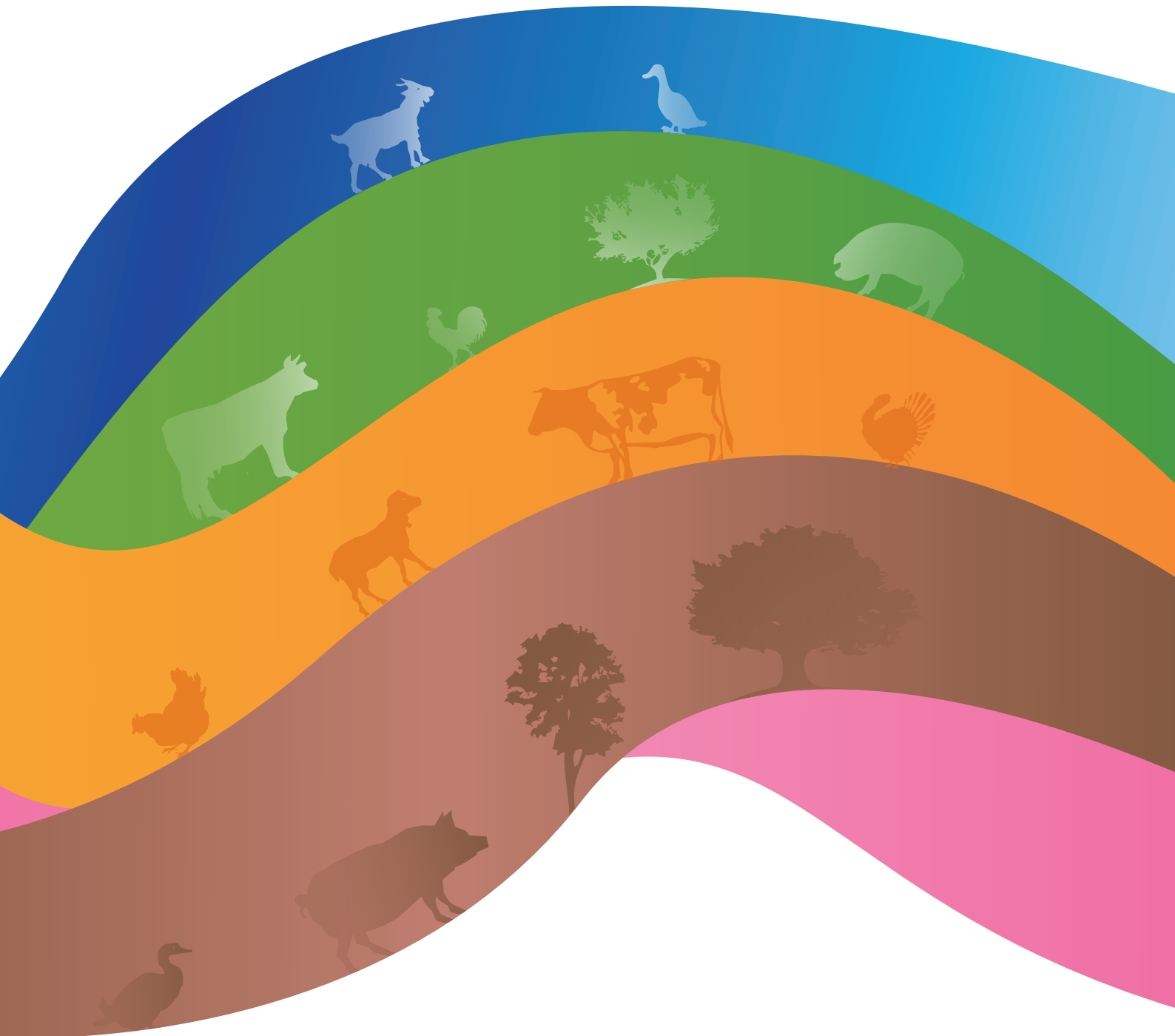




GLOBAL AGENDA OF ACTION

IN SUPPORT OF SUSTAINABLE LIVESTOCK SECTOR DEVELOPMENT



4TH GLOBAL MULTI-STAKEHOLDER PLATFORM
MEETING DISCUSSION PAPER

AGENDA: ISSUES AND OPTIONS

The livestock sector we need – and how to achieve it

PREFACE

This short paper provides participants at the fourth Multi-Stakeholder Platform (MSP) meeting with a brief background to, and an update on, the current status of the Global Agenda of Action in support of Sustainable Livestock Sector Development (the Agenda). The background notes are in various places 'hyperlinked' to facilitate readers to find additional information on specific elements.

The document also presents a number of issues and options for the further development of the Agenda which will be addressed and discussed during the MSP in Ottawa.

BACKGROUND

Growing populations, rising affluence and urbanization are translating into increasing demand for livestock products, particularly in developing countries. This global demand is projected to increase by 70 percent to feed a population estimated to reach 9.6 billion by 2050.

Demand growth has made livestock one of the fastest growing sub-sectors of agriculture, particularly in emerging economies and has been associated with a widespread transformation of the livestock sector. Much of this demand growth has so far mostly been met by rapidly expanding modern forms of intensive livestock production, even if more traditional systems continue to exist in parallel.

While the sector provides high value food and many other economic and social functions, its resource use implications are large. The livestock sector is the world's largest user of agricultural land, through grazing and the use of feed crops, and plays a major role in climate change, management of land and water, and biodiversity. The natural resources that sustain agriculture, such as land and water, are becoming scarcer and are increasingly threatened by degradation and climate change

The vast diversity in livestock systems worldwide and the different demands and expectations placed on the sector have contributed to the difficulties for public policy in comprehensively addressing the sector. This diversity has also contributed to a poor understanding of how the sector, in a context of an increasing world population, growing scarcity of natural resources and accelerating climate change, can best contribute to solutions to meet the world's need for sustainable food and agriculture. Solutions need to be found for the sector to produce more, from less, in ways which benefit all.

This situation has not only fuelled debate, but it has also contributed to a diversity of visions on what the future of the sector should look like. Integrating these different visions has thus far been complex. It is becoming increasingly clear, however, that to ensure the sector achieves its multiple sustainability outcomes that its stakeholders' demand, an informed use, not a wholesale reduction, of livestock sector diversity is required.

BUILDING A GLOBAL AGENDA

Realizing that the complexity of the challenges facing the sector can be addressed only through concerted joint action, stakeholders have formed a partnership to build a Global Agenda of Action to support the sector's sustainable development (the 'Agenda').

The Agenda's overarching attention to improvements in the efficiency of natural resource use holds great promise for global environmental, social, and economic benefits.

A COMPREHENSIVE PARTNERSHIP

The Agenda brings together actors committed to sustainable livestock sector development.

The purpose of this partnership is to catalyse and guide the continuous improvement of livestock sector practices towards more efficient, safe and responsible use of natural resources.

Whilst recruitment of new partners continues, the partnership currently includes public and private sector representatives, producers, research and academic institutions, civil society and community-based organizations, and inter-governmental organizations, to ensure broad sector representation. Participation in the partnership is open, voluntary, and based on agreement to the Agenda Consensus (Annex 1).

HOW THE AGENDA WORKS

The partnership enhances the shared understanding of development issues and builds consensus on the path towards sustainable food security through dialogue, consultation, and joint analyses. Consensus forms the basis for stakeholder commitment to innovation and investment in practice change that contributes to large environmental, social and economic gains.

The partnership develops good practice metrics and methodologies, conducts independent sector analyses, and produces voluntary sector guidance and strategic recommendations to catalyse the continuous improvement of livestock production.

Efficiency of natural resource use, such as land, water, nutrients and greenhouse gas emissions are the initial focus, within the context of core principles outlined by the Agenda Consensus (Annex 1).

The Agenda's initial 'Focus Areas' address three primary approaches to this challenge:

Focus area [*Closing the efficiency gap*](#) aims to stimulate the application of existing (but not yet widely used) technologies and good agricultural practices, by the bulk of the world's producers whose use of natural resources is often greatly inefficient. Agenda partners will develop public-private and other forms of partnership to disseminate and adapt resource use efficient technologies to support sustainable and efficient production while ensuring wider sustainability goals are met.

Focus area [*Restoring value to grasslands*](#) pursues better management of grazing land which contributes to carbon sequestration, protection of water resources and biodiversity, whilst enhancing productivity and livelihoods. Agenda partners will explore and promote the financial and institutional innovation required for the delivery of grassland-related services.

Focus area [*Waste to worth*](#) aims to recover and recycle nutrients and energy contained in animal manure livestock production operations. Agenda partners will develop planning tools and regulatory and incentive frameworks to support viable manure management practices.

OPERATIONAL MODALITIES

The [*initial set-up*](#) consists of:

- an open Multi-stakeholder Platform ('MSP') for dialogue and consensus building on priority issues and actions;
- a Guiding Group to advise on overall direction, guidance, and monitoring;
- Focus Area Groups to develop and implement the work programs; and
- a Support Group, providing the secretariat, currently hosted by FAO.

The initial set-up remains in place up to the fourth MSP meeting in Ottawa. Beyond this, the set-up is subject to review and adjustment agreed in Ottawa.

CURRENT STATUS OF THE AGENDA

DESIGN OF THE AGENDA

The partnership's objectives, operational modalities, focus areas, and its initial work programme were defined at [three multi-stakeholder and three focus area meetings, which have taken place since 2010](#). Focus Area Groups and the Guiding Group were formalized in May 2013. The next MSP meeting is scheduled for 15 to 17 October 2013 in Ottawa, Canada.

ON-GOING ACTIVITIES

Partners have initiated the development of focus area work programmes. This work aims to prioritise the focus of the Agenda's work and drive forward implementation. Some examples of activities under implementation are the following:

- A quantification of efficiency gaps in target countries, regions, and production systems;
- A synthesis of non-market benefits of grassland restoration;
- An assessment of global grassland carbon sequestration potential;
- A global inventory of current manure distribution, management practices, and associated nutrient balances.

Focus Areas report their progress on the website on a regular basis, and the presentations at the upcoming MSP in Ottawa will prominently feature outcomes and results, to date..

RECENT AGENDA PARTNERSHIP EVENTS

The *Closing the efficiency gap* Focus Area Group met at the FAO headquarters in Rome on 19 and 20 September, 2013 to further develop and define criteria for selecting production systems and regions in which to assess natural resource use efficiency gaps.

Part of the *Restoring value to grasslands* Focus Area Group met on the side of the International Grassland Congress in Sydney, Australia on 20 September 2013.

The *Waste to worth* Focus Area Group held a workshop in Bangkok from 27 to 29 August 2013 to discuss progress in its activities; create additional awareness; recruit additional regional expertise; improve links to on-going (multi-stakeholder) activities in the region; and to explore the scope of on-the-ground activities, followed by a write-shop to finalize a proposal on the implementation of integrated manure management knowledge and service infrastructure for funding by the [Climate and Clean Air Coalition](#).

CIVIL SOCIETY DIALOGUE

Civil society representatives have played an important role at all stages of the process so far. The Agenda Guiding Group and the Agenda Support Team have recognised, however, that

some of the more marginalized elements of civil society globally may require more structured engagement. To this end, the Agenda has been working with these constituencies on the design of a mechanism that will make the involvement of more marginalised groups more systematic and coherent. In that respect the Agenda Support Group organized a meeting with participants from these social movements and community-based constituencies, to (i) discuss the Agenda's role in addressing sustainability in food and agriculture; and (ii) agree a mechanism and representation that will best serve the need for the effective participation in the Agenda by currently marginalized groups. The meeting was held from 27 to 29 September 2013, in Ahmedabad, Gujarat, India. The meeting was hosted jointly by [MARAG](#) and FAO, and facilitated by the [International Planning Committee on Food Sovereignty, WAMIP and the CSM](#). This first meeting in Ahmedabad will be followed by a pastoralists meeting in Nairobi tentatively planned from 9 to 13 December 2013, co-hosted with [UNEP](#), [WISP](#) and the [IUCN](#).

MULTI-STAKEHOLDER ACTION FOR SUSTAINABLE LIVESTOCK

To become more effective in contributing to the solutions to this challenge, the Agenda Support Group has also been engaging and learning from new and existing forms of [partnership around the world](#). Whilst these approaches have emerged in different contexts and cultures, there are strong generic principles that unite them: i) the recognition that joint action is necessary to address the sector's challenges effectively; ii) the building of trust, and the sharing of knowledge and experience; iii) a common focus and commitment to innovation and practice change; and iv) a policy and institutional environment with clear incentives.

This on-going analysis has also contributed to a further clarification on the types of approaches the Agenda needs to catalyse practise change.

BUILDING ON THE AGENDA STRATEGY

Sustainability considers the interplay between the natural and the human system. Sustainability means sustaining both the natural and the human system over the long term.

Agriculture is perhaps the most pervasive human activity that connects the natural system with the human system. The natural system and its underlying biophysical processes provide environmental services that regulate key earth system processes such as climate, life including biodiversity, and water and nutrient cycling. Likewise, the production, distribution and consumption of agricultural products and the way they are distributed (e.g. the food system broadly defined) generate a set of social and economic services, including food security, economic growth and poverty reduction, health and cultural values. They occur at various spatial scales (from local to global) and vary over time (current or future generations).

Agriculture takes many diverse shapes that reflect natural resource endowments, access to markets, and cultural and development contexts.

Trade-offs between human and natural systems is perhaps where most of the attention on sustainability is focused. Interactions are not necessarily zero-sum trade-offs. Innovation is key to simultaneous improvements of both the natural and human system.

EXTERNAL DRIVERS

Industrial and urban development increasingly competes with agriculture for natural resources, in particular land, water, and energy, and adds to growing resource scarcity. Climate change, habitat change and pathogens affect the environment, and increase risks and costs of agriculture. Growing populations and dietary change drive demand for agricultural products,

not only increasing quantities, but also for richer and more diversified products. Development in other sectors largely determines the social and economic services that are demanded from agriculture. For example, some countries largely rely on agriculture for income, employment and growth, compared with countries with strong secondary and tertiary sectors.

ENHANCING SUSTAINABILITY IN FOOD AND AGRICULTURE

What then are the actions that we can take to support the process of enhancing the sustainability of agriculture? Three main entry-points can be identified:

- Balancing benefits derived from food and agriculture over space and time with the opportunities and limits inherent in the natural system (encouraging enough food for all, equity, health, reducing waste, etc.)
- Focussing on achieving productivity gains through resource use efficiency, to avoid losses and reduce the environmental impact of agriculture
- Conserving and protecting natural resources and environmental services

SUSTAINABILITY: PRACTICE CHANGE

Sustainability is a multi-objective, value-based concept where individuals and countries assign importance to products and services of the natural and human system in different ways.

These values need to be articulated in policy dialogues at international, country and local level. Such dialogues need to be geared towards negotiation and consensus building. Given multiple objectives and the many parties concerned, a whole-of-society approach is required, involving all relevant stakeholders.

For policy dialogue to be effective and meaningful, it needs to be underpinned by independent and science-based evidence.

The policy dialogue needs to generate consensus and be translated into rules and incentives that can induce innovation and practice change directed at improved outcomes for both the natural and human systems.

Whilst innovation and practice change may take many forms and directions, to simplify it one can think of a supply 'spiral' whereby action at global levels provides guidance for solutions at the local level. Global issues are assessed in their bio-physical and socio-economic dimensions and options for addressing them are analyzed and put forward, including some more specific guidance and indications. A better understanding of these issues and options feeds into the policy dialogue and enhances decision making by individual stakeholders, or collectively. These decisions can improve the rules governing human activities (legal and voluntary) and provide signals (incentives), resulting in a new set of boundaries and opportunities. This, in turn, induces practice change (in technology, policies, and institutions). These processes equally occur at national and local levels.

This 'spiral' may be reversed for a (sufficiently widespread) local problem to trigger consideration and decision-making at country and international level (Figure 1 and Figure 2).

Figure 1: Sustainability: practice change

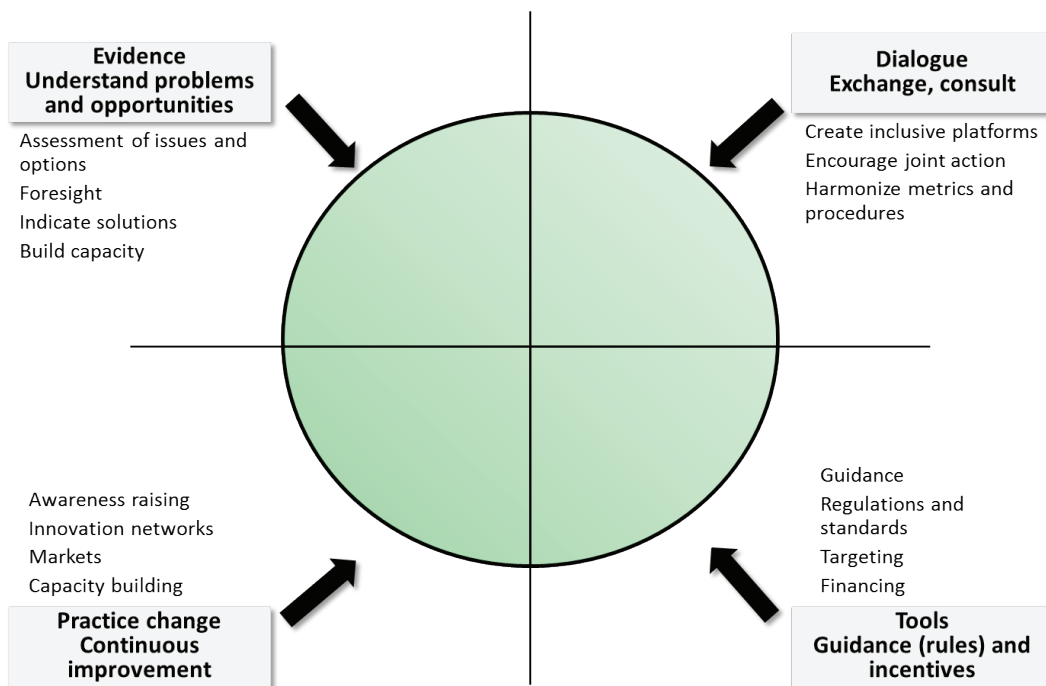
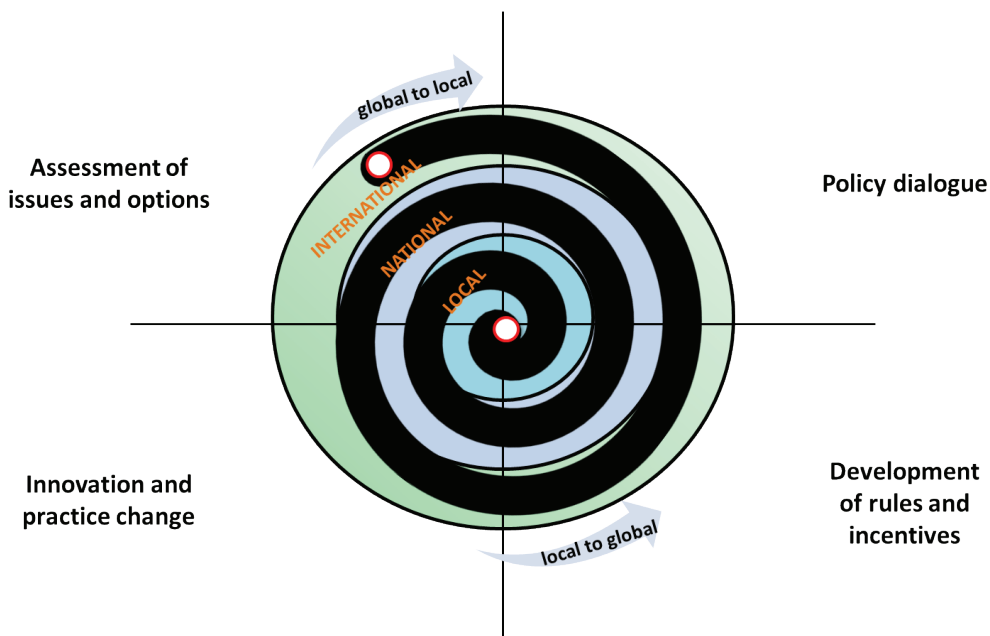


Figure 2: Levels of the process



FURTHER DEVELOPMENT OF THE AGENDA: ISSUES AND OPTIONS TO BE ADDRESSED BY THE MSP

In light of the above analysis, and to contribute to sustainability in food and agriculture, the Agenda partnership will need to make significant progress toward practical change in four key areas:

- broad-based and concrete commitment to its objectives, through e.g.:
 - expressions of political will;
 - objective statements such as the setting of social and environmental targets by the private sector / producers;
 - sector adherence to specific social, economic and environmental principles.
- the clarity on its substance, through e.g.:
 - *implementation of joint, multi-stakeholder sector assessments and analyses;*
 - *measurement of impacts and interactions;*
 - *development of voluntary sector guidelines;*
 - *consensus on resource use governance.*
- the promotion of livestock sector innovation, through e.g.:
 - actively linking producers, enterprises, policy makers etc. with knowledge and experience;
 - facilitation of national and local clusters, networks and partnerships for focus, speed and dissemination of ideas, and ways of working (pilot MSPs);
 - regional focus hubs for collaboration among countries and location-specific expertise.
- the catalysing of an enabling environment, through e.g.:
 - agreements on resources access and use;
 - removal of price distortions;
 - incentives, taxes, payments for social and environmental services;
 - concomitant changes in the policy, regulatory and institutional environment.

THE AGENDA SET-UP AND SUPPORT APPROACHES

Following the endorsement of the Agenda's initial set-up at the Nairobi meeting, the Agenda Support Group proceeded with the establishment of the various initial set-up 'component' parts, as stipulated in the [Agenda Strategy](#). The Agenda's operational modalities reflect its multi-stakeholder and consensual nature. It was agreed that the initial set up would remain in place until the next Multi-Stakeholder Platform meeting when it would be subject to review and possible adjustment.

The Agenda process has made significant headway in finding common ground among a broad diversity of stakeholders and in increasing global awareness on the development issues underlying the sustainable development of the livestock sector. Whilst this is a necessary step forward in addressing the often controversial subject of livestock sector development and agreement on the path towards sustainable food security, it is not sufficient. Concrete commitments and action towards practice change has thus far been limited. It is, however, equally important to recognise that multi-stakeholder processes, especially in a sector and among stakeholders where in the past little or no dialogue existed, take time to become established.

The current components of the Agenda are the MSP, Focus Area groups, the Guiding Group, and the Support Team. This framework appears to be appropriate ('fit for purpose'), although

it is equally obvious that some refinement is required. Additional clarity around selection of the Guiding Group and its Chair, for example, has been mentioned by some. Another question attaches to just how the Focus Area groups can ensure that all facets of sustainability towards sustainable food and agriculture are addressed.

The key role of the **MSP** as a platform for dialogue and consensus building on priority issues and actions has been firmly established. The MSP also functions well as an *ad hoc* global knowledge and experience resource. The frequency of the MSP meetings appears to have established itself as an 'annual' event, which works well. Additional thought needs to be given to the desirable form of membership and broadening the span of membership, including through, possibly, some form of guaranteed 'constituency' representation in its meetings.

MSP discussion point:

- *What steps can be taken to encourage greater adherence ('sign-up') to the Agenda Consensus?*
- *Do you agree that the Agenda needs to develop a mechanism to have 'guaranteed' constituency representation during its meetings?*

Whilst the **Focus Area Groups** have good global and stakeholder group coverage in their membership, the active core is generally rather small. Nevertheless, all Focus Area Groups have made significant progress towards the further definition and implementation of their scoping activities. The original idea of Focus Areas Groups becoming the main vehicles for practice change, however, has thus far not materialized. Additional thought needs to be given to the design of Terms of Reference for Focus Area Group members and the development of appropriate Business models for each Focus Area. In addition, specifically targeted fundraising activities – as initiated in some of the Focus Areas - may be required. In the immediate future, however, it seems more likely that FAs will remain vehicles for joint stakeholder assessments and analyses.

MSP discussion points:

- *Are any changes required to their aims, scope and means of operation and governance?*
- *What regularity and type of reporting is required from these groups? (Reporting to the Guiding Group, and to the MSP)*

The **Guiding Group** was established in May 2013. Its Chair was subsequently selected by the Guiding Group members. The Guiding Group has met on two occasions (June and September 2013), with agendas that have canvassed a broad range of [Agenda and governance issues](#).

Apart from attendance at the meetings, involvement by most Guiding Group members in activities and responses to specific requests has thus far been - with some exceptions - rather limited. In addition, the inclusion and representation of all sector stakeholders on the Guiding Group remains unsatisfactory. To resolve these issues the following refinements to the establishment and functioning of the Agenda Guiding Group are proposed:

- The Guiding Group will have up to five representatives from each of the following constituency clusters: a) Public sector; b) Private sector; c) Academia/research; d) Donors; e) NGOs; and f) Social movements and community-based organizations.
- The identified six constituency clusters, with the facilitation of the Agenda Support Group, will structure themselves and decide how they want to be represented on the Guiding Group. Focus Area Groups will be expected to ensure their views are expressed through member balance across these six clusters. In addition, Focus Area Chairs and Chairs of

new Agenda-supported regional, national, or local MSPs will have a seat on the Guiding Group. To encourage continuity, members of the Guiding Group will be appointed for a two year term. Members may be reappointed by their constituency for subsequent terms. The Chair of the Guiding Group will be selected by its members and appointed for a two year term, renewable once (Figure 3).

- The establishment of a “Bureau”. This would be a small executive group selected from the Guiding Group who, with the Support Group, tackles the issues the Guiding Group has discussed and agreed. Such a Bureau could be composed of the Guiding Group chair, the 3 Chairs of the Focus Area Groups plus another two representatives from the Guiding Group. This executive group would get related expenses reimbursed and possibly a nominal honorarium for its work.

MSP discussion points:

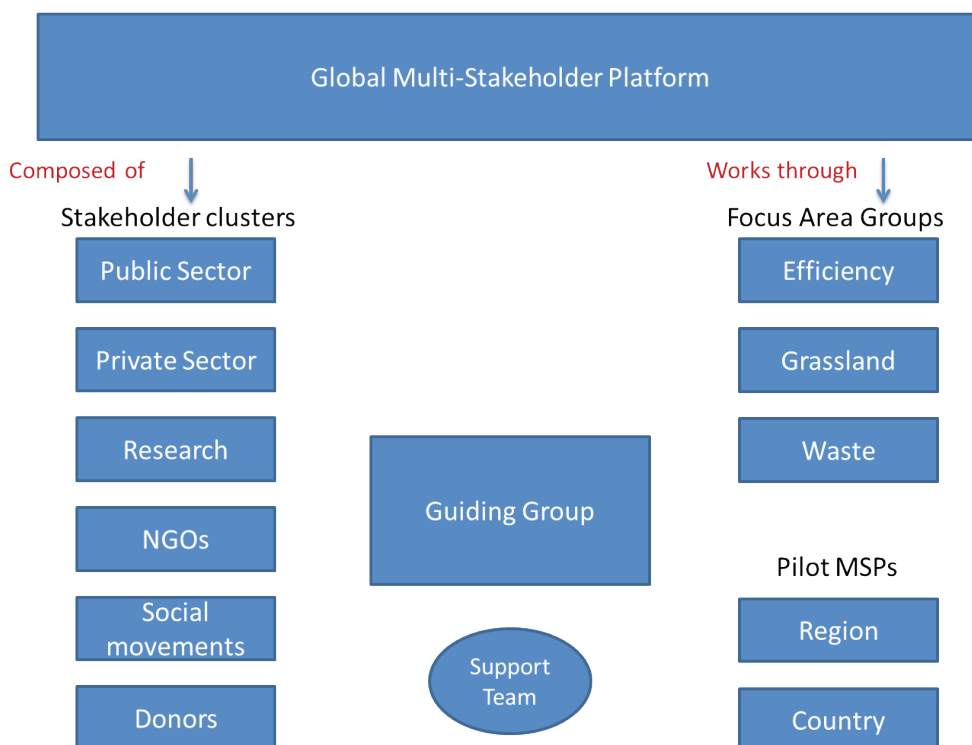
- *Is this proposal for the Guiding Group and the establishment of a small executive Bureau acceptable?*
- *If endorsed, the current Guiding Group, in collaboration with the Agenda Support Team, would develop this proposal in more detail, to prepare for the transition to this new set-up within the next 6 months.*

The **Agenda Support Team** has been hosted by FAO since the inception of the Agenda. Comments concerning this arrangement have generally been favourable. The Agenda Support team supports the building and implementation of the Agenda in particular through (i) facilitating stakeholder interaction, coordination and consensus building; (ii) providing and coordinating expertise and analysis; (iii) assisting in the preparation of guidance for technology and policy development favourable.

MSP discussion points:

- *Are any changes to the Support Team arrangement required?*
- *Do the Support team’s terms of reference need significant revision?*

Figure 3: Agenda set-up: Elements and options



FUNCTIONAL LINKS WITH OTHER INTERNATIONAL INITIATIVES

Much discussion has been held in respect of the value-added of the Agenda. Table 1 below compares the Agenda on selected criteria to a sample of other international initiatives that address (elements of) sustainable livestock sector development, clearly indicating what makes the Agenda different.

Clearly, linkages and collaboration with a wide range of international, regional, national and local initiatives, groups or organisations are integral to the Agenda achieving its objective. Numerous linkages with the initiatives identified in the sample table and with many others exist already. Some of these arrangements may need a formal underpinning in future, others may be more informal. It is suggested, however, that the further development of new and existing linkages should be linked directly to concrete activities and livestock sector practice change – at all levels. As the Agenda further develops its portfolio of approaches and activities, this strategy will reveal the types of functional relationships required and the synergies that can be exploited through linking with other initiatives, groups or organizations.

Table 1: The Agenda – What makes us different

	a	b	c	d	e	f	g
Agenda	✓	✓	✓	✓	✓	✓	✓
ALive ¹	✓		✓	✓			
GLA ²	✓			✓			✓
GMI ³			✓				✓
GRA ⁴							✓
GRSB ⁵	✓		✓				✓
LEAP ⁶	✓	✓	✓				✓
One Health ⁷				✓			✓
SAI ⁸			✓				✓

NB: a) Livestock sector-related focus only; b) All sector stakeholders; c) entire value chain; d) All livestock sector commodities; e) All facets of sustainability; f) All facets of innovation and practice change; g) Global coverage.

MSP discussion point:

- *What can be the role of MSP members in identifying suitable new initiatives to link to the Agenda, and in supporting linkages already in existence?*

¹ *ALive: African Livestock – AU-IBAR*

² *GLA: Global Livestock Alliance*

³ *GMI : Global Methane Initiative*

⁴ *GRA: Global research Alliance*

⁵ *GRSB: Global Roundtable Sustainable Beef*

⁶ *LEAP: Livestock Environmental Assessment and Performance*

⁷ *One Health Initiative*

⁸ *SAI: Sustainable Agriculture Initiative Platform*

AGENDA COMMUNICATION

Both the Guiding Group and the MSP have acknowledged that effective communication is important for the success of the Agenda, and underlined the need to raise the Agenda's visibility. The June 2013 Guiding Group meeting endorsed the communication roles and responsibilities of the various component parts of the Agenda's initial set-up, stressing that communication is a shared responsibility. An on-going effort should be made to (re)present the Agenda at important events related to sustainable agriculture, to raise awareness about the Agenda and promote its objectives.

Several communication tools are already available for use by partners; others may be produced as per need. The Agenda's communication strategy proposes activities that will be implemented as appropriate (Annex 2)

OPTIONS FOR A RENAMING OF THE AGENDA

A considerable number of people – both within and outside the MSP – have expressed reservations concerning the Agenda's current name. The concern most felt is that the three words of the Agenda do not immediately convey to the lay person – or indeed technical people not yet aware of the Agenda – any immediate sense of the purpose and intent of the Agenda. The absence of "livestock" in the title has been the most identified omission. The Guiding Group has spent some time discussing this issue, and canvassed various options. Care was taken to avoid any similar-sounding initiatives, and that it succinctly and quickly made the listener aware of the key aspect(s) of the initiative. In that respect, the Guiding Group proposes to rename as follows: "**Global Agenda for Sustainable Livestock**".

FUNDING STRATEGIES

Funding the Agenda's core budget (i.e. the functions of the Agenda Support Team, Guiding Group, and Focus Area Groups) remains an issue. Whilst additional funding will be forthcoming from our core donors, and the in-kind contributions of the FAO and many other Agenda partners are significant, it is clear that this currently will not be able to cover a growth strategy for the Agenda.

Much of the practice change has to be self-funded, for example through investment by partners, countries, and others in continuous livestock sector practice change. The Agenda plays the facilitating role in achieving this, but this role will require significant core funding to be effective.

The following additional activities to acquire funding are proposed:

- The preparation of an additional business plan and concrete action plan on the basis of this document. This business plan and implementation proposal will be prepared in a modular form identifying the four key elements of practice change: Policy dialogue; Assessment of issues and options; Development of rules and incentives; Innovation and practice change;
- The organization of a donor meeting within the next 6 months to present the above described business and concrete action plan.

MSP discussion point:

- *Is this proposed funding strategy adequate?*
- *Do you endorse the preparation of the identified business and action plan by the Guiding Group in collaboration with the Agenda Support team?*

ANNEX 1: THE AGENDA CONSENSUS

GLOBAL AGENDA OF ACTION IN SUPPORT OF SUSTAINABLE LIVESTOCK SECTOR DEVELOPMENT

Recognizing that demand growth for livestock products has to be addressed within a context of finite natural resources, climate change, and social and economic development; and

Conscious that through urgent and concerted stakeholder action and investment towards the necessary policy, institutional, and technical changes the livestock sector will be able to contribute fully to these multiple objectives; and

Accepting that the Agenda is open, consensual, based on knowledge and mutual respect, and built on voluntary stakeholder engagement; and

Integrating respect for socially desirable outcomes that are not the immediate focus of Agenda-related activities including, but not limited to, public health, biodiversity and animal welfare; and

Approving to focus, within the broad direction of improved efficiency of natural resource use, on three initial areas, namely:

- i. *Closing the efficiency gap*: Generating large resource use efficiency, economic, and social gains through the use of technology, management practices, and policy and institutional frameworks;
- ii. *Restoring value to grassland*: Enhancing ecosystem services, productivity and livelihoods through the restoration, optimal management and utilisation of grassland(s);
- iii. *Waste to worth*: Reducing nutrient overload and greenhouse gas emissions through the recovery and recycling of nutrients and energy contained in manure.

The signatories to this consensus agree to:

- seek agreement on priority issues and activities to be pursued under the three initial focus areas;
- contribute to supporting analyses to aid understanding of sustainable livestock sector development; and
- act towards the continuous improvement of practices that ensure a more sustainable use of natural resources in the livestock sector.

Name

Title and Organization/Agency

Signature

Date

ANNEX 2: SUMMARY – PROPOSED COMMUNICATION STRATEGY

The communication strategy presents a range of activities that will be implemented as appropriate, depending on Agenda strategic priorities and resources available.

1 COMMUNICATION OBJECTIVES

- Promote the Agenda to gather additional commitments and political and financial support;
 - Promote the Agenda outside the livestock community with a view to build bridges with other initiatives, for example on sustainable agriculture, public and animal health, etc;
- Strengthen and facilitate communication within the partnership.

2 TARGETED AUDIENCE

Communication outputs are intended for the following audiences:

- donors and potential donors,
- producers and supply chain actors,
- civil society groups, in particular environmental and social NGOs,
- inter-governmental organizations and UN partners,
- research and development community,
- national policymakers and officials.

3 COMMUNICATION RESPONSIBILITIES ⁹

EXTERNAL COMMUNICATION

- **The Guiding Group Chair:** i) actively promotes the Agenda.
- **The Support Group (SG):** i) develops communication tools, ii) implements communication activities, iii) provides support to the Chair.
- **Agenda partners:** i) promote the Agenda within own organization / constituency and more widely when opportunities arise.
- **All:** i) propose ways to enhance visibility and communication.

INTERNAL COMMUNICATION

- **Guiding Group Chair:** i) reports on Guiding Group meetings to MSP, ii) Reports on Agenda progress in general to MSP (when appropriate).
- **Focus Area Group Chairs:** i) Report on Focus Area work to the MSP, the Guiding Group and other Focus Area Groups, ii) set up communication mechanisms /tools within their Group (coordination with SG).
- **Support Group (SG):** i) provides tools, ii) reports on MSP meetings, iii) provides support to the Chair and FA Group chairs.

4 KEY MESSAGES

As part of the communication strategy, a set of key messages have been developed. Messages focus on existing solutions and opportunities towards sustainable sector development and on the Agenda added-value and deliverables. See Annex 2.¹⁰

5 COMMUNICATION TOOLS / PACKAGE

The following communication tools are already available:

- **Website** providing a breadth of information on the Agenda and on past and upcoming events and meetings.
- **Flyer** presenting the Agenda in simple language with a focus on the background to the Agenda, its objectives, focus areas work and joint activities.
- **Briefing Note** presenting the Agenda, its current status and added value. Intended as an information and advocacy document.
- **A 2.5 minute video** on the Agenda.
- **The Agenda Strategy.** Although not a communication document per se, it can be used as such as it provides in-depth information on the Agenda.

Other tools may be developed as needs arise (e.g. a factsheet and standard presentation).

6 RAISING THE AGENDA'S VISIBILITY: PROPOSED ACTIVITIES

6.1 MEDIA COVERAGE

The media is an important gateway to potential partners and donors. As appropriate, the support group will seek to get media attention by issuing press releases on potentially newsworthy information. Timing, news peg and content would be carefully defined depending on political and media context and Agenda priorities. Press releases would be issued by FAO. Other partners are encouraged to issue their own press releases in coordination with the SG.

6.2 VISIBILITY ON PARTNERS' WEBSITES

The Agenda should take advantage of partners' existing communication tools, in particular their respective website. Depending on each partners' communication policy, priorities and activities, visibility on each partner's website could take the following form:

- A link to the Agenda website,
- A short statement on commitment to the Agenda (consensus signature),
- Publish a Q&A or news story on the Agenda. (SG can provide the content).

6.3 SOCIAL MEDIA CHANNELS

Social media have become an efficient way to reach instantaneously a very large public but they require sustained and active engagement. At this early stage of the Agenda, it is recommended to make use of existing social media channels of Agenda partners to promote the Agenda. The SG can provide content adapted to social media and contact partners for dissemination when appropriate.

¹⁰ Messages will be revised as appropriate

6.4 COVERAGE IN TRADE JOURNALS, NEWSLETTERS AND WEBSITES

Coverage in sector specific (livestock) or subject specific (environment, development) publications or websites is an effective way to raise the Agenda's visibility. Publications and websites for consideration range from industry publications to UN and NGO publications and websites.

The support group will draw a list of possible publications (inputs from partners may be needed), establish a contact with the editor and pitch stories, Q&As or interview presenting the Agenda and its activities for publication. The support group will continue publishing news items through its own existing channels such as the FAO / AGA newsletter.

6.5 UPDATES / NEWSLETTER FOR EXTERNAL AUDIENCE

The audience interested in getting updates on the Agenda is wider than the strict partners' community. It includes other members of related partnerships, policy makers, producers, staff in international organizations, research institutes, etc. A short newsletter (one or two pager) reporting on latest Agenda news, achievements and upcoming work can provide useful updates to this audience. Periodicity would be twice a year. It could be used by partners to inform their staff and members.

6.6 PROMOTING THE AGENDA THROUGH PRESENTATIONS AT EVENTS AND CONFERENCES

Presenting the Agenda at relevant international conference and events is certainly one of the most efficient ways to raise the Agenda's visibility. Opportunities to present the Agenda will be actively looked for and pursued.

6.7 PROMOTE THE AGENDA VIA EXISTING ONLINE COMMUNITIES AND WEB-EVENTS

The opportunities offered by linking to existing communities of practice and discussion groups of relevance to the Agenda should be explored. They can post information on the Agenda or host specific learning or discussion events.

6.8 OTHER POSSIBLE ACTIVITIES TO RAISE VISIBILITY

The list of activities presented above are the main activities to be carried out. Depending on time and resources, the additional activities below should be considered.

- Disseminate feature / success stories on practices that showcase the Agenda's activities.
- Publish op-eds (Opinion article)¹¹ to present the Agenda perspective (i.e. sustainable livestock sector development is possible) in the public debate. Publication needs to be timely, organized around news on climate change or sustainable development.

7 INTERNAL COMMUNICATION

7.1 REGULAR UPDATE / NEWSLETTER ON THE AGENDA ACTIVITIES

Partners need to be kept updated on Agenda activities and progress. They will be informed through the website that is regularly updated, and emails for important news. As the volume of Agenda activities is growing, particularly in each focus area, a newsletter can usefully com-

plement both email and website communication. Its added value is the following: provides a summary of news; acts as an additional reminder of the Agenda and need for continuing action and progress; stimulates action (by seeing what others are doing); and provides a mechanism to report back on specific events. It also provides a space to promote partners' activities.

The newsletter can be short and present news items in a couple of lines (no long articles) with links to documents to learn more.

7.2 COLLABORATIVE WORK PLATFORM

It is proposed to set up a common online workspace which would provide the tools and services necessary to support the activities of the FA groups and the wider group.

The tools and services would be the following (based on needs as identified by partners):

- Library (area to store documents)
- Mailing lists (one for each focus group, one for the guiding group),
- Possibility for online discussions (for each FA),
- List of members with profile,
- (possibly) work on common documents.



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