



GLOBAL AGENDA FOR SUSTAINABLE LIVESTOCK

RULES AND PROCEDURES

June 2016

**BUILDING TOGETHER
SUSTAINABLE LIVESTOCK**
for people, for the planet

PREAMBLE

Ending poverty and hunger, two of the greatest global challenges of our age, is key to achieving sustainable development.

Driven by population and economic growth, particularly in developing countries, the demand for livestock products is expected to increase by about 70 percent in the next 30 years. The social, economic and environmental impact will be enormous, involving billions of people and animals. By promoting sustained economic growth, inclusive social development and an efficient use of natural resources, livestock can make a major contribution to ending hunger and poverty, and to setting the world on the path of sustainable growth.

In June 2010, the 22nd Session of the FAO Committee on Agriculture (COAG) requested to investigate suitable options for stakeholder dialogue and concerted action in support of sustainable livestock sector development. In 2011, The Global Agenda for Sustainable Livestock (The Global Agenda) was created as a multi-stakeholder partnership for enhancing the shared understanding of livestock sector development issues and build consensus on the path towards sustainable food security through dialogue, consultation and joint analyses. Finding common ground is at the core of The Global Agenda. Consensus lies at the basis of its operations, and of its members' commitment to innovation and sustainable practice and policy change.

The Global Agenda recognizes that for livestock to be sustainable, the sector needs to respond to the growing demand for livestock products while at the same time increasing its contribution to food and nutritional security; provide secure livelihoods and economic opportunities for hundreds of millions of pastoralists and small-holder farmers; use natural resources efficiently; address climate change; and help mitigate other environmental impacts and work towards greater human, animal, and environmental health and welfare.

Article 1 – Vision and Mission

- a) The Global Agenda's vision is to enhance the livestock sector's contribution to sustainable development. Its mission is to enhance livestock stakeholders' commitment, investments and adoption of good practices and policies in support of the UN 2030 Agenda for Sustainable Development. Its goal is to facilitate dialogue, generate evidence and support adoption of good practices and policies in furtherance of livestock-related SDG targets and objectives. A strategic framework, together with key outcomes, will be defined and corresponding outputs, activities and budgets will be published in an Action Plan every three years.

Article 2 – Means of Action

- a) The Global Agenda will provide appropriate tools and robust analytical evidence for facilitating dialogue and promoting policies, strategies and frameworks in support of sustainable livestock development. It will also act as a forum for exchanging and adapting good livestock practices according to regional specificities and needs.
- b) The Global Agenda stakeholders will catalyze local practice and policy change, focusing on continuous, context-specific improvement and innovation in the livestock sector, and promoting investments and project development with a strong regional focus.

Article 3 – Guiding Principles of a Multi-Stakeholder Partnership

- a) There is no standard format for Multi-stakeholder Partnerships or their governance mechanisms. Nevertheless, a set of overarching good practices have been identified to enhance the governance, success,

legitimacy, effectiveness and accountability of MSPs. As an MSP, The Global Agenda, should incorporate the following principles:

1. Stakeholders work towards a common goal, with success determined by the commitment of each single one.
2. Dialogue is facilitated across a broad range of actors and sectors, and diverse parties are aligned around a common vision, goal, or objective.
3. Stakeholders realize mutual benefits from the process through win-win agreements, and in so doing learn from each other.
4. Equity and inclusiveness are guaranteed for all partners.
5. Transparency and accountability are ensured through agreement on governance mechanisms, including who participates in decision-making, and on rules and modalities of cooperation.

Article 4 – Membership

- a) The Global Agenda is a Multi-Stakeholder Partnership of the livestock committed to the sustainable development of the sector. The Global Agenda is open for membership to the public sector, the private sector, academia/research, donors, social movements and community-based organizations, non-governmental organizations (NGOs), and inter-governmental-multilateral organizations committed to The Global Agenda. The scope of The Global Agenda (i.e., rationale, vision, etc.) are incorporated in a Consensus document. See Annex 1 for The Consensus Document.
- b) Interested stakeholders may apply for membership of The Global Agenda by submitting a request for membership to the Agenda Support Team (AST). To be eligible for membership, partners must endorse the principles of the Consensus Document by signing it, or by providing written confirmation of their agreement. Additionally, they should give a brief description of their institution and of how it relates to sustainable livestock development. After evaluation by the AST, applications are forwarded the Guiding Group (GG) for approval, based upon adherence to the objectives of the Consensus document.
- c) In order to safeguard the reputation of The Global Agenda and its partners, a risk management and due diligence screening process new members into The Global Agenda. The process is designed to prevent conflicts of interest, undue influence on policy making and the possibility of any party securing an unfair advantage.
- d) FAO's Office for Partnerships, Advocacy, and Capacity Development (OPCP) has an existing screening procedure for managing risks, particularly as regards non-state actors. The screening process of FAO risk management, when deemed appropriate, shall be initiated by the AST and carried out by OPCP. On completion of the process, the AST will communicate the results to the GG. Should a stakeholder be held to represent a risk, the GG, by consensus, will make the final decision on the applicant's admission or exclusion.

Article 5 – Structure of The Global Agenda

- a) The Global Agenda structure reflects the principles of a dynamic, open, inclusive, regionally balanced multi-stakeholder initiative working through consensus.
- b) Bodies constituting The Global Agenda are: i) The Multi-Stakeholder Partnership (MSP); ii) the Guiding Group (GG), consisting of representatives of the seven stakeholder clusters; iii) Seven Stakeholder Clusters, iv) Action Networks such as Focus Area Groups (FAs) and Knowledge Networks (KNs); and v) the Agenda Technical Support Team (AST).

Article 6 – Annual Meeting (AM)

- a) The MSP normally meets annually. Due notice of any meeting shall be given in writing by the Chair of The Global Agenda. Meeting summaries will be posted on The Global Agenda Web site following approval by the Guiding Group.
- b) The purpose of the Annual Meeting (AM) is to consult and build consensus on priority issues and actions regarding the global livestock sector. The AM is composed of The Global Agenda stakeholders.
- c) Stakeholders who are not members of The Global Agenda may attend the AM but may not take part in decision-making to the GG.

Article 7 – Stakeholder Clusters

- a) The duties of the Stakeholder Clusters are to:
 - 1. increase the engagement of stakeholders and ensure that their voices are represented in the Guiding Group and in shaping the development and delivery of Cluster strategy;
 - 2. streamline and focus engagement through Cluster representation at the strategic level of The Global Agenda, via the GG;
 - 3. strengthen channels of communication and dialogue between Stakeholder Clusters and The Global Agenda processes;
 - 4. identify synergies and promote dialogue between Stakeholder Clusters towards sustainable livestock solutions at policy and practice level;
 - 5. contribute to The Global Agenda budget and/or facilitate fundraising for The Global Agenda activities in accordance with the approved Action Plan.
- b) Clusters are likely to include a large number, a wide diversity and a broad range of organizations. With support from the Agenda Technical Support Team, the Clusters shall organize themselves in a transparent manner, and each shall select their coordinator and their representatives on the Guiding Group, every two years. The Guiding Group may endorse Cluster nominations to the GG, provided no objections are made.
- c) In order to provide balanced Cluster representation, three components – constituencies, regional balance, and gender equity – shall be ensured in the self-organization process.
- d) Cluster representation in the Guiding Group aims to make certain that every stakeholder constituency participates effectively in the work of the Guiding Group.
- e) The role of Cluster representatives on the Guiding Group is to:
 - 1. promote communication with the Guiding Group on current and relevant issues;
 - 2. present key points raised by stakeholders in strategic fora;
 - 3. encourage synergies and engagement between Stakeholder Clusters, as well as help maximize contributions to, and benefits from, The Global Agenda;
 - 4. enable their constituents to shape the strategic and practical activities of The Global Agenda;
 - 5. encourage stakeholders to use their networks to increase participation in The Global Agenda;
 - 6. act as a point of reference for new Cluster stakeholders;
 - 7. manage ongoing dialogue within Clusters;
 - 8. be active in raising funds for The Global Agenda.

- f) It is recognized that every organization will have its own mission and objectives in participating in The Global Agenda. Cluster representatives, whose role is to facilitate dialogue, will therefore aim to bring forward key communications from the Stakeholder Clusters.

Article 8 – Developing the Clusters

- a) In order to develop the Stakeholder Clusters, its members shall encourage as many qualified stakeholders as possible to join The Global Agenda.
- b) Cluster Coordinators will contact MSP members that have approved the consensus and encourage their active participation in their Clusters and The Global Agenda. This would mean, inter alia, sharing all inputs, documentation and views.
- c) Cluster Coordinators shall organize, in collaboration with the AST, a discussion among Cluster members to determine the role, focus and functioning of their Cluster.
- d) Cluster Coordinators, with the support of the AST, shall every two years organize the selection of up to five candidates as their representatives to the Guiding Group and submit them for approval to the GG. Final decision on Cluster representation shall lie with the GG.

Article 9 – Guiding Group

- a) The Guiding Group, consisting of the Chair and representatives selected by each of the seven Stakeholder Clusters, shall advise on, and establish the overall framework, procedures and activities of The Global Agenda, and in particular:
1. contribute to the continuous development of the vision and strategy of The Global Agenda;
 2. provide overall direction and guidance to The Global Agenda;
 3. prepare, discuss and adopt The Global Agenda's three-year Action Plan;
 4. support the functioning of the MSP (and its Clusters);
 5. monitor and review Focus Areas (FAs), Knowledge Networks (KNs) and Agenda Technical Support Team activities;
 6. establish clearance mechanisms for FA and KN products to be endorsed by The Global Agenda;
 7. establish standing and/or ad hoc committees to explore particular issues as appropriate;
 8. provide recommendations and programmatic advice to the standing and/or ad-hoc committees;
 9. represent the Agenda in different fora and promote The Global Agenda and its objectives;
 10. facilitate the mobilization of resources;
 11. elect the Chairperson of The Global Agenda.
- b) The GG, consisting of the Chair and representatives selected by each of the seven stakeholder clusters, shall provide overall direction, guidance and monitoring. Each cluster group will be represented by, at most, five representatives, and are organized according to the following Stakeholder Clusters:
1. Public sector – representatives from governments;
 2. Private sector – representatives from private sector organizations;
 3. Academia/research – representatives from research institutions and universities;
 4. Donors – representatives of monetary contributors to The Global Agenda's Trust Fund;

5. NGOs – representatives from interest groups such as animal welfare and environmental or livelihood non-governmental organizations;
 6. Social movements and community-based organizations – representatives of pastoralists; indigenous people; agricultural workers; stallholders and peasants;
 7. Intergovernmental and multilateral organizations – representatives of global public institutions that have a mandate for the livestock sector, e.g. AU-IBAR, World Bank, CGIAR, OIE, FAO, WHO, ILRI, IFAD, and are represented by the Livestock Global Alliance where appropriate.
- c) In order to effectively represent a broad range of views and reflect the comprehensive nature of the Global Agenda, criteria for selecting potential organizations to be represented on the Guiding Group are:
1. candidates should be global, international, or regional in scope and influence, excepting the Public Sector Cluster representatives; and:
 2. be drawn from across a broad range of sectors and interests relevant to sustainable livestock;
 3. have signed The Global Agenda Consensus document;
 4. possess demonstrated ability to understand and engage positively within the wider context of sustainable livestock activities; they should not seek to pursue exclusively their own priority issues;
 5. be capable of ensuring a two-way flow of communication, i.e. be able to bring issues and concerns raised in their Cluster to the attention of the Guiding Group, and, similarly, to communicate the views and decisions of the GG back to the Cluster;
 6. have sufficient resources to participate regularly in The Global Agenda activities. Exemption from participation may, however, be granted if requested and on approval by the Guiding Group;
 7. commit time and human resources to active participation in GG deliberations.
- d) Cluster Coordinators will conduct discussions among Cluster members and determine the role, focus and functioning of their Cluster, as well as the modalities and criteria for selecting the Cluster's representatives on the Guiding Group. Such criteria include global reach and influence; proven ability to engage collaboratively; and time and resources to attend and contribute to The Global Agenda processes. To encourage continuity, members of the Guiding Group will be appointed for a two-year term, renewable.
- e) Non-voting observers may be admitted to meetings of the GG under Article 16 below.

Article 10 – Chair of The Global Agenda

- a) The Chair of The Global Agenda shall be appointed by the Guiding Group for a two-year term, renewable. The term of the Chair shall commence after The Global Agenda MSP annual meeting that elects him or her, and shall terminate at a hand-over following the The Global Agenda MSP annual meeting that elects his or her successor.
- b) The Chairperson's duties shall be the following:
 1. lead the Global Agenda MSP and the Guiding Group, facilitating their overall strategic direction and guidance of the Global Agenda by, inter alia, preparing and convening at least two GG meetings per year to advance implementation of recommendations from the MSP;
 2. guide the Global Agenda's engagement with existing policy-related processes in intergovernmental and other fora;
 3. facilitate the continued effective participation and broad commitment of livestock-sector actors;

4. represent the Global Agenda in diverse fora and promote The Global Agenda and its objectives among sector actors;
5. assist in the development of a “The Global Agenda brand” and global profile, with concomitant quality control and vetting procedures;
6. contribute to the preparation of The Global Agenda publicity and advocacy material, including content for regular Web-site updates;
7. plan and support fundraising strategies and activities with the Project Manager;
8. supervise the implementation of the Global Agenda’s three-year Action Plan;
9. chair the MSP and GG meetings, and others tasks identified by the GG.

Article 11 - Election of the Chairperson of The Global Agenda

- a) Candidates shall be nominated by the GG members and/or apply through vacancy announcement posted on the Web site of The Global Agenda (www.livestockdialogue.org) and of the Food and Agriculture Organization of the United Nations (www.fao.org). In order to be considered, interested candidates should submit letters of motivation and their curriculum vitae by email to the Agenda Technical Support Team at livestock-dialogue@fao.org. Any application reaching the AST after the closing date of the posting shall not be considered as valid.
- b) The AST will screen candidates, considering their qualifications and experience in the livestock sector according to the criteria agreed by the GG. An initial list of no more than 10 candidates will be compiled and submitted by the AST via email to the GG, which will then decide on a short list of 3 candidates.
- c) The shortlisted candidates will be invited to the next MSP meeting to make a brief presentation on a topic related to The Global Agenda, and to be interviewed by GG members. The GG, meeting directly after the MSP, shall elect the Chair by consensus. The new Chair shall take up office on completion of the required administrative processes.

Article 12 – Agenda Technical Support Team (AST)

- a) The AST supports the building and implementation of The Global Agenda, in particular by:
 1. facilitating stakeholder interaction, coordination and consensus building;
 2. providing and coordinating expertise and analysis;
 3. assisting in the preparation of guidance for technology and policy development;
 4. assisting in the development of The Global Agenda’s communications channels, including its Web site and its presence on social networks, while also monitoring communication strategy;
 5. providing secretarial support to the GG and Chairperson;
 6. helping organize MSP, GG, and other meetings.

See Annex 2 for the ToRs of the AST.

Article 13 – Action Networks

- a) Focus Areas (FA) and Knowledge Networks (KN) are responsible for leading the implementation of activities,

for developing outputs and for drafting reports.

- b) Action Networks will be largely autonomous and encouraged to develop the form and operational modalities best suited to their needs.
- c) Ad-hoc Experts teams may be formed to respond to specific research or technical advice requests emerging from Focus Areas.
- d) Under the guidance of the GG, the Focus Areas and Knowledge Networks may:
 - 1. conduct specific analyses and reviews;
 - 2. develop guidelines for good practices and promote them in the livestock sector;
 - 3. support implementation and upscaling of good practices;
 - 4. communicate their specific experiences and recommendations via The Global Agenda's communication channels;
 - 5. follow clearance mechanisms to be established by the GG for their technical products as appropriate;
 - 6. raise funds for their activities.

Article 14 – Decision-Making Procedures

- a) Approval by consensus is the basis for decision making in The Global Agenda.
- b) Decisions of the GG will be based on the principle that its seven Clusters Representatives should seek to reach agreement on any issue affecting The Global Agenda by consensus, with every Cluster having an equal say in the decision.
- c) The Cluster Groups, as self-organized bodies, shall adopt their own decision-making processes.
- d) Should it not be possible to reach a consensus, the Chairperson of the Global Agenda may ask for an issue to be resolved by majority vote. The quorum shall be half plus one of the total number of Clusters entitled to vote. A decision is then taken by a simple majority, counting one vote per Cluster.

Article 15 – Lines of Command between GG – Chairperson – AST

- a) The Global Agenda bodies report to the GG concerning the coordination, collaboration and support of The Global Agenda's activities.
- b) Operationally, the Chairperson reports to the Guiding Group on the basis of the tasks agreed in the Action Plan.
- c) The AST technically and operationally supports the above coordination processes and reports on them to the GG.

Article 16 – Observers

- a) Upon request, the Guiding Group may offer Observer status to the following:

1. Cluster group coordinators (if not already a bona fide GG member);
 2. Action Network Chairs (if not already a bona fide GG member);
 3. Representative of Livestock Environmental Assessment and Performance (LEAP) Partnership;
 4. Representative of Global Alliance for Climate-Smart Agriculture (GACSA);
 5. Representative of Global Research Alliance (GRA) Livestock Research Group.
- b) Observer status shall lapse after two years, but shall be renewable on application.
- c) Observers shall not take part in decision making and shall not form part of any consensus. Although there is some flexibility, in general the GG shall follow the normal convention of Observers speaking only after GG members.
- d) The Global Agenda shall not provide financial assistance to the Observers.
- e) Observer status will apply to face-to-face meetings of the GG, and to conference calls.
- f) The agenda and documents for GG meeting shall be distributed to Observers.

Article 17 – Amendments

- a) The Guiding Group shall consider once a year as part of its Agenda an Item about the status of rules and procedures.
- b) The rules and procedures defined in this document may be amended by the GG by consensus, if deemed necessary.

Annex 1 – The Global Agenda for Sustainable Livestock Consensus Document

Recognizing that the UN Agenda 2030 for Sustainable Development, which builds on the Millennium Development Goals, provides a comprehensive framework for sustainable development, accepted by all countries and applicable to all;

Convinced that livestock development has a key role to play for the attainment of the UN Agenda 2030;

Conscious that each region faces specific challenges, and that there are different approaches, models and tools available in each region, in accordance with its circumstances and priorities, to achieve sustainable livestock in its economic, social and environmental dimensions;

Taking an integrated approach to sustainable livestock that includes consideration of livelihoods, social impacts, public health and animal welfare, environmental impacts, land use and tenure, and biodiversity;

Recognizing that the implementation of a Global Agenda for Sustainable Livestock depends on the active engagement of Governments, as well as civil society, the private sector, donors, academia and research institutions, NGOs, and Intergovernmental and Multilateral Organizations; and

Accepting that The Global Agenda for Sustainable Livestock is open, consensual, inclusive, based on knowledge and mutual respect, and built on voluntary stakeholder engagement, including through its Focus Area groups and Knowledge Networks.

The signatories to this consensus agree to:

Participate and engage actively in The Global Agenda for Sustainable Livestock as a dynamic and inclusive Partnership for evidence-based policy dialogue, knowledge exchange, and joint action at global, regional and national levels, supporting the achievement of the UN Agenda 2030 for Sustainable Development.

Contribute to the capacity of The Global Agenda for Sustainable Livestock to build an improved understanding of livestock sustainability issues through existing evidence and/or generation of new knowledge, and to produce a diverse box of useful tools for practice and policy change.

Commit with the other stakeholders of The Global Agenda for Sustainable Livestock to contribute to achieving local practice and policy change, focusing on continuous, context-specific improvement and innovation, and promoting livestock sector investments and project development.

Annex 2 - Agenda Technical Support Team – Terms of Reference

The AST is the Secretariat of The Global Agenda and provides technical and operational support. The AST will coordinate and provide technical input to the activities of the Global Agenda, thus ensuring interaction and cross-fertilization among the respective Cluster facilitators, to guarantee consistency and a measure of coherence in the approaches chosen. The AST does not represent any one institution or the institution it is housed. Rather, the AST supports the preparation of strategies, communication, outreach, and coordination of the Global Agenda.

The AST, subject to available funding, shall be composed of:

- 1 Project staff manager
- 1 Livestock sector analyst
- 1 Communications consultant
- 1 Operational consultant

Additional officers may be recruited according to needs and subject to available funding.

The AST provides progress reports on the use of The Global Agenda's Trust Fund resources to its donors, and to the Guiding Group. The report includes financial reporting, on the understanding that separate financial reporting is to be prepared for donors of The Global Agenda Trust Fund in accordance with FAO reporting rules.