

## TERMS OF REFERENCE for short term consultancy

### Support for the development of a corporate strategy on 'Agriculture and Climate Change'

#### CABI

[CABI](#) is an international not-for-profit organization that improves people's lives by providing information and applying scientific expertise to solve problems in agriculture and the environment. Established in 1910 as an intergovernmental organization by a United Nations-level agreement, CABI is owned by 49 member countries that have an equal role in the organisation's governance, policies and strategic direction. They thus guide and influence our core areas of work, which include [International Development](#) and [Publishing](#). We have over 500 staff worldwide based in 12 centres in Europe, Africa, Asia and the Americas.

#### International Development projects and research

CABI is internationally known for its expertise in providing information and improving access to agricultural and scientific knowledge. CABI addresses issues of global concern such as food security, food safety and environmental safeguarding, through international development, research and communication. We do this by helping farmers [grow more and lose less](#) of what they produce, combating threats to agriculture and the environment from pests and diseases, protecting biodiversity from [invasive species](#), and improving access to agricultural and environmental scientific knowledge. Our Digital Development and Development Communication work focuses on translating scientific evidence into action. In addition to working within our areas of core technical expertise, we often employ these approaches in adjacent sectors by partnering with relevant experts.

#### Publishing

CABI is also a major producer of key scientific publications, including [CAB Abstracts](#) – the world-leading abstracting and indexing database covering applied life sciences. We also publish multimedia [compendia](#), [books](#), [eBooks](#) and [full text electronic resources](#) aiming to further science and its application to real life. CABI invests its publishing surpluses directly into development projects, helping to improve livelihoods worldwide. When appropriate, some of the outputs from donor-funded projects can generate commercial projects, such as e-learning courses, that contribute to the sustainability and impact of the originating work.

#### Purpose

This short-term consultancy will provide CABI with information, analysis, evidence and options to develop and put into action a corporate strategy on 'Agriculture and Climate Change'. In particular, it will also inform CABI's digital development strategy, as this is an area in which CABI foresees many new potential business opportunities. With the development and implementation of these strategies, CABI aims to position itself as a major player in the global arena of climate change adaptation (and mitigation) – implementing projects and programmes across multiple countries to support enhanced climate resilience of farming communities and their surrounding landscapes together with national stakeholders.

#### Background and context

Adaptation to and mitigation of climate change has been identified by CABI and its member countries as one of the main areas of development for CABI. In response, CABI has already undertaken several initiatives such as i) joining the Global Alliance for Climate Smart Agriculture ([GACSA](#)), for which a practice brief on [Climate-Smart Pest Management](#) was developed; ii) developing a CABI strategy on 'Agriculture and Climate Change (2018/19); iii) developing a CABI Position Statement on Agriculture and Climate Change (see Annex); iv) integrating components of CABI's flagship programme (Plantwise) into on-going climate-smart initiatives, and (v) embedding climate change adaptation into [CABI's Medium Term Strategy \(2017-2019\)](#) and [CABI's Science Strategy](#). CABI has also published

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two working papers ('[Climate Change and Invasive Alien Species](#)' and '[Climate Change and Agricultural Commodities](#)') and has contributed to the [initiative for coffee and climate](#). Furthermore, CABI continues to be a major scientific publisher of books related to agriculture and climate change through CABI's [Climate Change Series](#).

CABI envisions a world in which the agricultural sector is able to supply sufficient, safe and nutritious food, and is embedded in a healthy and climate resilient landscape with clean water and air, healthy soils and functional ecosystem services. For this vision to become reality, CABI recognises that farmers need access to information on locally-adapted best management approaches, as well as climate-friendly technologies. CABI also recognises the importance of strengthening national institutions (e.g. extension, research, education), as a means of increasing resilience of farming communities and landscapes, as well as the need to promote an appropriate enabling environment (e.g. policies/incentives, financial services, human/social capital). CABI also understands that more research is required for improved understanding and forecasting of climate change impact on pest and pest management strategies, as well as for the development of context-specific adaptation and mitigation approaches. Through its current work in development cooperation, research and scientific publishing, CABI is already making significant contributions towards making its vision a reality. However, going forward, CABI recognises the need to invest in building the internal coordination, leadership and resources required to strengthen its 'One-CABI' climate change agenda and make significant contributions to national (i.e. member-country) and global agendas. In order to become an important player in the climate change arena, CABI is striving to grow its core expertise in climate change adaptation (and mitigation) and bring itself into a position to be able to access large-scale climate change-dedicated funding mechanisms, such as the Adaptation Fund (AF) and/or the Green Climate Fund (GCF).

CABI acknowledges two key global trends, namely, the outcomes of COP23 & 24 which pave the road for more consolidated climate action in the agricultural arena, as well as the increased interest and commitment of bi- and multilateral donors to increase ODA allocations for climate-relevant initiatives. Both developments open up exciting opportunities for CABI to apply its expertise in the areas of knowledge creation, knowledge management and knowledge dissemination to support the transition of agricultural systems to become more resilient to climate change. CABI sees a particular opportunity to build upon our existing expertise in the development of data driven ICT decision support tools for multiple stakeholders (e.g. extension workers, policymakers).

A thorough evaluation is therefore needed in order to inform the development of a corporate strategy on agriculture and climate change that will ultimately define CABI's key target niche in this area, identify new business opportunities for the organisation and prioritise any necessary organisational investments, restructuring activities and programme development opportunities that will facilitate CABI in realising its desired goals. While it is anticipated that this target niche will lie within CABI's core strength area of plant health management, it is also expected that the evaluation will suggest opportunities in related fields relevant to climate change adaptation and mitigation (e.g. water and soil management, crop nutrition, plant breeding, livestock).

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## Objectives

The consultant will be responsible for delivering the following objectives, subdivided into 3 different areas:

### Business Development

- Assess future challenges within the global arena of climate adaptation (and mitigation) and define those of strategic relevance to CABI based on its mission, values, and capabilities
- Analyse the broad areas of interest of the major bi- and multi-lateral donors in the area of climate adaptation (and mitigation)
- Assess and identify promising private sector financial mechanisms through which CABI could secure projects
- Assess what type of organisations are successful in securing public/private funding and make a comparison of their strengths and weaknesses versus CABI
- Propose required capability acquisition and/or potential strategic partnerships in the donor-funded and corporate space for CABI to become competitive

### Strategic

- Analyse which technical areas/themes of CABI overlap with areas of interest and intervention of the global climate change development community, and propose how CABI might leverage on this to tap into dedicated climate change funding and funding mechanisms
- Define CABI's USPs that will enable it to become a major contributor to global action on climate change adaptation (and mitigation)
- Propose the most promising potential target niches and potential business opportunities for CABI
- Define how CABI's position in this field and proposed contributions would both differ from and complement those of other major organisations working in the same area
- Propose how climate adaptation (and mitigation) could be embedded and better reflected in CABI's themes and main global programmes ([Plantwise](#) and Action on [Invasives](#))
- Specifically evaluate the opportunity for CABI to develop data driven ICT decision-support tools
- Evaluate what areas outside CABI's core strength offer the best return on investment if CABI wants to invest in building the organisational capacity in other topics relevant to climate change (e.g. water and soil management, crop nutrition, plant breeding, livestock)

### CABI Governance

- Assess how CABI could support its member countries with the implementation of their Nationally Determined Contributions and/or other national/international commitments

## Scope of work/Methodology

Bidders are encouraged to think creatively about an appropriate methodology to achieve the objectives of this study. A variety of approaches are encouraged and could include a desk study, literature review, face-to-face or skype/zoom interviews, SWOT analyses, competitor analyses, feedback seminar, etc.

The findings and recommendations should i) build on CABI's existing reports and strategic documents and not duplicate these, ii) align with SDGs and climate agendas, iii) consider the inter-governmental status of CABI and its corporate governance, iv) take account of global donor priorities and funding schemes, as well as private sector interests and potential engagement.

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## Deliverables

- Overall synthesis report (20 to 30 pages, excluding annexes) in English with a 500 word executive summary, including action-oriented recommendations for CABI's main thematic areas/business units
- PowerPoint presentation (not more than 20 slides) summarising main findings, which can be used in feedback session with CABI's Executive Management Team

## Timeframe

In order for the assessment and recommendations to be considered during the development of CABI's new Medium Term Strategy, the final report should be available by the end of March 2019 latest. Therefore, the indicative timeline below must be considered by the bidders.

Activity/Deliverable	Date
Deadline for bidders to send technical and financial bids	1 February 2019
Decision by CABI on the winning bid	6 February 2019
Submission of draft report	1 March 2019
Feedback by CABI on draft report	15 March 2019
Submission of final report	29 March 2019

## Profile

The bidder must be able to demonstrate to fulfil the requirements listed:

- Multi-year experience in advising international development organisations around the topics of agriculture and landscape management in the context of climate change
- Clear and demonstrable qualifications in any of the fields of natural sciences, agriculture, development cooperation, rural sociology, anthropology, public policy or other related subject areas, with a clear climate change component
- Good understanding of agricultural and rural development from a development cooperation and private sector perspective
- Excellent understanding of the international climate change agenda and its implementation and funding mechanisms (public and private)
- Good understanding of the global climate change development community, including major areas of interest and intervention, as well as interactions with the private sector
- Demonstrable expertise in digital development and ICT, preferably in the context of climate change adaptation (and mitigation)
- Detailed and relevant experience working in the area of climate change adaptation and/or mitigation in developing countries, clearly demonstrating the breadth and depth of the subject matter required
- Fluency in English, with excellent written and oral communication skills

## Submission of Proposal

The interested consultants and firms may send their technical and financial bids to [l.heeb@cabi.org](mailto:l.heeb@cabi.org) by CoB 1 February, 2019.

The proposal should as a minimum include:

- Full CV
- The consultant's interpretation of the task as outlined in the Terms of Reference
- Proposed methodology, including conceptual framework, study design, tools and analyses
- Timeline and budget (should not exceed 25 days and should be completed by end of March 2019)

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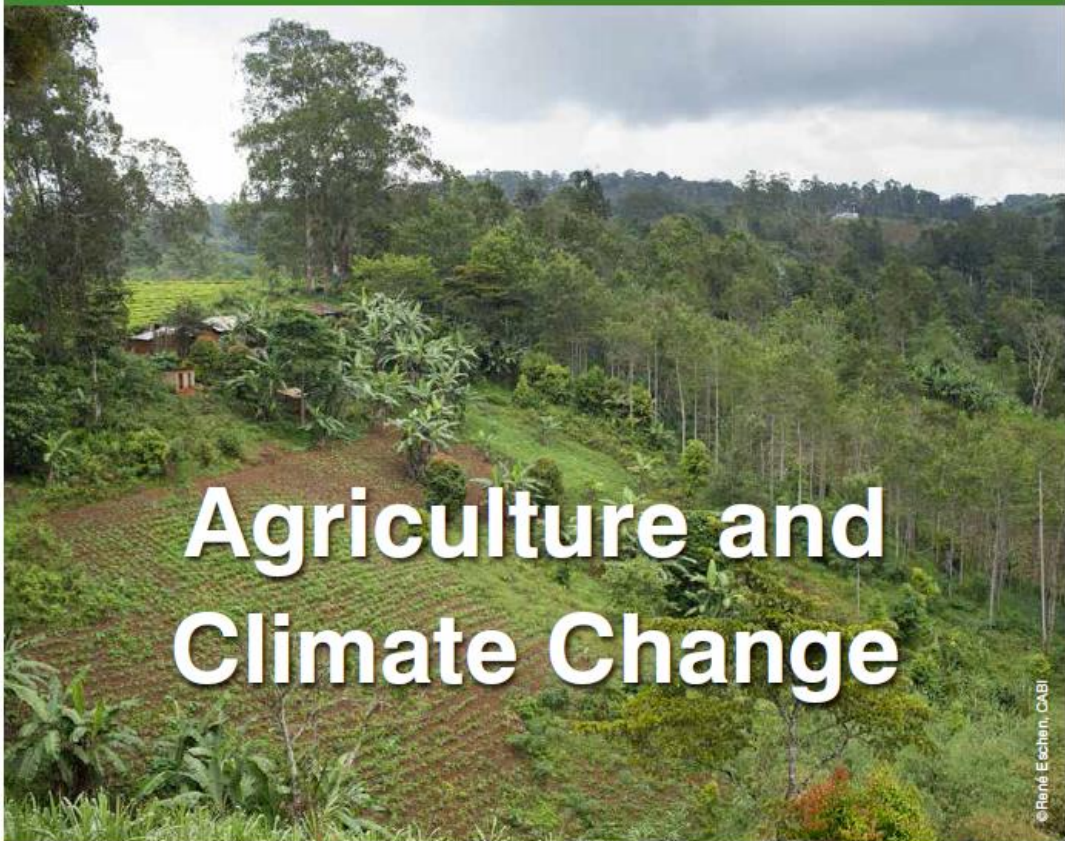
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## Annex: CABI Position Statement



POSITION STATEMENT



**Agriculture and  
Climate Change**

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**CABI** envisions a world in which the agricultural sector is able to supply sufficient, safe, and nutritious food, and is embedded in a healthy and climate resilient landscape with clean water and air, healthy soils, and functional ecosystem services.

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## Background

Climate change is impacting agriculture in a number of ways (eg through changes in precipitation and/or temperature, increases in extreme weather events, etc.), with smallholder farmers in developing countries generally being the most vulnerable and disproportionately affected. Climate change is also influencing the distribution and severity of crop pests, including invasive species, which is further affecting crop production. Evidence suggests that, overall, climate-induced pest problems are likely to become more unpredictable and larger in amplitude. This poses an additional threat to global food security, particularly as a significant amount of agricultural production is already lost to pests. At the same time, agriculture is also a major climate change driver, since it remains the world's second largest emitter of greenhouse gases.

CABI recognises that there is a need for immediate implementation of adaptation strategies at farm and landscape levels to decrease vulnerabilities of individual farmers and entire agricultural economies to the adverse effects of climate change, as well as mitigation efforts to reduce global climate change, sustain food production and maintain livelihoods. CABI therefore welcomes the outcomes of the 23rd Conference of the Parties (COP23), which pave the road for consolidated climate action in the agricultural arena, and supports the FAO-launched concept of Climate-Smart Agriculture (CSA).

## CABI's contribution

- CABI has been mandated by its member countries to support national climate change adaptation and mitigation activities in order to fulfil their Nationally Determined Contributions (NDCs) and contribute towards the +2°C target under the Paris Agreement, as well as to support relevant Sustainable Development Goals (SDGs)
- CABI actively promotes agricultural diversification to improve climate resilience and nutrition of smallholder farmers and their families, while leading the actions of the Global Action Plan for Agricultural Diversification (GAPAD), which contribute to the achievement of SDG 2 (zero hunger)
- CABI's core expertise in the areas of knowledge creation, knowledge management, and knowledge dissemination plays a key role in facilitating the transition of food and agricultural systems to become more resilient to climate change
- CABI's strong expertise in strengthening capacities of national stakeholders (eg extension, research, education) and facilitating an enabling environment (eg policies, human/social capital) is key to increasing the resilience of farming communities and landscapes to climate change
- CABI's internationally-recognised research capacities support improved understanding and forecasting of climate change impact on pests and pest management strategies, as well as the development of context-specific adaptation and mitigation approaches
- CABI's broad network of multi-level partners (eg the Global Alliance for Climate Smart Agriculture (GACSA) and the Global Research Alliance on Agricultural Greenhouse Gas Emissions (GRA)) strengthens the capacity for innovation and implementation of climate-smart agricultural approaches and practices



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## CABI's goals and activities

CABI recognises that contributing to food security through adapting to, and mitigating the effects of, climate change cannot be fulfilled without more decisive action, and therefore works towards three overarching goals at corporate, project/programme, and member-country levels:

### GOAL 1

#### Strengthened coordination and delivery of CABI's work on climate change adaptation and mitigation

This goal aims to strengthen internal mechanisms for the coordination, innovation, and fulfilment of climate adaptation and mitigation activities and goals. In particular, CABI will:

- Continue to build its own core expertise in climate change and ensure that climate change adaptation and mitigation are reflected in all major projects/programmes of the organisation so as to ensure maximum climate-responsiveness of its activities

### GOAL 2

#### Enhanced sustainability and climate resilience of agricultural systems, their dependant livelihoods, and surrounding environments

This goal aims at reinforcing and strengthening CABI's role as a climate adaptation and mitigation advocate through implementation of projects and programmes in the broader areas of sustainable agriculture, invasive species management, and trade and commodities. In particular, CABI will:

- Build institutional capacities of **extension support systems**, promote **integrated crop management approaches** (including climate-smart pest management, responsible use of agricultural inputs, improved soil management and use of quality seeds), and support nutrition-sensitive agriculture, as well as provide higher education programmes for agricultural professionals and policymakers from developing countries to promote access to, and uptake of, context-specific and climate-responsive best management approaches and technologies by farmers
- Promote climate-resilient production of **agricultural commodities** through disseminating best practice information, facilitating coordinated action by public and private sector organisations, integrating climate change into capacity building activities along the entire supply chain, and facilitating delivery of appropriate policies, in order to support adaptation of farmers and rural societies, and contribute to global food security
- Encourage **agricultural diversification** by promoting nutritious indigenous crops (particularly fruits, vegetables, grains, and pulses) that are better adapted to changing climatic conditions and enable continued improvement of agricultural productivity while supporting human health
- Build national and regional capacities to prevent and manage **invasive species** and promote integration of climate change into invasive species risk assessment, in order to increase climate resilience of natural habitats and agricultural systems



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- Capitalise on CABI's expertise in the development of **information resources and ICT-driven tools** in order to effectively collate, validate, ensure accessibility of, and disseminate information to multiple stakeholders across broad geographical scales and support large-scale adoption of climate resilient agriculture and landscape management approaches
- Lead **research** projects and programmes aimed at improving understanding and forecasting of climate change impacts on pests and pest management strategies (especially in developing countries), thus informing the development of context-specific adaptation and mitigation strategies
- Increase the commissioning and **publication of climate change-related books/ebooks** and strengthen the climate change focus of CABI's internet resources and multimedia products to support the capacity for innovation and governance across multiple geographical scales

### GOAL 3

### Enhanced capacities of member countries on climate change adaptation and mitigation

This goal aims at providing direct support to individual member countries through national institutions to address critical issues that currently hinder the development and implementation of climate-responsive activities. In particular, CABI will:

- Facilitate access to climate financing, promote interactions between CABI and UNFCCC focal points, and facilitate linkages to regional/national CSA alliances in order to directly support implementation of Nationally Determined Contributions by CABI member countries

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