and media houses in East Africa plus £81,000 from The Wellcome Foundation to launch a weekly French language podcast which is being broadcast to over 8 million people across West Africa.

In 2019, SDN achieved net revenues of £1,226 million and a contribution of £123,000, growth of 21% and 53% respectively over 2018. For 2020 SDN is forecasting net revenues of £1.4 million and a contribution of £143,000.

Publications

We have continued to maintain a high level of both quality and quantity in the publication of CABI's work in peer-reviewed journals with titles covering science, international development and the social sciences. Whilst the total number of papers has gone down slightly over the past 3 years the number of open access papers and those in journals with higher impact factors have increased:

Year	2017	2018	2019
Total papers published	164	155	147
Open Access	31	39	91
In journals with Impact factor > 2	39	53	56

People

Morale and Motivation

CABI runs an annual staff survey. In the past this has used a questionnaire developed in-house for which the replies are anonymous. In 2017 and 2018 results from this survey showed that morale was poor in some parts of the organisation. For 2019 we decided to try a commercially-available online tool (WeThrive) in which individuals identify themselves. The results showed an overall improvement relative to the two prior years and the overall response was very positive:

- 84% response rate - the highest ever to a CABI-wide survey;
- 74% overall engagement score (69% is the WeThrive average);
- 8.1 score to the question, on a scale of 0-10 how likely are you to recommend working at CABI to others (6.9 is the WeThrive average).

The results of the survey have been shared with every member of staff, with the Board, Executive Management Team (EMT) and the CABI Staff Council through which an action plan to address key areas of concern has been developed. The report identifies Key Strengths and Key Opportunities for the organisation as a whole and includes detailed heatmaps at the level of major business units and centres then by department. Since the survey is not anonymous we can provide specific feedback to senior managers to enable them to work with their teams to review the survey results in more detail and to develop local action plans.

CABI Code of Management Conduct

As one of our actions to address the results of the 2018 staff survey we have developed a CABI Code of Management Conduct to set out our expectations of all managers.

Safeguarding Policy

We have already revised and strengthened our Whistleblowing Policy and the CABI Code of Business Conduct and a new Safeguarding Policy has been drafted to complete our policy framework. This policy framework meets the new Enhanced Due Diligence standards set by DFID. We will also undertake specific compliance training and awareness to support this policy framework, starting Q1 2020.

Whistleblowing

There have been no Whistleblowing complaints registered year to date.

Name	Donor	Gross Income (£k)	Net Income (£k)	Theme	Lead Centre	Countries
CASA Lot 1	DFID	2,857	2,769	DCE	UK	Kenya, Malawi, Nepal, Uganda
Top-up to 2017-2020 Contract	DGIS	2,333	2,333	Aol	Africa	Not specified
Enhancing Technology-based Agriculture and Marketing in Rural Punjab	Asian Development Bank	1,458	1,001	T&C	Pakistan	Pakistan
Top-up Funding Support for Aol	DFID	1,000	1,000	Aol	Africa	Not specified
DPRK Community Project	EC	833	833	DCE	Switzerland	DPRK
Natural Enemies Field Reservoirs (NEFRs) in Sindh	Government of Sindh	543	543	T&C	Pakistan	Pakistan
Introduction of Certification Facilities for Quality Assurance and Creation of Market Linkages	Government of KPK	481	481	T&C	Pakistan	Pakistan
BCI Growth and Innovation Fund 2019-2020	BCI	401	401	T&C	Pakistan	Pakistan
Safer Food in Pakistan Through Aflatoxin Control	USDA	352	352	T&C	Pakistan	Pakistan
African Crop Epidemiology System (ACES) - Project Development	B&MGF	1,111	317	PW	Africa	Ethiopia, Kenya
Sida Research Comms Capacity Building	SIDA	234	234	SDN	SciDevNet	Bolivia, Ethiopia, Kenya, Lebanon, Mozambique, Rwanda, Tanzania, Thailand, Uganda
Biocontrol of Japanese Knotweed in the Netherlands	STOWA	232	200	Invasives	UK	Netherlands
Plantwise Clinics in the GIZ Green Innovation Centers Areas in Arsi Zone	GIZ	197	197	PW	Africa	Ethiopia
Support for European Lab	SDC	138	138	DCE	Switzerland	Switzerland
Bosch SciDev.Net Funding Stage 2	Robert Bosch Stiftung	192	123	SDN	SciDevNet	Kenya, Nigeria, Uganda
Study of T. Japonicus for BMSB Control	FOEN	115	115	Invasives	Switzerland	Switzerland

Donor Key: Australian Centre for International Agricultural Research (**ACIAR**), Better Cotton Initiative (**BCI**), Bill and Melinda Gates Foundation (**BMGF**), Department of Agriculture, Fisheries and Forestry (**DAFF**), European Commission (**EC**), Global Environment Facility (**GEF**), International Finance Corporation (**IFC**), Swedish International Development Cooperation Agency (**SIDA**), Standards and Trade Development Facility Trust Fund (**STDF**), US Agency for International Development (**USAID**), US Department of Agriculture (**USDA**)

Theme Key: Action on Invasives Programme (**Aol**), Development, Communication and Extension (**DCE**), Digital Development (**DD**), Invasive Species (**Invasives**), Microbial and Molecular Services (**MMS**), Plantwise (**PW**), SciDev.Net (**SDN**), Trade and Commodities (**T&C**)

Name	Donor	Gross Income (£k)	Net Income (£k)	Theme	Lead Centre	Countries
Global Burden of Disease for Plant Health	BMGF	148	111	DD	Knowledge Business	UK
Soil Data Policy – Rwanda	BMGF	149	97	DD	Knowledge Business	Rwanda
Potato Surveillance Kenya	Netherlands Embassy	125	95	DCE	Africa	Kenya
Cotton Advocacy for Policy and Seed (CAPAS) Project	C&A Foundation	91	91	DCE	Pakistan	Pakistan
Sloping Land Phase 3	SDC	92	92	DCE	Switzerland	DPRK
ENDORSE	BBSRC	88	88	T&C	UK	Peru
MAS ICM Uni Neuchatel 2019	University of Neuchatel	88	88	DCE	Switzerland	Switzerland
Forecast Scenarios for Cocoa Agroforestry (CocoAgroForecast)	Mondelez International	152	81	T&C	UK	Cameroon, Cote d'Ivoire, Ghana
Capability Building in Risk Assessment and Reinforcement of Inspection Service in Tanzania	USAID	276	77	T&C	Africa	Tanzania
Achieving Sustainable “Green” Agriculture in Myanmar	ACIAR	139	77	T&C	Malaysia	Myanmar
Emergency Response to Fall Armyworm in Botswana	FAO	89	77	Aol	Africa	Botswana
ColCo Colombian Cocoa Control System	Catapult	75	75	T&C	UK	Colombia
“Health, Science and Development” Radio Series for Francophone Africa	Wellcome Trust	82	72	SDN	SciDevNet	Benin, Burkina Faso, Cameroon, Chad, DR Congo, Cote d'Ivoire, Guinea, Mali, Niger, Rwanda, Senegal, Tonga
ISC Caribbean Invasive Plants Datasheets FY19	USDA	173	60	DD	Knowledge Business	USA
Solar Energy Based e-Pest Surveillance System	FAO	55	55	DCE	India	Bangladesh

Donor Key: Australian Centre for International Agricultural Research (**ACIAR**), Better Cotton Initiative (**BCI**), Bill and Melinda Gates Foundation (**BMGF**), Department of Agriculture, Fisheries and Forestry (**DAFF**), European Commission (**EC**), Global Environment Facility (**GEF**), International Finance Corporation (**IFC**), Swedish International Development Cooperation Agency (**SIDA**), Standards and Trade Development Facility Trust Fund (**STDF**), US Agency for International Development (**USAID**), US Department of Agriculture (**USDA**)

Theme Key: Action on Invasives Programme (**Aol**), Development, Communication and Extension (**DCE**), Digital Development (**DD**), Invasive Species (**Invasives**), Microbial and Molecular Services (**MMS**), Plantwise (**PW**), SciDev.Net (**SDN**), Trade and Commodities (**T&C**)

Name	Donor	Gross Income (£k)	Net Income (£k)	Theme	Lead Centre	Countries
FAO BSF Taro Malaysia	FAO	52	52	T&C	Malaysia	Fiji, Indonesia, Malaysia, Philippines
Collaboration between CABI and Koppert in Kenya	Netherlands Ministry of LNV	83	50	Aol	Africa	Kenya
MARDI-CABI Joint Laboratory	MARDI	75	50	T&C	Malaysia	Malaysia
Number of Projects of >= £50k Net Income: 34		14,509	12,375			
Number of Projects of < £50k Net Income: 40		848	781	<i>Includes several framework contract projects, and projects taking place in Bermuda, British Virgin Islands, Cayman Islands, Cambodia, China, Gabon, Honduras, Montserrat, New Zealand, Turks and Caicos Islands, South Sudan, Uzbekistan, Vietnam</i>		
Total: 74		15,357	13,156			

Donor Key: Australian Centre for International Agricultural Research (ACIAR), Better Cotton Initiative (BCI), Bill and Melinda Gates Foundation (BMGF), Department of Agriculture, Fisheries and Forestry (DAFF), European Commission (EC), Global Environment Facility (GEF), International Finance Corporation (IFC), Swedish International Development Cooperation Agency (SIDA), Standards and Trade Development Facility Trust Fund (STDF), US Agency for International Development (USAID), US Department of Agriculture (USDA)

Theme Key: Action on Invasives Programme (Aol), Development, Communication and Extension (DCE), Digital Development (DD), Invasive Species (Invasives), Microbial and Molecular Services (MMS), Plantwise (PW), SciDev.Net (SDN), Trade and Commodities (T&C)

Impact Area	Study title	Country	Year*
Action on Invasives	Invasives species system baseline assessment	Kenya	2019
	Modelling of potential economic costs of FAW in Ghana	Ghana	2018-19
	Biocontrol business assessment	Global	2018-19
	Further baseline evaluation on fall armyworm	Ghana, Zambia	2018
	Evaluation of mass extension campaign on parthenium	Pakistan	2018
Plantwise - Clinic advice adoption	Intra-household gendered assessment of plant clinic advice impact	Zambia	2019-20
	Pakistan impact evaluation	Pakistan	2018-19
	Assessment of PW contribution to early detection and added value of ICT	Rwanda, Kenya, Uganda	2018-19
	Impact of plant clinics on pest management, tomato productivity and profitability	Malawi	2018
	Plant clinics, farm performance and poverty alleviation: Panel data evidence	Rwanda	2017-18
	Plant clinics in Bangladesh: are farmers losing less and feeding more?	Bangladesh	2017-18
	RCT to measure impact of Plantwise Kenya: Farm level impact and system change	Kenya	2014-18
	Participatory assessment of farm level outcomes and impact of crops pest management	Rwanda, Ghana	2017
	Plant clinics in Asia: reducing the use and risks of pesticides	Cambodia, Myanmar, Thailand, Vietnam	2017
	Using social network analysis to establish primary and secondary reach of Plantwise	China, Zambia	2017
	Delivering messages from plant clinics: The influence of communication on farmer's perception and uptake of advice.	Malawi, Nepal, Costa Rica	2017
Plantwise - Plant Health System change	Pakistan impact evaluation	Pakistan	2018-19
	Evaluation of outcome of fall armyworm mass extension campaign (radio, video and SMS)	Uganda	2018-19

Impact Area	Study title	Country	Year*
	RCT to measure impact of Plantwise Kenya: Farm level impact and system change	Kenya	2014-18
	Use of ICT tools to improve plant health monitoring and pest management responses	Kenya, Rwanda, Uganda	2018
	Plant health system performance and responsiveness	Ethiopia, Nepal	2017
	Estimating the value of potential production losses due to banana skipper outbreak	Sri Lanka	2017
	Assessment of use, management and functioning of the Myanmar Plantwise data management system	Kenya, Myanmar	2017
DCE	Impact study of Good Seed Initiative project	Tanzania	2019-20
	Agri-Business Advisory Services assessment	Tanzania	2019-20
	Impact study of Rice/Maize IPM in Mekong region	Lao PDR, Myanmar, China	2018-19
	SILT outcome evaluation survey on common beans in northern regions of Tanzania (ASHC family)	Tanzania	2018-19
	Evaluation of uptake of maize technologies following delivery of mobile messages in UPTAKE (ASHC family)		2018-19
Value Chains & Trade	Impact of CABI-led Better Cotton Initiative (BCI) Interventions in Districts of Mirpurkhas and Sanghar Sindh	Pakistan	2018-2019
	Impact assessment of Floriculture project	Uganda	2019-20
Digital Development	Effectiveness of Mobile Agri-Advisory Service Extension Model: Evidence from Direct2Farm program in India	India	2017-2019

* Study dates are stated as the year the study started to the year the final report, study brief, working paper or journal paper was published

CABI EXECUTIVE COUNCIL

Date: 4th March 2020
Location: Hallam Conference Centre, London W1W 6JJ
Paper: 06/01/20
Agenda Item: 6
Title: CABI Annual Operating Plan and Budget 2020-22
Author: Rob Sloley
For Approval

Financial Forecast 2019 and Budget 2020-22

Purpose

This paper will set out our financial expectations for the 2019 year end outcome which forms the starting point for our 2020 Budget and financial projections for the 3 year horizon to 2022 and, as such, **we are seeking approval of:**

- the 2020-22 Financial Plan, the CABI Board having given its formal endorsement at its meeting of December 10th 2019.
- Approval of the appointment of the auditors, PwC, for the audit of 2019.

Executive Summary

Details of the RF2 (the full year forecast) and 2020 – 2022 projections are given in the attached Appendix to this paper.

From a financial perspective, 2019 has not met our expectations with gaps in secured project income and reduced printed book sales leading to a forecast (RF2) revenue of £33.5m which is £1.9m short of budget and a 5% decline on the prior year. However, we have been able to produce some savings in cost and therefore still expect to produce an operating surplus in 2019. If this outcome were to be achieved it would mean that CABI has produced an operating surplus in ten consecutive years.

In the second half of 2019 additional funding for the core CABI programmes was agreed with DFID and DGIS and we are well advanced in discussions to secure income from the European Union for CABI's new Global Programme which will be an evolution and integration of the current Plantwise and Action on Invasives programmes. We will therefore begin 2020 with 100% of programme funding secured which was not the case at the start of 2019. Nonetheless, the core financial challenges for CABI remain: the requirement to find £1.6m of pension deficit funding per year (growing 5% annually), flat (or declining) publishing revenues, a need to drive product development with relatively limited funds and an ongoing requirement to secure the necessary donor funded project income. Against this backdrop, the budget/plan for 2020-22 assumes a relatively modest growth in operating surplus from a forecast of £51k in 2019 to £305k in 2022. Cost Management is always an area of focus but perhaps especially so in 2020 and, as a result, indirect costs remain ostensibly flat with some additional funding set aside for restructuring. However, the financial plan does not currently allow for a more significant restructuring programme or a substantial investment in product development and it is conceivable that either or both will become necessary over the next three years.

CABI is a not for profit organization

CABI improves people's lives worldwide by providing information and applying scientific expertise to solve problems in agriculture and the environment.

CABI, the trading name of CAB International, is an international organization recognized by the UK Government under Statutory Instrument 1982 No. 1071

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For cash, and building of reserves, the most immediate objective is to manage liquidity carefully until we exit the existing Wallingford building in May 2020 and receive the final £6m tranche of funding from CALA homes. The Wallingford property aside, we have continued to incrementally build cash reserves in excess of £3m (excluding property) though a clearer

picture on the extent of the cash reserve will emerge once the property transactions relating to the redevelopment have unwound.

Full Year Forecast 2019 (RF2)

<u>£'000</u>	Net Revenue			Operating Surplus		
	Full Year 2019	Budget Var	Growth vs 2018 %	Full Year 2019	Budget Var	Growth vs 2018 %
Knowledge Business	12,266	(654)	(13)%	4,025	(236)	(11)%
International Development	17,307	(1,095)	(4)%	565	(126)	415%
Corporate	3,878	(210)	26%	(4,538)	299	(7)%
Total	33,450	(1,958)	(5)%	51	(64)	(88)%

At £33.5M, forecast revenue is expected to be £1.9M short of budget with the shortfall arising from the Knowledge Business (softness in printed book sales and unsecured project income), International Development (donor funding budgeted but not secured and a change to joint-venture revenue recognition in Pakistan) and Corporate (shortfall in GODAN Secretariat project income).

Operating Surplus is forecast at £51k, a £64k adverse variance to budget due to the significant shortfall in both Knowledge Business and International Development revenue. There are however savings forecast in Corporate costs that mitigate the impact of the decline in revenue.

Budget 2020 and Plan 2021-22

<u>£'000</u>	Actual 2018	Forecast 2019	Budget 2020	Plan 2021	Plan 2022
Knowledge Business	14,049	12,266	12,605	12,956	13,225
International Development	18,002	17,307	18,906	19,302	19,733
Corporate	3,081	3,878	3,346	3,505	3,694
Net Revenue	35,132	33,450	34,857	35,763	36,652
Growth % pa	5%	(5)%	4%	3%	3%

Overall a 4% growth in revenue is budgeted in 2020 with the primary driver being the additional donor funding in International Development, most of which is secured or close to being secured, for Plantwise, Action on Invasives and the new Programme. For Knowledge Business, there is some growth anticipated in project income, with Publishing sales in total staying relatively flat continuing the recent pattern. New product sales like PestSmart are budgeted to have only a relatively modest impact over the next three years.

Revenue from the GODAN Secretariat (transferred to Corporate from the Knowledge Business in 2019) falls out of the numbers in 2020 (the Secretariat having moved to Canada in September 2019) with a resulting £0.7m negative impact on Corporate revenue.

Operating Surplus

£'000	Actual 2018	Forecast 2019	Budget 2020	Plan 2021	Plan 2022
Knowledge Business	4,522	4,025	4,236	4,290	4,379
International Development	130	565	880	885	892
Corporate	(4,228)	(4,538)	(4,912)	(4,918)	(4,966)
Operating Surplus/(deficit)	423	51	204	257	305
Growth % pa	(6)%	(88)%	300%	26%	19%

Operating Surplus is budgeted to increase from £51k to £204k in 2020 despite a number of negative factors, most notably the GODAN move to Canada with an impact of £152k, exchange gains forecasted in 2019 but not budgeted in 2020 and a further £82k increase in deficit funding for the UK Defined Benefit Scheme. To compensate for this total negative impact of c£0.4m, expenditure was reviewed to ensure that, on a like for like basis, indirect costs remained relatively flat year on year. This by necessity has included the assumption that there will be no inflationary related pay rises in 2020. Within that cost envelope we continue to provide some investment in new products and set aside £200k in restructuring to allow cost savings to be secured, particularly in Africa. Depending on the income generated in 2020, further restructuring funding may be required to secure additional cost savings in 2021 and 2022.

For the business units, there is growth in the contribution in the Knowledge Business (from a forecast of £4,025k in 2019 to £4,379k in 2022) which arises from the modest increase in project and publishing revenue. Expenditure on new products rises to c£0.5m p.a. by 2022. For International Development, a step change in profitability is budgeted (from £565k in 2019 to £880k in 2020) driven by a combination of indirect cost management and the income generated from the core CABI Programmes. For Corporate, once the c£0.4m impact of GODAN, foreign exchange and the pension have been removed, expenditure remains flat from 2020 to 2022 with the exception being Board costs which grow in 2020 due to expenditure associated with the recruitment of a new CEO and additional travel.

Note that any property related revaluations or one-off profit/(loss) on sale of property at Wallingford and, potentially, at Egham have been excluded from the operating surplus figures shown above.

Capital Expenditure Cash Flow

Capital expenditure is budgeted in at c£0.6m per annum for 2020-22 (2019 forecast at £0.6m) with IT related hardware, publishing related product development and production the most significant capital items in the plan.

At £5.1m, the cash balance forecast for the end of 2019 is significantly lower than the £11.5m reported at the end of 2018 due to the Wallingford property development. The balance will decline further in the first half of next year until the final £6m tranche of cash is received from CALA homes. A flexible loan facility has been agreed with Barclays bank to manage liquidity during the final six months of the construction period.

Risks

Key Corporate level risks are reviewed regularly by the CABI Board and the Audit and Risk Committee in particular. Within the context of the Budget for 2020 - 22, the key risks and mitigating measures are as follows:

Risk	Mitigation
<ul style="list-style-type: none"> Wind-up of the UK Pension Scheme by the Trustee or the Pensions Regulator with serious implications for CABI's continuing viability. 	<p>A recovery plan (and the 2017 valuation) was agreed with the Trustee in 2019 and, most significantly, CABI Member Countries have agreed to increase annual contributions to provide more funding to the Scheme and DFID UK have agreed to a £12m one-off cash injection (payable in three tranches).</p>
<ul style="list-style-type: none"> Loss of income and/or profitability from the Publishing business 	<p>Invest in new product development and make plans, including development of new arrangements with third party vendors, to prolong the profitable life of database products</p>
<ul style="list-style-type: none"> Failure to secure sufficient donor income 	<p>Level of speculative income reduced in the 2020 budget. Funding secured for the major Programmes Maintain key account focus and seek to open up a limited number of new donors and private sector relationships. Develop new concepts in relation to climate change, youth and women.</p>
<ul style="list-style-type: none"> Foreign exchange turbulence in the wake of Brexit 	<p>Committed forward contracts Use natural hedging opportunities arising from CABI's global footprint.</p>

Although there are a number of residual risks to the plan, we have tried to take a careful approach balancing cost management with new product investment, reducing levels of speculative income whilst also seeking significant new funding for CABI's new Programmes.

In summary, the key financial objectives for the 2020 -22 plan can be summarised as follows:

- deliver the Plantwise and Action and Invasives programmes and attract significant funding for the new Global Programme.
- grow the levels of income and sustain profitability in publishing by continuing to invest in product development and leveraging CABI's content.
- realise indirect cost savings
- manage the pension deficit and in particular secure the additional funding from member countries, whilst ensuring that cash remains available to invest for revenue growth.
- build cash reserves and thereby enhance CABI's 'organisational resilience'.
- successfully implement the re-development and consolidation of property assets in the UK

CABI 2020 Budget Pack

Schedule No

01	Net Revenue Summary
02	Contribution by Business Unit
03	Consolidated Statement of Comprehensive Income
04	Knowledge Business Contribution
05	International Development Contribution
06	Corporate Summary
07	Consolidated Balance Sheet

Consolidated Net Revenue Summary	November YTD (£000's) 2019		68 Full Year (£000's)			2020 Budget	2021 Plan	2022 Plan
	Actual	Budget	2018 Actual	2019 Budget	RF2			
Database Subsets, Print and Online	833	775	996	847	926	826	730	645
Database Online - Core	6,385	6,418	7,179	7,177	7,124	7,231	7,198	7,166
Database Online - One-off	73	60	66	120	120	82	82	82
Books Direct	1,131	1,421	1,785	1,721	1,561	1,586	1,629	1,673
Books 3rd Party	176	131	175	155	156	182	191	200
Compendia	626	646	629	703	673	731	777	826
Other	9	124	43	233	101	110	160	225
Project Income	1,458	1,763	3,304	2,096	1,732	1,991	2,319	2,534
Synergy Allocation	(111)	(113)	(127)	(132)	(126)	(134)	(130)	(126)
Knowledge Business Net Revenue	10,580	11,225	14,049	12,920	12,266	12,605	12,956	13,225
ID Directorate	2,142	2,264	2,788	921	2,655	2,377	2,503	2,629
CABI Africa	4,613	5,237	4,700	5,716	5,309	5,470	5,504	5,678
CABI Switzerland	2,722	2,980	3,451	3,294	2,994	3,097	3,153	3,223
CABI UK	2,641	2,918	2,858	3,155	3,039	3,291	3,273	3,315
CABI Americas	531	570	733	651	619	610	306	317
CABI Pakistan	1,668	1,967	1,627	2,124	1,974	1,894	1,894	1,965
CABI India	510	712	619	790	751	775	390	456
CABI Malaysia	423	595	576	687	570	581	654	739
CABI China	358	510	446	554	408	487	499	501
General		407		509	(1,014)	325	1,127	911
Translation Gain/(Loss)	227		203					
International Development Net Revenue	15,836	18,161	18,002	18,401	17,307	18,906	19,302	19,733
CABITAX	1,132	1,142	1,217	1,250	1,236	1,225	1,241	1,257
Rental Income	19	27	44	35	19	4		
SciDev	1,085	1,145	1,033	1,273	1,117	1,407	1,475	1,497
Other Income	1,342	1,317	788	1,529	1,505	710	790	940
Corporate Net Revenue	3,578	3,631	3,081	4,088	3,878	3,346	3,505	3,694
Total Net Revenue	29,993	33,017	35,133	35,409	33,450	34,857	35,763	36,651

Contribution by Business Unit	November YTD (£000's) 2019		Full Year (£000's)			2020 Budget	2021 Plan	2022 Plan
	Actual	Budget	2018 Actual	2019 Budget	RF2			
Knowledge Business	3,200	3,404	4,522	4,261	4,025	4,236	4,289	4,379
ID Directorate	22	(64)	(147)	(341)	(122)	(123)	(96)	(117)
CABI Africa	228	480	262	429	419	281	404	460
CABI Switzerland	166	124	134	154	125	151	155	160
CABI UK	89	113	(25)	99	58	164	222	230
CABI Americas	37	47	42		4	13	(197)	(178)
CABI Pakistan	156	149	123	159	150	173	170	170
CABI India	(115)	21	(194)	2	(41)	(2)	(189)	(169)
CABI Malaysia	(4)	(2)	(6)	21	8	13	18	21
CABI China	6	16	(3)	15	10	18	21	18
General		(27)		154	(46)	191	377	298
Translation Gain/(Loss)	(65)		(56)					
International Development Total	522	856	130	691	565	880	885	892
Corporate Departments	(2,831)	(2,972)	(3,031)	(3,256)	(3,083)	(3,109)	(3,091)	(3,053)
SciDev	100	117	83	145	122	147	160	163
Central Costs	(1,282)	(1,445)	(1,279)	(1,726)	(1,577)	(1,950)	(1,986)	(2,077)
Operating Surplus/(Deficit)	(291)	(41)	423	115	51	204	257	305
IAS Adjustment			(9,691)	1,112	1,112	1,112	1,112	1,112
Cash Flow Hedges			322					
Designated Fund Transfer			75	75	75	75	75	75
(Gain)/Loss on Sale of Property			(4,223)					
Total Comprehensive Income	(291)	(41)	13,940	(1,072)	(1,136)	(983)	(930)	(882)

Statement of Comprehensive Income	November YTD (£000's) 2019		Full Year (£000's)			2020 Budget	2021 Plan	2022 Plan
	Actual	Budget	2018 Actual	2019 Budget	RF2			
Gross Revenue	32,406	36,230	37,581	40,604	38,340	40,160	37,573	38,114
Contingency				(1,591)	(1,100)	(1,800)		
Collaborator Costs	2,412	3,213	2,448	3,605	3,789	3,502	1,810	1,463
Net Revenue	29,994	33,017	35,133	35,409	33,450	34,857	35,763	36,651
Direct Costs	17,749	19,525	19,806	21,724	20,349	22,007	20,861	21,550
Contingency				(1,416)	(1,100)	(1,800)		
Gross Contribution	12,245	13,492	15,327	15,101	14,201	14,650	14,902	15,101
<i>Gross Profit %</i>	<i>41%</i>	<i>41%</i>	<i>44%</i>	<i>43%</i>	<i>42%</i>	<i>42%</i>	<i>42%</i>	<i>41%</i>
Net Staff Costs	7,877	8,376	9,101	9,102	8,439	8,402	8,528	8,523
Travel	674	673	664	724	756	703	755	800
Sales and Marketing	172	235	258	246	215	224	237	234
Distribution	4	9	16	10	10	10	10	10
Facilities	1,326	1,592	1,946	1,749	1,606	1,703	1,726	1,787
Finance Costs	24	32	31	36	31	33	34	35
Recharges	(23)	(3)		(3)		1	1	2
Other Costs	434	369	440	393	457	409	359	369
Depreciation	746	779	886	854	818	845	843	792
Exchange (Gain)/Loss	(124)		(263)		(96)			
Bad Debts Written off or Provided for	10	25	255	150	186	166	166	166
Restructuring (Net)			80	150	70	200	150	150
Additional Pension Deficit Funding	1,447	1,447	1,500	1,578	1,678	1,760	1,846	1,937
Indirect Costs	12,566	13,534	14,912	14,988	14,170	14,456	14,655	14,806
<i>Indirect Costs %</i>	<i>42%</i>	<i>41%</i>	<i>42%</i>	<i>42%</i>	<i>42%</i>	<i>41%</i>	<i>41%</i>	<i>40%</i>
Operating Surplus before Interest	(321)	(43)	415	113	31	194	247	295
<i>Operating Surplus before Interest %</i>	<i>(1)%</i>	<i>(0)%</i>	<i>1%</i>	<i>0%</i>	<i>0%</i>	<i>1%</i>	<i>1%</i>	<i>1%</i>
Interest Costs	31	2	15	2	20	10	10	10
Operating Surplus after Interest	(291)	(41)	430	115	51	204	257	305
<i>Operating Surplus after Interest %</i>	<i>(1)%</i>	<i>(0)%</i>	<i>1%</i>	<i>0%</i>	<i>0%</i>	<i>1%</i>	<i>1%</i>	<i>1%</i>
IAS Adjustment			(9,691)	1,112	1,112	1,112	1,112	1,112
Cash Flow hedges			322					
Designated Fund transfer			75	75	75	75	75	75
(Gain)/Loss on Sale of Property			(4,223)					
Total Comprehensive Income	(291)	(41)	13,947	(1,072)	(1,136)	(983)	(930)	(882)
<i>Total Comprehensive Income %</i>	<i>(1)%</i>	<i>(0)%</i>	<i>40%</i>	<i>(3)%</i>	<i>(3)%</i>	<i>(3)%</i>	<i>(3)%</i>	<i>(2)%</i>

Knowledge Business	November YTD (£000's) 2019		Full Year (£000's)			2020 Budget	2021 Plan	2022 Plan
	Actual	Budget	2018 Actual	2019 Budget	RF2			
Sales Revenue	9,232	9,575	10,852	10,956	10,660	10,748	10,767	10,817
Project Income	1,755	2,385	3,850	3,000	2,520	2,754	2,898	2,999
Other Income	1		20					
Synergy Allocation	(111)	(113)	(127)	(132)	(126)	(134)	(130)	(126)
Gross Revenue	10,877	11,846	14,595	13,823	13,054	13,368	13,535	13,690
Less: Payments to Collaborators	297	622	545	904	788	763	579	465
Net Revenue	10,580	11,225	14,049	12,920	12,266	12,605	12,956	13,225
Production Costs	3,091	3,135	3,344	3,430	3,406	3,214	3,078	3,100
Project Staff Costs	695	746	1,006	895	791	956	956	1,106
Project Direct Costs	420	591	1,097	698	529	621	888	931
Gross Contribution	6,373	6,753	8,602	7,898	7,540	7,813	8,034	8,088
<i>Gross Contribution %</i>	<i>60 %</i>	<i>60 %</i>	<i>61 %</i>	<i>61 %</i>	<i>61 %</i>	<i>62 %</i>	<i>62 %</i>	<i>61 %</i>
Directorate	343	222	189	240	372	351	367	369
Product Investment	276	215	75	226	287	241	259	248
Architecture and Solutions		282	559	308				
Learning Academy	5				12	103	103	84
Publishing Operations	11	10	5	11	12	13	17	18
Editorial	202	231	192	249	234	245	260	270
Knowledge Bank	0	0	291	0	1	0	0	0
Animal								
Knowledge Management	148	179	92	159	117	166	207	131
Depreciation	174	180	198	202	190	190	225	250
Exchange (Gain)/Loss	0				0			
Investment Provision								
Bad Debts written off or provided for	14	25	177	40	60	40	40	40
Indirect Costs	1,173	1,344	1,778	1,435	1,285	1,349	1,478	1,410
<i>Indirect Costs %</i>	<i>11 %</i>	<i>12 %</i>	<i>13 %</i>	<i>11 %</i>	<i>10 %</i>	<i>11 %</i>	<i>11 %</i>	<i>11 %</i>
Finance Recharge	72	72	60	79	79	80	80	80
Marketing Recharge	187	181	216	193	224	231	236	239
Sales Recharge	914	924	949	1,028	1,025	1,054	1,079	1,099
Facilities Recharge	265	265	308	290	290	319	318	325
IT Recharge	516	516	722	563	563	494	504	504
HR Recharge	45	45	47	49	50	50	50	50
Depreciation Recharge								
Recharges	2,000	2,004	2,302	2,202	2,230	2,228	2,267	2,298
<i>Recharges %</i>	<i>19 %</i>	<i>18 %</i>	<i>16 %</i>	<i>17 %</i>	<i>18 %</i>	<i>18 %</i>	<i>17 %</i>	<i>17 %</i>
Net Contribution	3,200	3,404	4,522	4,261	4,025	4,236	4,289	4,379
<i>Net Contribution %</i>	<i>30 %</i>	<i>30 %</i>	<i>32 %</i>	<i>33 %</i>	<i>33 %</i>	<i>34 %</i>	<i>33 %</i>	<i>33 %</i>

International Development	November YTD (£000's) 2019		Full Year (£000's) 2019			2020 Budget	2021 Plan	2022 Plan
	Actual	Budget	2018 Actual	Budget	RF2			
Project Income	16,314	19,182	18,314	20,975	19,594	21,692	18,823	19,026
Member Country Contributions	1,355	1,352	1,306	1,476	1,489	1,491	1,491	1,491
Other Income	143	91	152	104	117	91	86	87
Synergy Allocation	111	121	127	132	126	134	130	126
Contingency				(1,591)	(1,100)	(1,800)		
Gross Revenue	17,924	20,746	19,899	21,096	20,226	21,608	20,530	20,731
Less Payments to Collaborators	2,088	2,585	1,897	2,695	2,919	2,702	1,228	998
Net Revenue	15,836	18,161	18,002	18,401	17,307	18,906	19,302	19,733
Project Staff Costs	7,038	7,472	7,120	8,062	7,655	8,735	8,989	9,332
Project Direct Costs	4,283	5,804	5,881	6,587	5,623	6,687	5,016	5,019
Contingency				(1,416)	(1,100)	(1,800)		
Gross Contribution	4,514	4,885	5,001	5,168	5,128	5,284	5,298	5,382
<i>Gross Contribution %</i>	29%	27%	28%	28%	30%	28%	27%	27%
Directorate	1,116	1,169	1,223	1,302	1,171	1,206	1,240	1,263
Thematic Management	273	213	292	218	276	138	206	254
Project Development	213	221	220	243	232	221	243	254
Scientific Staff	331	232	479	192	273	253	106	64
Admin	345	378	417	393	368	362	383	389
Finance	443	447	477	512	483	512	521	543
Facilities	632	686	815	746	736	783	821	858
IT	29	11	36	26	29	32	17	17
Human Resources	99	95	96	107	124	117	119	125
Library Service	21	28	21	30	26	29	29	30
Depreciation	333	356	386	387	364	375	347	323
JV - Share of (Profit)/Loss	(105)	(92)	(23)	(100)	(87)	(140)	(138)	(152)
Exchange (Gain)/Loss	10		23		55			
Interest								
Bad debts written off or provided for	(5)		78	110	126	126	126	126
Total Indirect Costs	3,734	3,743	4,541	4,166	4,177	4,014	4,020	4,093
<i>Total Indirect Costs %</i>	24%	21%	25%	23%	24%	21%	21%	21%
Finance Recharge								
Customer Services Recharge								
Marketing Recharge	89	97	103	105	105	109	112	116
Sales Recharge	83	83	90	90	90	100	100	100
Facilities Recharge	62	62	67	68	68	59	59	60
IT Recharge	26	44	70	48	24	22	22	22
HR Recharge								
Depreciation Recharge								
Corporate Recharge					100	100	100	100
Review Conference Recharge								
Total Recharges	259	286	331	310	386	389	393	397
<i>Total Recharges %</i>	2%	2%	2%	2%	2%	2%	2%	2%
Net Contribution	521	856	130	691	565	880	885	892
<i>Net Contribution %</i>	3%	5%	1%	4%	3%	5%	5%	5%

Corporate Summary	Year to Date (£000's) 2019		Full year (£000's)			2020 Budget	2021 Plan	2022 Plan
	Actual	Budget	2018 Actual	2019 Budget	RF2			
Corporate Projects	(276)	(331)	(185)	(345)	(330)	(137)	(129)	(174)
CABITAX	(1,132)	(1,142)	(1,217)	(1,250)	(1,236)	(1,225)	(1,241)	(1,257)
Executive	350	319	338	350	386	358	372	374
Board	83	91	105	113	107	175	125	128
Memberships and Exco	126	123	49	127	131	53	63	136
Finance	621	700	654	766	701	691	708	731
Human Resources	388	423	487	456	433	432	468	477
Facilities	298	319	320	335	323	305	330	340
Commercial	971	1,056	1,079	1,157	1,060	1,066	1,243	1,263
IT	1,177	1,265	969	1,388	1,361	1,280	1,384	1,405
Other Corporate Costs	0	(84)	171	(95)	(100)	(150)	(480)	(571)
Depreciation	225	234	263	255	247	261	249	201
Total Corporate Departments	2,831	2,972	3,032	3,256	3,083	3,109	3,091	3,053
Finance			(4,223)					
Exchange (Gain)/Loss	(134)		(286)		(151)			
Interest	(31)	(2)	(15)	(2)	(20)	(10)	(10)	(10)
Performance Payments								
Restructuring (Net)			80	150	70	200	150	150
Pension Deficit Funding	1,447	1,447	1,500	1,578	1,678	1,760	1,846	1,937
Total Central Costs	1,282	1,445	(2,944)	1,726	1,577	1,950	1,986	2,077
Total Corporate Departments	(4,113)	(4,417)	(87)	(4,982)	(4,660)	(5,059)	(5,077)	(5,130)

Balance Sheet	Year to Date (£000's) 2019		Full Year (£000's)			2020 Budget	2021 Plan	2022 Plan
	Actual	Budget	2018 Actual	2019 Budget	RF2			
Non-current Assets								
Properties - Held at revalued amounts	15,826	14,568	12,426	14,711	16,707	16,535	16,436	16,281
Plant and Equipment - Held at cost	1,210	1,373	1,406	1,377	1,276	1,236	988	609
Investment accounted for using the equity method	804	797	797	836	884	1,024	1,162	1,314
Intangible Assets	459	452	472	443	397	359	308	227
Goodwill	113	113	113	113	113	113	113	113
	18,412	17,303	15,213	17,480	19,377	19,267	19,007	18,544
Current Assets								
Inventories								
- Stock	373	410	411	460	400	350	350	350
- Work in Progress	4,731	2,691	1,346	800	1,600	1,500	1,500	1,500
Trade and other receivables, net of provisions								
- Sales Debtors	1,819	2,053	2,794	1,546	2,000	1,800	1,800	1,800
- Sums owing by project sponsors	2,678	1,371	1,108	1,517	1,900	1,900	1,900	1,950
- from Member Countries	180	239	3					
Financial Assets								
- debt instrument asset				85				
- cash and cash equivalents	5,683	8,626	11,511	6,406	5,100	6,800	6,900	7,000
Other debtors	2,945	1,656	2,514	1,200	2,334	2,000	2,000	2,100
	18,408	17,046	19,687	12,014	13,334	14,350	14,450	14,700
Total Assets	36,820	34,349	34,901	29,494	32,711	33,617	33,457	33,244
Equity								
Revaluation reserve	4,255	4,255	4,255	4,255	4,255	4,255	4,255	4,255
Translation reserve	(237)	(236)	(237)	85	(237)	(237)	(237)	(237)
Accumulated Fund	(82,669)	(97,135)	(82,374)	(98,487)	(83,511)	(84,494)	(85,424)	(86,306)
Designated Fund		75	75	75	75	75	75	75
	(78,650)	(93,041)	(78,281)	(94,072)	(79,418)	(80,401)	(81,331)	(82,213)
Non-current Liabilities								
Financial Liabilities	98,580	109,383	98,580	110,495	99,692	100,804	101,916	103,028
	98,580	109,383	98,580	110,495	99,692	100,804	101,916	103,028
Current Liabilities								
Sales income received in advance	3,244	3,768	3,719	3,997	3,600	3,900	3,900	3,900
Member contributions received in advance	123	123	3					
Sums held on behalf of project sponsors	10,007	7,643	6,811	6,774	5,550	5,200	5,100	5,100
BioNet International fund								
Trade and other payables								
- Trade Creditors	1,128	1,502	1,635	1,000	1,250	1,400	1,400	1,300
- Other Creditors	2,151	4,735	2,197	1,300	1,800	2,477	2,235	1,892
- Hire purchase creditors (due within 1 year)								
Financial Liabilities								
- debt instrument liability	237	236	237		237	237	237	237
Provision for restructuring								
	16,890	18,007	14,601	13,071	12,437	13,214	12,872	12,429
Total liability	36,820	34,349	34,901	29,494	32,711	33,617	33,457	33,244

CABI EXECUTIVE COUNCIL

Date: 04 March 2020
Location: Hallam Conference Centre, London W1W 6JJ
Paper: 07/01/20
Agenda Item: 7
Title: **CABI Medium Term Strategy (2020-22)**
Author: Trevor Nicholls
For: **Approval**

Approval of CABI Medium Term Strategy (2020-22)

Purpose

The purpose of this paper is to seek Executive Council approval and adoption of the CABI Medium Term Strategy for the period 2020-2022. This version of the strategy has been modified to reflect inputs received from the 20th Review Conference and to include the Financial Plans 2020 – 2022 as endorsed by the CABI Board on December 10th, 2019 and presented to this meeting as Paper 06/01/120.

The full strategy document contains detailed action plans, milestones and targets but ease of reference and communication we have produced a short summary document for high level stakeholders.

Process

The current document has been developed on a bottom-up basis through the Regional Consultation process with Member Countries, strategic workshops with staff groups as well as discussion with donors and other stakeholders. The draft has now been finalised through the following process:

- Review Conference comments and endorsement (September 2019)
- Final document (including financial projections) signed off by CABI Board (December 2019)
- Full strategy document and short summary produced (January 2020)
- Approval and Adoption by Executive Council (March 2020)

Key changes

The following key changes have been made relative to the version presented to the review Conference:

- Increased clarity of layout and wording
- Greater emphasis on gender and adaptation to climate change
- More specific reference to food safety and nutrition
- Incorporation of financial projections for the period 2020-2022

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CABI EXECUTIVE COUNCIL

Date: 04 March 2020
Location: Hallam Conference Centre, London W1W 6JJ
Paper: 11/01/20
Agenda Item: 11
Title: **Election of Executive Council Chair**
Author: Trevor Nicholls/Qiaoqiao Zhang
For: **Approval**

Election of Executive Council Chair

At the 399th meeting held on 20th February 2019, Executive Council endorsed the re-appointment of Dr Lutz-Peter Berg (Switzerland) as Chair for 2019.

In accordance with the Rules of Procedure for the Executive Council, this position was made open to applications on 16th December 2019, and Executive Council members were invited to nominate candidates.

Up to the deadline of 15th January 2020, there have been no new nominees for this position. Dr Berg has since indicated his willingness to stand for another year in 2020. We would like to take this opportunity to thank Dr Berg for his long term support and valuable contributions to CABI's growth, development and governance on behalf of Member Countries of CABI.

Executive Council is therefore recommended to endorse the re-appointment of Dr Berg as the Chair of Executive Council for 2020.

If you have any objection, please indicate this in writing to Dr Qiaoqiao Zhang (q.zhang@cabi.org) prior to the meeting.

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CABI EXECUTIVE COUNCIL

Date: 04 March 2020
Location: Hallam Conference Centre, London W1W 6JJ
Paper: 12/01/20
Agenda Item: 12
Title: **Election of Board Observers**
Author: Trevor Nicholls/Qiaoqiao Zhang
For: **Approval**

Election of Board Observers

The CABI Board is responsible to the Executive Council and is subject to its overall authority. Executive Council has the right to nominate up to 2 Observers to attend CABI Board meetings. Observers are requested to attend Executive Council meetings and up to 4 Board meetings per year, 3 of which would be in person and the other by teleconference. As the host country for CABI headquarters, the UK also retains one additional Board Observer role.

The 399th Executive Council meeting endorsed the election of the following candidates as Executive Council delegates for the Board Observer positions for 2019:

1. His Excellency Mr Ernest Ndbashinze, Ambassador, Embassy of the Republic of Burundi to the Great Britain and Northern Ireland
2. Mr Mukela Mutukwa, Economic Counsellor, Zambian High Commission (mostly represented by Mrs Irene Chengo, First Secretary)

We would like to take this opportunity to thank them for their contributions to the discussions of the Board in 2019.

In accordance with the Rules of Procedure for the Executive Council, both positions were opened to applications on 16th December 2019, and Executive Council members were invited to nominate candidates. Up to the deadline of 15th January 2020, we had received the following 2 nominations/volunteers:

1. His Excellency Mr Ernest Ndbashinze, Ambassador, Embassy of the Republic of Burundi to the Great Britain and Northern Ireland, who is willing to stand for another year in 2020
2. Mr Jakaria Huq, Commercial Counsellor, Bangladesh High Commission

On an exception basis to maintain continuity from the Sub-Committee established last year in relation to the pension, governance and membership issues, we have invited the Executive Council representative(s) for Zambia to remain as a Board Observer, which they have accepted. On a temporary basis for 2020 only this makes the total number of Board Observers **four**. The number and roles of Observers beyond 2020 will be subject to the outcome of the Governance Review, currently being undertaken by KPMG.

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Executive Council is therefore recommended to endorse:

- (a) the re-appointment of HE Mr Ernest Ndbashinze, as an Executive Council delegate for the Board Observer position for 2020;
- (b) the appointment of Mr Jakaria Huq, as a Board Observer for 2020; and
- (c) re-appointment of Mr Mukela Mutukwa (to be represented by Mrs Irene Chengo) as a Board Observer for 2020.

If you have any objections, please contact Dr Qiaoqiao Zhang (q.zhang@cabi.org) prior to the meeting.

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CABI EXECUTIVE COUNCIL

Date: 4th March 2020
Location: Hallam Conference Centre, London W1W 6JJ
Paper: 05/01/20
Agenda Item: 13
Title: **Use of CABI Seal**
Author: Trevor Nicholls
For: **Information**

Use of the CABI Seal

In accordance with Executive Council resolution, applications of the official CABI Seal are required to be reported to Council for ratification.

Since the February 2019 Executive Council meeting, the CABI Seal has been used as follows:

No.	Date	Description of document sealed	Names of persons attesting sealing
167	26.6.19	CABI Electricity Substation Transfer	T Nicholls/R Sloley
168	26.9.19	CABI/Barclays Bank Legal Charge	T Nicholls/R Sloley
169	11.10.19	TP1 – Transfer of Gas Governor – Land at Nosworthy Way	T Nicholls/R Sloley

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