

Global Agenda for Sustainable Livestock (The Global Agenda)

Facilitating dialogue, generating evidence and adopting good practices In support of the UN Agenda 2030 for Sustainable Development

Action Plan 2016-2018

Version 16 November 2015

Key Messages

1. The Global Agenda for Sustainable Livestock is a partnership committed to sustainable development of the livestock sector.
2. The Global Agenda engages in stakeholders' policy dialogue, sharing of experiences, and agrees on action. It recognizes the multiple social, economic, and environmental dimensions, their contributions, synergies and trade-offs, and advocates an integrated perspective to problem solving.
3. The Global Agenda's integrated approach to sustainable livestock includes consideration of the multiple influences of the livestock sector including those on livelihoods, social impacts, public health and animal welfare, environmental impacts, land use and tenure, and biodiversity.
4. The Global Agenda is evidence-based and seeks to deepen our understanding of livestock development issues and options. It builds capacities to monitor and assess changes, and provides tools for policy making at country level.
5. The Global Agenda is geared towards practice and policy change (PPC)¹ through continuous improvement. It recognizes the diversity of conditions and objectives, and promotes good practices and policies.
6. The Global Agenda creates added-value by strengthening inclusion and representativeness of all regions' stakeholders; by fostering multi-disciplinary integration of objectives, science & technology, and available analysis and planning tools; by supporting innovation, and acting as an effective support to enhance synergies and regional comparative advantage.
7. The UN Agenda 2030 for Sustainable Development² provides the main orientation for the Global Agenda. It advocates for a livestock sector that actively contributes to these goals, at all levels, from local to global.

¹ PPC will be used throughout this document to mean Practice and Policy Change

² It refers to the UN Sustainable Development Goals listed in Annex 8

Table of contents

Key Messages.....	1
Executive Summary	3
1. Introduction.....	4
1.1 Background	4
1.2 The Global Agenda 2011 to 2015	4
1.2.1 Structure, Approaches and Processes	4
1.2.2 The Global Agenda Achievements 2011 to 2015	5
2. The Global Agenda 2016 to 2018.....	6
2.1 The Global Agenda Consensus Document	6
2.2 Coordination and Collaboration Structure of The Global Agenda	7
2.3 The Global Agenda Logical Framework 2016 – 2018	10
2.4 Monitoring, reporting and evaluation	12
2.5 Budget Summary of The Global Agenda 2016-2018 and in-kind contribution	12
2.6 Timeline and Milestones	14
2.7 Risk assessment	14
3. Annexes.....	14
12. Annex 1 The Global Agenda Logical Framework	14
13. Annex 2: Timeline and Milestones	22
14. Annex 3 Budget of The Global Agenda 2016-2018 according to expense categories	25
15. Annex 4 List of The Global Agenda members	26
16. Annex 5 The Global Agenda coordination and collaboration structure and Terms of Reference 2016 - 2018	27
17. Annex 6: Donor contributions, expenditures and in-kind contributions of The Global Agenda stakeholders for (2011-2015) and expected in-kind for 2016-2018	32
18. Annex 7: (DRAFT) Due diligence rules of The Global Agenda	35
19. Annex 8 Goals of the UN Agenda 2030 for Sustainable Development	36
20. Annex 9: Focus Area One: Closing the Efficiency Gap	37
21. Annex 10: Focus Area Two: Restoring Value to Grassland	39
22. Annex 11: Focus Area Three: From Waste to Worth	43
23. Annex 12 Global Network on Silvopastoral Systems (GNSPS)	46
24. Annex 13: Dairy Asia Partnership: Towards Sustainability	48
25. Annex 14: Livestock Environmental Assessment and Performance Partnership	51

Executive Summary

The Global Agenda for Sustainable Livestock (The Global Agenda) is a multi-stakeholder partnership committed to sustainable development of the livestock sector from a social, economic and environmental perspective. The Global Agenda provides a global platform, regionally and locally rooted, to comprehensively address the sector's multiple challenges towards sustainable development. It facilitates global dialogue to foster local practice and policy change (PPC), focusing on innovation, capacity building, and incentive systems and enabling environments. Building on The Global Agenda's achievements and experience so far, this document outlines the actions of The Global Agenda that will provide value added in the context of the UN Agenda 2030 for Sustainable Development.

Strategic framework. The vision of The Global Agenda is to enhance the contribution of the livestock sector to sustainable development; its mission is to enhance livestock stakeholders' commitment, investments and adoption of good practices and policies in support of the UN Agenda 2030 and its goal is to facilitate dialogue, generate evidence and support the adoption of good practices and policies in favor of the UN Agenda 2030 targets and objectives related to livestock. Based on this strategic framework the following outcomes have been defined with corresponding outputs, activities and budgets in this Action Plan 2016 - 2018.

- The Global Agenda offers a dynamic and inclusive platform for sustainable livestock policy dialogue, knowledge exchange, and joint action at global, regional and national levels, supporting the achievement of the UN Agenda 2030 for Sustainable Development.
- The Global Agenda offers useful tools and robust analytical evidence facilitating the dialogue process to arrive at policies, strategies and frameworks in support to sustainable livestock development.
- The Global Agenda stakeholders achieve local practice and policy change (PPC), focusing on continuous, context specific improvement and innovation and promoting livestock sector investments and project development.

Financial requirements. The Action Plan provides an estimate of the required financial means to implement the activities and to achieve the outcomes and outputs as per the logical framework, based on the FAO full cost structure. The total estimated amount for the period from 2016 to 2018 is US\$ 5.3 Million.

This budget covers mainly costs related to the agenda support facility and does not include the entire budgets of the Focus Areas and Knowledge Networks. It provides support to these groups to pursue certain issues relevant to the multi-stakeholder process such as ignition capital for research processes, practice and policy change assessment, participative policy development, technology and knowledge exchange initiatives, and ingenious forms of capacity development. The budget also considers resources for emerging initiatives driven by new themes that can become relevant during the project horizon.

1. Introduction

1.1 Background

Poverty and hunger eradication are among the greatest global challenges facing the world today and an indispensable requirement for 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 coming 30 years. The livestock sector could contribute to address these challenges by promoting a sustained economic growth, inclusive social development and an efficient use of natural resources.

The Global Agenda recognizes that for livestock to be sustainable, the sector needs to respond to the growing demand for livestock products and enhance its contribution to food and nutritional security; provide secure livelihoods and economic opportunities for hundreds of millions of pastoralists and smallholder farmers; use natural resources efficiently, address climate change and mitigate other environmental impacts; and enhance human, animal, and environmental health and welfare.

The Global Agenda provides a global platform, regionally and locally rooted, to comprehensively address the sector's multiple challenges towards sustainable development. It facilitates global dialogue to foster local practice and policy change (PPC), focusing on innovation, capacity building, and incentive systems and enabling environments.

The UN Agenda 2030 constitutes an integrated, indivisible set of global priorities for sustainable development. It is accepted by all countries and applicable to all. The targets are defined as aspirational global targets, with each Government setting its own processes to achieve them. These goals and targets integrate social, economic and environmental aspects and recognize their interlinkages in achieving sustainable development in all its dimensions. The list of the 17 Goals of the UN Agenda 2030 for Sustainable Development is shown in Annex 8.

A major lesson learned from the Millennium Development Goals (MDG) process is that the attainment of the sustainable development goals depends on global partnerships that mobilize and share knowledge, expertise, technology and financial resources. This is recognized by the UN 2030 Agenda in its Goal 17. Thus, the success of the Agenda 2030 and the successful implementation of its Sustainable Development Goals will depend on the establishment of multi-stakeholder partnerships.

The aim of this document is to explore the interest of current and potential new donors in a process that seeks to support countries in achieving the UN Agenda 2030 and the Sustainable Development Goals related to sustainable livestock, while contributing to validate and shape a new innovative cooperation approach.

1.2 The Global Agenda 2011 to 2015

This chapter briefly outlines the start of The Global Agenda with its initial structure, approaches and processes and lists its most important tangible results from 2011 to 2015.

1.2.1 Structure, Approaches and Processes

The size and complexity of improving the sector's sustainability has led to the recognition that this task can be significantly and effectively tackled through concerted action by all stakeholder groups. Given the public good nature of the sector's environmental, social and economic challenges and its increasing economic integration, collective global action is needed. Starting in 2011, stakeholders from all relevant parts of the livestock sector have thus formed a partnership

to develop a Global Agenda for Sustainable Livestock. The list of the present members of The Global Agenda is shown in Annex 4.

The Global Agenda is built on the expertise, experience and skills of a wide range of stakeholders and has explored approaches such as: participative policy development; roundtables; technology and knowledge exchange initiatives; and creative forms of capacity development. Some of its main outputs achieved so far include the following:

1. Establishment of a Multi-Stakeholders Partnership with the active engagement of Governments, Civil Society Organizations, Private Sector, Donors, Academia, NGOs, as well as Inter-governmental and Multi-lateral Organizations, to facilitate stakeholder dialogue and concerted action in support of a sustainable livestock sector.
2. A structure to support and guide The Global Agenda has been developed: this set-up and governance structure includes a Guiding Group, three Focus Area groups, and a Technical Support Team.
3. A series (5) of Multi-stakeholder platform (MSP) meetings have been held, which have built consensus, shared knowledge and developed a shared vision: Brasilia and Phuket 2011 – Nairobi 2012 – Ottawa 2013 – Cali 2014
4. Establishment of 3 Focus Area groups: Closing the efficiency gap; Restoring value to grasslands; Waste to worth
5. Advocacy on importance of sustainable livestock sector in the process of developing the UN Agenda 2030 and at policy level.
6. Incubation of regional technical networks such as: Dairy Asia-Network; Global Network on Silvopastoral Systems (GNSPS); thematic initiatives such as on Livestock Waste Management and Enteric Methane (both with CCAC³); and support to global development of environmental metrics (LEAP⁴).

The Global Agenda strives to become a key implementation process of the UN Agenda 2030 for Sustainable Development, catalyzing and guiding the sustainable development of the livestock sector through the continuous optimization of the economic, social and environmental outcomes of the livestock sector.

1.2.2 The Agenda Achievements 2011 to 2015

To inform, guide and catalyze practice change, the partnership embarked on the following approaches for change:

Consult and Network. Stimulate and facilitate multi-stakeholder interaction and collaboration at international level and enhance the access to and choice of information.

- Establishment and further development of an Agenda governance structure
- Organization of five MSP meetings
- Foster awareness and advocacy of sustainable livestock issues

³ The Climate and Clean Air Coalition to Reduce Short-Lived Climate Pollutants (CCAC) is a voluntary global partnership of governments, intergovernmental organisations, business, scientific institutions and civil society committed to catalysing concrete, substantial action to reduce SLCPs (including methane, black carbon and many hydrofluorocarbons).

⁴ Livestock Environmental Assessment and Performance (LEAP) partnership

- Development of the multi-stakeholder platform with over 50 members who signed the consensus document
- Investment roundtable, Fribourg, June 2014
- Presentations at international events (Berlin, Manila, etc.)
- Development of linkages with related initiatives at Expo Milano event 25 June 2015 such as the Global Agenda for Climate-Smart Agriculture (GACSA), Global Research Alliance on Agricultural Greenhouse Gases (GRA), etc.

Analyze and inform. Conduct analyses and assessments to aid joint understanding and consensus building on resource use issues; and develop harmonized metrics and methodologies.

- Establishment of three focus areas with specific opportunities for large environmental, social, and economic gains.
 - Closing the efficiency gap
 - Restoring value to grasslands
 - Waste to worth

Guide and pilot. Form inter-governmental and other partnership processes; facilitate and support innovation and investment in sustainable sector development; and, make strategic sector recommendations.

- Natural Resource Use efficiency matrix
- Framework for piloting Natural Resource Use Efficiency assessments
- Collaboration and cooperation with LEAP
- Framework for piloting grasslands assessments
- Manure management programme with the Climate and Clean Air Coalition to Reduce Short-Lived Climate Pollutants (CCAC)
- Support to development of Dairy Asia
- Supporting the establishment of the Global Silvopastoral Systems Network

The Global Agenda has been successful in making the case for a global approach towards sustainable livestock sector development. Regional and sub-sectoral institutions and platforms are basing their activities increasingly on The Agenda's approaches and messages towards practice change within their objectives and strategies.

2. The Global Agenda 2016 to 2018

2.1 The Global Agenda Consensus Document

The Global Agenda bases its rationale and its mission, vision and objectives on the following revised a Consensus Document that has recently been revised by the Guiding Group. Signing this document is a condition to be part of The Global Agenda. See below the text of the Consensus Document:

The Global Agenda for Sustainable Livestock Consensus Document

(final version sent by the Chair as per 13 November, 2015)

1. 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;
2. Convinced that livestock development has a key role to play for the attainment of the UN Agenda 2030;

3. 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;
4. 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;
5. 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 Inter-governmental and Multi-lateral Organizations; and
6. 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 platform 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.

2.2 Coordination and Collaboration Structure of The Global Agenda

The Global Agenda coordination and collaboration structure is based on the principles of a dynamic, open, inclusive, regionally balanced multi-stakeholder initiative aiming at consensus.

In pursuing improvements in its governance structure and being a learning initiative, The Global Agenda has adopted a coordination and collaboration structure consisting of:

- a. **MSP.** Multi-Stakeholder Platform. An open and inclusive MSP for dialogue and consensus building on priority issues and actions.
- b. **GG.** Guiding Group. A GG to provide overall direction, guidance and monitoring, consisting of stakeholder representatives selected by seven stakeholder clusters. The GG will consist of up to five representatives from each of the following constituency stakeholder clusters:
 - **Public sector.** Representatives from governments
 - **Private sector.** Representatives from private sector organizations
 - **Academia/research.** Representatives from research organizations and universities
 - **Donors.** Representatives from monetary contributors to The Global Agenda's Trust Fund
 - **NGOs.** Representatives from interest groups such as animal welfare and environmental or livelihood non-governmental organizations
 - **Social movements and community-based organizations.** Representatives of pastoralists; indigenous people; agricultural workers; small farmers and peasants

- **Inter-governmental and Multi-lateral organizations.** Institutions that have a mandate in livestock sector development, e.g. World Bank, CGIAR⁵, OIE⁶, FAO, WHO⁷, represented by the Livestock Global Alliance as appropriate.

Guiding Group - Terms of Reference:

- Advise on and establish the overall framework, procedures and activities of The Global Agenda
- Contribute to the continuous development of the vision and strategy of The Global Agenda;
- Provide overall direction and guidance to The Global Agenda
- Support the functioning of the MSP (and its constituency clusters)
- Review Focus Areas (FAs), Knowledge Networks (KNs) and Agenda Technical Support Team activities
- Establish clearance mechanisms for FA and KN products to be endorsed by The Global Agenda
- Provide recommendations and programmatic advice to the Executive Committee and/or ad-hoc working committees
- Monitor and review the activities of the Executive Committee
- Represent the Agenda in different fora and promote the Global Agenda and its objectives;
- Facilitate the mobilization of resources
- Establish ad hoc working committees to explore particular issues as appropriate.

The role of the Guiding Group is, hence, one of strategy and policy development, provision of advice (guidance) and monitoring/oversight of the Executive Committee. Decisions are made by consensus. The Guiding Group is consulted for the selection of the Project Manager of the Agenda.

- c. **ExCom.** Executive Committee. The Executive Committee has not yet (November 2015) been formally established and its appointment procedure will be suggested by the FAO Partnerships and Advocacy Office by early 2016. An Action Plan Task Force consisting of the cluster group conveners is acting as an interim executive committee.
- d. **AST.** Agenda Technical Support Team. The AST is the secretariat and provides technical and operational support and is currently hosted by FAO. The AST ensures interaction and cross-fertilization among the stakeholder clusters and a coherent approach. The AST will be composed by a team of:

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

The AST will be administratively under FAO Livestock Production and Health Division (AGA) on sustainable livestock related issues and FAO Partnership Unit (OPCP) on multi-stakeholder coordination and governance mechanism aspects. The Guiding Group (GG) will be responsible to lead and oversee the development of each of the Action Plan components and support the implementation of activities. The following terms of reference are temporary since they are now under revision and subject to further discussion in the GG.

Agenda Technical Support Team – Terms of Reference

The AST supports the building and implementation of the Agenda, in particular through

⁵ The Consultative Group for International Agricultural Research (CGIAR) is a global partnership that unites organizations engaged in research for a food secure future.

⁶ The World Organisation for Animal Health (OIE) is the intergovernmental organization responsible for improving animal health worldwide.

⁷ The World Health Organization (WHO) is a specialized agency of the United Nations (UN) that is concerned with international public health.

- Facilitating stakeholder interaction, coordination and consensus building
- Providing and coordinating expertise and analysis
- Assisting in the preparation of guidance for technology and policy development
- Secretarial support to GG, Executive Committee, Chair
- Organisation of MSP, GG, Executive Committee and other meetings
- The AST provides progress reports on the use of The Global Agenda's trust fund resources to its donors, Executive Committee and GG.

e. Focus Areas (FA) and Knowledge Networks (KN) will be responsible to lead the implementation of activities, development of outputs and drafting of reports. Specific descriptions of these groups can be found in Annexes 9 to 14. The following terms of reference are temporary since they would need to go under revision and subject to further discussion in the GG.

Focus Areas (FAs) and Knowledge Networks (KNs) – Terms of Reference

- FAs and KNs conduct specific analysis and reviews
- FAs and KNs develop guidelines for good practices and The Global Agenda supports their adoption
- FAs and KNs support implementation and up-scaling of good practices
- FAs and KNs document and communicate their specific experiences and recommendations via The Global Agenda communication channels
- FAs and KNs follow clearance mechanisms established by the GG for their technical products.

Lines of Command between MSP – GG – Executive Committee – Chair – AST

The MSP is the plenary body to which the other coordination and collaboration and support bodies report to. Operationally, the Chair and the Executive Committee report to the Guiding Group according to their tasks agreed for each in the work plan. The AST will technically and operationally support these coordination and cooperation processes. Below a draft terms of reference are listed for The Global Agenda Chair and those for The Global Agenda Technical Support Team and additional details of the various bodies as well are shown in Annex 5.

Chair of Guiding Group and Excom – Terms of Reference

- Chair The Global Agenda Guiding Group and Executive Committee and facilitate its provision of overall strategic direction and guidance to the Agenda
- Lead the Guiding Group's and Executive Committee's preparation of the different Multi-Stakeholder Platform meetings (MSP), and the finalization of The Global Agenda's implementation modalities and the composition, selection, and roles of its initial organizational and functional set-up components
- Guide The Global Agenda's engagement with existing inter-governmental and other policy-related processes
- Facilitate the continued effective and broad participation and commitment of sector stakeholders;
- Represent The Global Agenda in different fora and promote The Global Agenda and its objectives among sector actors
- Assist in the development of a "The Global Agenda brand" and global profile, with concomitant quality control and vetting procedures
- Contribute to the preparation of The Global Agenda publicity and advocacy including material for regular web-site updates
- Plan and support fundraising strategies and activities with the Project Manager.

Figure 1 below shows the graphical representation of the collaboration and coordination structure of the Global Agenda in the framework of the UN Agenda 2030 for Sustainable Development.

Figure 1: Collaboration and coordination structure of The Global Agenda



2.3 The Global Agenda Logical Framework 2016 – 2018

The logical framework 2016 to 2018 explains the expected outcomes and outputs and how results will be achieved (activities). Indicators to measure and document the level of achievement of these results are presented at output level.

The detailed logical framework is presented in Annex 1.

Vision

The Agenda enhances the contribution of the livestock sector to sustainable development.

Mission

The Agenda enhances livestock stakeholders' commitment, investments and adoption of good practices in support of the UN Agenda 2030 for Sustainable Development through a multi-stakeholder partnership process.

Goal

To facilitate dialogue, generate evidence and support the adoption of good practices and policies in favor of the UN Agenda 2030 targets and objectives related to livestock.

Outcomes

Outcome 1: The Global Agenda offers a dynamic and inclusive platform for sustainable livestock policy dialogue, knowledge exchange, and agreement on joint action at global, regional and national levels, supporting the achievements of the UN Agenda 2030 for Sustainable Development.

The Global Agenda as a multi-stakeholder partnership enhances its reach by initiating and supporting global, regional and national multi-stakeholder platforms, agendas and initiatives to raise awareness for sustainable livestock sector development to support the achieving of the UN Agenda 2030. The Global Agenda debates development issues, exchanges knowledge and identifies priorities for joint action with the focus on policy dialogue, creation, documentation and communication of evidence, and fostering practice change towards sustainable livestock sector development.

The Global Agenda develops into the leading multi-stakeholder platform by offering opportunities to meet and exchange at global, regional and national levels and offers its services as umbrella platform for sustainable livestock development and interface for livestock sector activities towards achieving the UN 2030 Agenda for Sustainable Development. Stakeholders organize in seven clusters to develop positions and recommendations, and The Global Agenda Guiding Group oversees activities, reaches out to partners and encourages engagement and commitment. Effective links are established and developed with partner initiatives and institutions. Focus Areas and Knowledge Networks provide knowledge, develop inputs for good practices and support pilots and up-scaling of good practices. The Global Agenda Technical Support Team is responsible for facilitating stakeholder interaction, coordination and consensus building; providing and coordinating expertise and analysis; assisting in the preparation of guidance for technology and policy development, as well as secretarial support to Guiding Group, Executive Committee and Chair.

Outcome 2: The Global Agenda offers useful tools and robust analytical evidence facilitating the dialogue process to arrive at policies, strategies and frameworks in support to sustainable livestock development.

The Global Agenda, via Focus Area Groups and Knowledge Networks, engages in sector analysis, incubation and support to adoption of proven good policy, institutional and technical practices to enhance economic, social and environmentally sustainable livestock.

Thus, The Global Agenda's recommendations are evidence-based, through state of the art assessments wherever necessary, and documents and communicates important existing evidence relevant for sustainable livestock.

Furthermore, The Global Agenda links its members to relevant other partnerships and alliances and creates links to additional Knowledge Networks to access the knowledge base of these new networks for its members.

Outcome 3: The Global Agenda stakeholders achieve and report on local and global practice and policy change (PPC), focusing on continuous, context specific improvement and innovation and promoting livestock sector investments and project development.

The Global Agenda is geared towards practice and policy change through continuous improvement. It recognizes the diversity of conditions and objectives, and promotes good practices and policies. The Global Agenda supports implementation and up-scaling of evidence-based and piloted good practices and will develop common criteria for incubation and up-scaling as well as region-specific investment guidelines. In the medium term The Global Agenda, in collaboration with other relevant alliances and agendas, will develop general livestock sustainability guidelines.

The Global Agenda also supports a global assessment of natural resource use in livestock supply chains, and commissions a survey on major ongoing and planned livestock sector investments through the active interventions of its Focus Areas and Knowledge Networks. It also acts as a platform to promote livestock sector investments in close collaboration with interested governments by creating synergies between donors, regional and local investors, and development agencies interested in sustainable livestock.

2.4 Monitoring, reporting and evaluation

The Global Agenda Technical Support Team will be responsible for the monitoring and reporting of The Global Agenda activities and financial aspects through the following means:

Content Reporting: Short reports on activities and achievements will be needed for each GG meeting. In addition, comprehensive annual progress reports will be compiled.

Financial Monitoring and Reporting: The Global Agenda will work based on annual budgets, approved by the Executive Committee and communicated to the Guiding Group.

Financial reporting will be done for:

- **Donors:** Reporting according to formats and periodicity, as agreed between Donors and FAO
- **The Global Agenda:** Monitoring and reporting will be done for the Executive Committee. The annual report will contain a financial section. Annual report and accounts will be presented once a year in the Guiding Group.

Evaluation: The Action Plan 2016 – 2018 foresees an external evaluation in the first half of 2018. A corresponding budget line has been created.

2.5 Budget Summary of The Global Agenda 2016-2018 and in-kind contribution

The Global Agenda budget 2016-2018 has been designed to cover the cost of the secretariat, the cost of the MSP process, travel costs, Focus Area and Knowledge Network project incubation⁸ costs, practice and policy change support to start MSP national processes, and an external evaluation in 2018, as well as the FAO service and project cost fees (applicable rate of

⁸ Incubation means assistance to stakeholders for developing the additional practices that create an open, transparent, welcoming and predictable project for fostering good practices.

7 % or 13 % is under negotiation). Table 1 shows the summary budget including the FAO in-kind contribution. The detailed budget is presented in Annex 3.

Table1: Summary Budget of The Global Agenda 2016 -2018

Summary Budget: The Global Agenda 2016-2018					
	Fee	2016	2017	2018	Total
1. GASL Secretariat		518,624	520,604	520,604	1,559,831
2. MSP Process		415,000	385,000	415,000	1,215,000
3. Travel		126,500	110,000	126,500	363,000
4. Focus Areas & Knowledge Networks		270,000	405,000	225,000	900,000
5. Practice and policy change support to start national processes		200,000	200,000	200,000	600,000
6. Project External Evaluation				50,000	50,000
7. Total		1,530,124	1,620,604	1,537,104	4,687,831
8. FAO Project Cost Fee	13%	198,916	210,678	199,823	609,418
Total with 13% PC		1,729,040	1,831,282	1,736,927	5,297,249
9. FAO Project Cost Fee	7%	107,109	113,442	107,597	328,148
Total with 7% PC		1,637,232	1,734,046	1,644,701	5,015,979

FAO in-kind	Months	2016	2017	2018	Total
Average P4 level	38	212,952	212,952	212,952	638,856

The estimates of expected in-kind contribution in terms of time and funds by the participating institutions amount to US \$2.1 Million in 3 years (see Table 4 in Annex 6 for details). The estimated in-kind contribution only considers staff time and direct costs for the collaboration and coordination structure as well as for the multi-stakeholder process. It does not contain any cost for specific Global Agenda activities such as surveys, reviews and publications.

The Global Agenda's budget also does not contain the full cost of the Focus Area Group programmes or the Knowledge Network programmes but it includes ignition capital (for good practice identification, capacity building, workshops, research, incubation and scaling-up) for them to become operative and capable of attracting more resources to attain their medium term objectives. All of them have developed specific budgets and their requirement to implement their plans in full for the next three years amounts to additional US\$ 933'000 per year or 2'800'000 in three years (see Annexes 9 to 14).

2.6 Timeline and Milestones

A detailed timeline and milestone table is given in Annex 2. For the time being, a timeline and milestones for 2016 can be developed and communicated in detail. For the years 2017 and 2018 the timeline and milestones will need to be revised according to the progress made in the implementation of the action plan.

2.7 Risk Assessment

Some of the major risks are listed in Table 2. In addition, The Global Agenda has to follow due diligence rules for project implementation and management. These rules are listed in Annex 7.

Table 2: Project Risks

Risk	Mitigation measures	Risk level
Lack of engagement and insufficient participation of developing countries and emerging economies	The Global Agenda shows its partners consistently the benefits of active commitment. Ensure participation with strong incubation activities with developing countries and emerging economies	Medium
Reputational risks	OPCP to develop appropriate guidelines and procedures to conduct the partnership	Medium
Quality of results risks	Close, high-level technical and political supervision in The Global Agenda activities	Medium
COAG advises to redirect the initiative	Incorporate COAG actively in The Global Agenda self-monitoring routines	Low
Coherence with other initiatives and alliances is not sufficiently assured. Duplication and competition, instead of making use of synergies, prevails	Monitoring, cross-participation and use of potential synergies with other initiatives and alliances. Improve communication of the objectives and achievements of The Global Agenda.	Medium
Insufficient core funding on time	Work towards a broad funding and funder base. Solicit further support with present core funders, and approach new donors.	Medium

3. Annexes

Annex 1: The Global Agenda Logical Framework

Goal

To facilitate dialogue, generate evidence and support the adoption of good practices and policies in favor of the UN Agenda 2030 targets and objectives related to livestock

Outcome 1

The Global Agenda is a dynamic and inclusive platform for sustainable livestock policy dialogue, knowledge exchange, and agreement on joint action at global, regional and national levels, supporting the achievements of the UN Agenda 2030.

Output 1.1

A representative, Multi Stakeholder Platform debates development issues, exchanges knowledge and agrees on priorities for joint action.

Indicators for output 1.1

- Documented priorities
- Documented joint opportunities.
- Proceedings of the annual MSP meetings (global, regional, national)
- Annual progress reports of The Agenda

	Activities
1.1.1	The Global Agenda organizes an annual Multi-Stakeholder Platform (MSP) global meeting (e.g. South Africa, US, China).
1.1.2	The Global Agenda supports the organization of three annual Multi-Stakeholder Platform (MSP) regional meetings (one per year) in Europe, Near East, North America, Latin America, Asia or Africa.
1.1.3	The Global Agenda supports the organization of annual national Multi-Stakeholder Platforms (MSP) meetings in at least two selected countries
1.1.4	The Global Agenda representatives participate in important events of related initiatives, agenda and alliances (e.g. 3 side events every 2 years at FAO Regional Conferences).
1.1.5	The Global Agenda maintains a communication infrastructure and communicates regularly
1.1.6	The Global Agenda acts to assure a balanced representation among its partners

Output 1.2

The Global Agenda Guiding Group oversees activities, reaches out to partners, and encourages engagement and commitment.

Indicators for output 1.2

- Minutes and documentation of ExCom meetings
- Minutes and documentation of GG meetings
- Minutes and documentation of FAs and KNs meetings
- Minutes and documentation of Cluster meetings
- Number of people attending ExCom, GG, cluster, KNs and FAs face to face meetings
- Annual progress reports of The Global Agenda
- Specific documents and reports

	Activities
1.2.1	The ExCom meets three times face to face per year and conducts need-based virtual meetings

1.2.2	The GG meets twice per year. Face to face with MSP meetings and ExCom meetings. Need-based virtual meetings on demand by the Chair
1.2.3	GG develops and implements effective mechanisms to organise, implement (including criteria for ignition capital allocation to FAs and KNs), monitor, document and communicate activities and results of The Global Agenda Action Plan.
1.2.4	GG and Chair prepare reports on implementation of GG actions that are part of The Global Agenda Action Plan

<p>Output 1.3</p> <p>Stakeholders organize in clusters to debate and develop positions and maximize contribution of each cluster to the development of sustainable livestock solutions and their implementation</p>	<p>Indicators for output 1.3</p> <ul style="list-style-type: none"> • Clusters meetings minutes • Clusters position papers on different key and emerging issues posted in the website • Clusters regional chapters constituted • Extent of engagement of a breadth of stakeholders representing all main sectors, issues and geographical regions in a functional cluster group • Regular engagement of clusters in dialogue and solutions development • Extent and quality of contribution of clusters to Guiding Group strategy • Global Agenda position papers published on The Global Agenda website and used in The Global Agenda communications and advocacy • Cluster constituency demonstrates growth of participation and implementation of sustainable livestock solutions • Clusters' engagement in MSP and other agenda activities maximizes visibility of each sector's dynamic solutions-focused outputs
Activities	
1.3.1	Clusters coordinate and organise their activities, are supported by a Cluster coordinator and are represented in the GG and ExCom (if so indicated by procedures to be approved next year)
1.3.2	Clusters meet on specific issues and document and communicate their findings, producing and publishing position papers via The Global Agenda communication structure.
1.3.3	Clusters establish and manage the process to create regional chapters (plan, budget, execution)
1.3.4	Clusters work with AST and FAO Partnerships Office to design, develop, finalise and implement cluster development plans, including a dialogue and regular communications
1.3.5	Cluster coordinators, with the support of AST, manage two-way cluster-Guiding Group engagement and prepare and convey briefing papers on cluster positions

<p>Output 1.4</p> <p>The Global Agenda offers its services as an umbrella platform for sustainable</p>	<p>Indicators for output 1.4</p> <ul style="list-style-type: none"> • Cross-partnerships meeting and workshop report
---------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------

livestock by establishing effective links with relevant partnerships and institutions.	<ul style="list-style-type: none"> The Global Agenda cross-partnership activity annual report (part of The Global Agenda annual report)
Activities	
1.4.1	ExCom and GG members explore opportunities for collaborative links with partner initiatives and alliances by commissioning the development of a mapping tool with the necessary criteria to identify key actors in relation to sustainable livestock at the global and regional levels and mapping relevant initiatives, organizations and agendas in the livestock sector.
1.4.2	The Global Agenda approaches key actors, organisations and relevant initiatives and agendas related to sustainable livestock, inviting them to sign the consensus document and join The Global Agenda and participate in the multi-stakeholder platform activities.

Output 1.5 Focus Area Groups and Knowledge Networks produce tools, engage in sector analysis, incubation and support to adoption of proven good policy, institutional and technical practices	Indicators for output 1.5 <ul style="list-style-type: none"> Number of active FAs and KNs Published analysis and review documents Implemented and documented incubation activities supported by The Global Agenda Implemented and documented up-scaling activities Available specific guidelines
Activities	
1.5.1	Focus Areas (FAs) and Knowledge Networks (KNs) conduct specific analysis and reviews
1.5.2	Focus Areas and Knowledge Networks follow clearance mechanisms established by the GG for their technical products.
1.5.3	Focus Areas and Knowledge Networks develop guidelines for good practices and The Global Agenda supports their adoption.
1.5.4	Focus Areas and Knowledge Networks support implementation and up-scaling of good practices
1.5.5	Focus Areas and Knowledge Networks document and communicate their specific experiences and recommendations via The Global Agenda communication channels.

Output 1.6 The Global Agenda effectively advocates on the potential and results of sustainable livestock through effective internal and external communications, increasing engagement of all those influencing the future of sustainable livestock implementation.	Indicators for output 1.6 <ul style="list-style-type: none"> Number and type of influential organisations engaged in The Global Agenda Geographic, scale and issue diversity of actively participating The Global Agenda members Extent of active cross-sector engagement ongoing through The Global Agenda's activities and communications Uptake of The Global Agenda communication products within external policy dialogues and their reflection in policy priorities and content Presence of sustainable livestock within global and regional development processes and consequent implementation plans
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	<ul style="list-style-type: none"> Resources committed to sustainable livestock as a consequence of sustainable livestock advocacy strategy
Activities	
1.6.1	A task force appointed by the GG develops - and The Global Agenda implements - a communications strategy and action plan focused on internal stakeholders
1.6.2	A task force appointed by the GG develops - and The Global Agenda implements - external communications and advocacy strategy and messages
1.6.3	The Global Agenda develops communications assets and a digital platform
1.6.4	The Global Agenda members proactively promote The Global Agenda messages and products through their networks and in major policy dialogues

Outcome 2	
The Global Agenda offers useful tools and robust analytical evidence facilitating the dialogue process to arrive at policies, strategies and frameworks in support to sustainable livestock development.	
<p>Output 2.1</p> <p>Improved understanding and stakeholder capacities to monitor/assess the role of livestock in the UN Agenda 2030 for Sustainable Development linkages and issues.</p>	<p>Indicators for output 2.1</p> <ul style="list-style-type: none"> Proceedings from workshop and seminar about the role of livestock in the UN Agenda 2030 The Global Agenda technical paper about the role of livestock in the UN Agenda 2030 drafted The Global Agenda presentation about the role of livestock in the UN Agenda 2030 developed and delivered at high-level events Key variables and indicators on the contribution of the livestock sector to the UN Agenda 2030 Data and information to monitor and analyse changes in the contribution of the livestock to the UN Agenda 2030 Cross-country comparable indicators to monitor changes in the contribution of the livestock to the UN Agenda 2030 Global assessment by 2017 and regional assessment by 2018 of the attainment of performance indicators set for the output 2.1
Activities	
2.1.1	The Global Agenda takes the lead to facilitate the establishment of the linkages between livestock and the UN Agenda 2030 for Sustainable Development in the 2016 MSP meeting in South Africa.
2.1.2	The Global Agenda leads to facilitate the process to identify key variables and indicators to assess the contribution of the livestock sector to the Agenda 2030 targets and objectives and commissions the development of a working paper regarding linkages between livestock and the UN Agenda 2030.
2.1.3	The Global Agenda facilitates the development of a presentation on the linkages between livestock and the UN Agenda 2030 for Sustainable Development and members make use of this presentation in global, regional and national meetings.

2.1.4	The Global Agenda facilitates contributions to the process to assemble data and information to monitor and analyse changes of the contribution of the livestock sector to the UN Agenda 2030 targets and objectives. The Global Agenda selects a data base provider for monitoring and analysis of UN Agenda 2030 targets and objectives.
2.1.5	The Global Agenda facilitates development and delivery of an integrated set of cross-country comparable indicators to monitor changes in the contribution of the livestock to the UN Agenda 2030 targets and objectives.
2.1.6	The Global Agenda annual report includes information on the process and results of the linkages between livestock and the UN Agenda 2030 for Sustainable Development.

<p>Output 2.2</p> <p>Improved understanding of livestock short-term and long-term sustainability contributions, synergies, trade-offs and options for resolution.</p>	<p>Indicators for output 2.2</p> <ul style="list-style-type: none"> • Proceedings from the workshop seminar about sustainability contributions, synergies, trade-offs and options for resolution • Technical paper about livestock sustainability contributions, synergies, trade-offs and options for resolution • Technical presentation about livestock short-term and long-term sustainability contributions, synergies, trade-offs and options for resolution developed and delivered at high-level events.
Activities	
2.2.1	The Global Agenda commissions the development of a working paper and a technical paper on livestock sustainability contributions, synergies, trade-offs and options for resolution
2.2.2	The Global Agenda facilitates the development of a presentation on livestock sustainability contributions, synergies, trade-offs and options for resolution. The Global Agenda members make use of this presentation in global, regional and national meetings.
2.2.3	The Global Agenda includes in the annual report a description of the process and results on livestock sustainability contributions, synergies, trade-offs and options for resolution.

<p>Output 2.3</p> <p>State-of-the-art assessments provide a basis for priority setting and identification of emerging issues.</p>	<p>Indicators for Output 2.3</p> <ul style="list-style-type: none"> • 3 papers on sustainable livestock priorities and emerging policy issues • MSP agenda item and report on sustainable livestock priorities and emerging policy issues • The Global Agenda working paper on sustainable livestock priorities and emerging policy issues
Activities	
2.3.1	The Global Agenda initiates and coordinates a call for papers on sustainable livestock priorities and emerging policy issues.
2.3.2	The Global Agenda organizes a biennial symposium on sustainable livestock priorities and emerging policy issues as part of an MSP meeting.

2.3.3	The Global Agenda supports the development and communication of working papers on priorities and emerging policy issues on sustainable livestock.
-------	---------------------------------------------------------------------------------------------------------------------------------------------------

Output 2.4 Sustainable livestock practice and policy change (PPC) support to start national MSP processes		Indicators for Output 2.4	
		<ul style="list-style-type: none"> Country assessment reports on PPC relevant issues Report per country on the support provided to at least 2 countries per year The Global Agenda working paper on lessons learned from national MSP processes started each year 	
Activities			
2.4.1	The Global Agenda commissions the development in two countries per year of a practice and policy change assessment on sustainable livestock relevant issues that will provide the technical ground to develop the national MSP in each country		
2.4.2	The Global Agenda organises a national MSP in two countries per year to raise awareness and consensus on sustainable livestock PPC issues based on the country assessments conducted.		
2.4.3	The Global Agenda effectively communicates to governments of countries where MSPs took place, the PPC recommendations on sustainable livestock suggested by the national platforms.		

Outcome 3			
The Global Agenda stakeholders achieve local practice and policy change (PPC), focusing on continuous, context specific improvement and innovation and promoting livestock sector investments and project development.			
Output 3.1 The Global Agenda develops general livestock sustainability principles, guidelines and tools		Indicators for output 3.1	
		<ul style="list-style-type: none"> Global Agenda livestock principles and guidelines document drafted, discussed, validated, finalized and communicated 	
3.1.1	Building on the LEAP experience, The Global Agenda GG develops Terms of Reference for the development of general livestock sustainability guidelines, and commissions the drafting of the guidelines		
3.1.2	The Global Agenda supports the LEAP validation of the drafted guidelines globally and adjust them to regional contexts through Regional MSPs		
3.1.3	Discussion and validation of the guidelines in the MSP process. Agenda item in a Global MSP meeting		
3.1.4	The Global Agenda supports the revision, finalization and communication of the guidelines		

Output 3.2 On-the-ground validation of sustainability guidelines		Indicators for output 3.2 <ul style="list-style-type: none"> • Reports on validation of guidelines • Guidelines to facilitate the adoption of validated approaches
3.2.1	The Global Agenda supports on-the-ground validation of sustainability guidelines through seed funding and technical support.	
3.2.2	Discussion and validation of the criteria in the MSP process. Agenda item in a Global MSP meeting.	
3.2.3	The Global Agenda supports the revision, finalization and communication of the criteria.	

Output 3.3 The Global Agenda supports a global assessment of natural resource use and Food Security and Nutrition related to livestock supply chains		Indicators for output 3.3 <ul style="list-style-type: none"> • Report on global assessment on natural resource use and Food Security and Nutrition related to livestock • Report on MSP with chapter on global assessment on natural resource use and Food Security and Nutrition related to livestock
3.3.1	The Global Agenda, as a member of a consortium, participates in the global assessment of natural resource use and Food Security and Nutrition related to livestock supply chains.	
3.3.2	The results of the assessment are documented and communicated via The Global Agenda communication channels and in a MSP meeting	

Output 3.4 The Global Agenda acts as platform to promote livestock sector investments in close collaboration with governments, relevant international agencies, research institutions and development foundations		Indicators for output 3.4 <ul style="list-style-type: none"> • Report on investor meeting • Medium and long term investment plan for livestock sector investment • Report on livestock sector investment meeting
3.4.1	The Global Agenda develops Terms of Reference and commissions a survey on major ongoing and planned livestock sector investments	
3.4.2	The Global Agenda, in collaboration with governments, relevant international agencies, research institutions and development foundations develops a global strategy paper on key investment needs in the livestock sector.	
3.4.3	The Global Agenda provides support to the identification and development of investment proposals and uses its consensus-building platform to lobby for their funding and ease their implementation.	
3.4.4	The Global Agenda develops guidelines, technical notes, training material, performance indicators and related products to support investment in sustainable livestock development.	

Annex 2: Timeline and Milestones

Time	Milestones	Results and Outputs	Responsible
01.-03.2016	Development of The Global Agenda annual action plan and budget at activity level. The Global Agenda coordination and collaboration process is planned for 2016	The Global Agenda Plan of Action 2016	AST, supported by ExCom GG approves
01.-03.2016	Progress Report on The Global Agenda 2011 – 2015 to be published on web page and hard-copied for distribution	Report on The Global Agenda achievements 2011-2015	AST supported by ExCom GG approves MSP is informed
01.-03.2016	Development of The Global Agenda communication strategy (output 1.6)	Communication strategy	AST supported by GG communication task force GG approves
01.-03.2016	Terms of Reference for mapping tool for key actors in livestock (output 1.4)	TOR for mapping tool available. Tendering started	AST supported by consultants
01.-03.2016	Development of a working paper on Livestock –UN Agenda 2030 links (output 2.1)	Draft paper ready for MSP 2016	AST supported by consultants
Time 31.03.2016	<i>Documents and results listed in 01.03.2016 ready for the MSP 2016 in South Africa</i>		
Annual Global Plans 31.01.2016 31.01.2017	Development of Annual Action Plan of The Global Agenda coordination and collaboration process (output 1.2)	The Global Agenda Annual Action Plan	AST supported by ExCom GG approves
31.01.2018	Development of Annual Action Plan of The Global Agenda Cluster activities (output 1.3)	The Global Agenda Cluster Annual Plans	Cluster coordinators supported by AST
	Development of Annual Action Plan of The Global Agenda FAs and KNs activities (output 1.5)	The Global Agenda FAs & KNs Annual Plans	FAs & KNs Coordinators supported by AST
Annual Global Agenda Outreach	Annual plan of The Global Agenda participation in related initiatives, agendas and alliances	Program showing The Global Agenda persons participating in its related events	AST, ExCom and GG, Lead Chair
Time 31.01.2016 31.01.2017 31.01.2018	<i>Annual plans for current year available and approved by GG</i>		

Time	Milestones	Results and Outputs	Responsible
Annual Meetings	Organisation of MSP meeting global (output 1.1)	Programs, Agendas, Reports on MSP meetings	AST, supported by ExCom, reports approved by GG
	Organisation of MSP Meeting regional (output 1.1)		
	Organisation of MSP meetings national (output 1.1)		
Time 31.12.2016 31.12.2017 31.12.2018	Annual MSP meetings conducted, documented, and documents communicated		
The Global Agenda Annual Progress report	Annual Global Agenda progress reports	Comprehensive Agenda Annual Report	AST, supported by ExCom, FA & KN coordinators GG approves
Time 31.12.2016 31.12.2017 31.12.2018	The Agenda Annual progress reports, available in high quality		
2016	Development of working paper on livestock sustainability contributions, synergies, trade-offs and options for solutions (output 2.2)	Terms of Reference available and drafting of working papers started	AST supported by consultants and in collaboration with partner agencies
2016	Start the process to identify key variables and indicators to assess the contribution of the livestock sector to the UN Agenda 2030 targets and objectives (output 2.1)		
2016	Start the development of general livestock sustainability principles and guidelines (output 3.1)		
2016	Launch call for papers on sustainable livestock emerging policy issues (output 2.3)	Call launched	AST supported by consultants and in collaboration with partner agencies
Time	Milestone	Results and Outputs	Responsible

2016	Implement FAs & KNs annual plans according to specific timelines and milestones (output 1.5)	Results and progress reports of FAs & KNs	FAs & KNs with the support of AST, consultants and partner agencies
Time 31.12.2016	Terms of reference for working papers developed and specialists to develop the working papers identified and work commissioned. Call for paper published. Progress reports of FAs & KNs		
Time 31.12.2016 31.12.2017 31.12.2018	Sustainable Livestock practice and policy change support to start National MSP processes (output 2.4)	Country assessments reports National MSPs meetings completed	AST supported by consultants and in collaboration with partner agencies
2017	Start on-the-ground application of sustainability guidelines (output 3.2)	Technical support provided and criteria developed	AST, FAs & KNs with the support of partner agencies
2017	Make progress on working papers (outputs 2.1/2.2 / 2.3 / 3.1 / 2.4 /3.4)	Draft and final papers Presented at Global MSP 2017	AST supported by consultants and in collaboration with partner agencies
Time 31.12.2017	Progress on working papers. Finalized papers presented at MSP 2017, FAs & KNs Progress report of on-the-ground application of sustainability guidelines.		
2018	Continuation and finalization of work as per The Global Agenda action plan and annual plan. Timeline and milestones to be developed end of 2017	All commissioned work finalized, presented and published	AST supported by ExCom, GG, consultant and in collaboration with partner agencies
2018	Continuation and finalization of work as per FAs & KNs action plan and annual plan, Timeline and milestones to be developed end of 2017	Results and Progress reports on FA &KN	AST, FAs & KNs with the support of partner agencies
2018	Develop Report on The Global Agenda Achievements 2011 to 2018	Comprehensive report on The Global Agenda achievements	AST supported by ExCom and GG
2018	Conduct independent evaluation of The Global Agenda 2011 to 2018	Evaluation report	AST supported by ExCom and GG for Terms of Reference Independent team of experts
2018	Decision on way forward for The Global Agenda and develop Action Plan 2019-2021	The Global Agenda Action Plan 2019-2021	AST supported by ExCom and GG

Time 31.12.2018	<i>The Global Agenda Action Plan 2016-2018 fully implemented. Results published and communicated. The Global Agenda externally evaluated and way forward decided based on new Global Agenda Action Plan 2019-2021</i>
----------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Annex 3: Budget of The Global Agenda 2016-2018 by expense categories⁹

⁹ ICRU policy was suggested some years ago by the FAO Finance Committee and later endorsed by member countries and it is charged for all the staff on a project for an amount of 8 % to account for information technology support.

Budget item	units	Unit Cost	2016	2017	2018	Total
1. GASL Secretariat	months	\$	\$	\$	\$	\$
FAO Staff			201,744	201,744	201,744	605,232
1.1 GASL Project Manager 100 % P4, (recruited by FAO in consultation with GG)	36	16,812	201,744	201,744	201,744	605,232
Consultants			228,000	234,000	234,000	696,000
1.2 Chair, 25%	9	18,000	54,000	54,000	54,000	162,000
1.3 Communication consultant 66 %, (recruited by FAO)	24	6,000	72,000	36,000	36,000	144,000
1.4 Livestock Sector-Analyst 80 % (recruited by FAO)	30	7,000	42,000	84,000	84,000	210,000
1.5 Operations consultant 100 % (recruited by FAO)	36	5,000	60,000	60,000	60,000	180,000
Subtotal Personnel GASL Secretariat			429,744	435,744	435,744	1,301,232
Service Fee						
1.6 FAO ICRUE Fee 8 %*	8%		34,380	34,860	34,860	104,099
Subtotal Personnel + ICRUE			464,124	470,604	470,604	1,405,331
Other			54,500	50,000	50,000	154,500
1.7 Communications and communication material	3	30,000	30,000	30,000	30,000	90,000
1.8 Lap Top computers for FAO GASL Staff	3	1,500	4,500	-	-	4,500
1.9 Contingency	3	20,000	20,000	20,000	20,000	60,000
1.10 Total			518,624	520,604	520,604	1,559,831
2. MSP Process	Units	Unit Cost	\$	\$	\$	Total
2.1 Global MSP meetings	3	100,000	100,000	100,000	100,000	300,000
2.2 Regional MSPs meetings	6	20,000	40,000	40,000	40,000	120,000
2.3 National MSPs meetings	6	10,000	20,000	20,000	20,000	60,000
2.4 GASL events at FAO Regional Conferences	6	10,000	30,000	-	30,000	60,000
2.5 Support to FA and Knowledge networks meetings (3 FA, 3 KN)	18	10,000	60,000	60,000	60,000	180,000
2.6 Guiding Group + ExCom Meetings (1 face to face, 1 MSP, 1 virtual)	3	15,000	15,000	15,000	15,000	45,000
2.7 Translation and interpretation	3	150,000	150,000	150,000	150,000	450,000
2.8 Total			415,000	385,000	415,000	1,215,000
3. MSP Travel	Units	Unit Cost	\$	\$	\$	Total
3.1 International travel (persons)	72	1,500	39,000	30,000	39,000	108,000
3.2 Contingency to support travel for participants without resources (persons)	60	1,500	30,000	30,000	30,000	90,000
3.3 DSA (5 days / trip)	132	250	57,500	50,000	57,500	165,000
3.4 Total			126,500	110,000	126,500	363,000
4. GASL FA + KN (knowledge networks)	Units	Unit Cost	\$	\$	\$	Total
4.1 Workshops (livestock and SDGs; sustainability trade-offs), good practices identification, systematization and capacity building	36	5,000	54,000	81,000	45,000	180,000
4.2 FA & KN research support	6	30,000	54,000	81,000	45,000	180,000
4.3 FA & KN incubation support	6	30,000	54,000	81,000	45,000	180,000
4.4 FA & KN scaling-up support	6	30,000	54,000	81,000	45,000	180,000
4.5 Emerging themes (new GASL FAs + KNs)	6	30,000	54,000	81,000	45,000	180,000
4.6 Total			270,000	405,000	225,000	900,000
5. Practice and policy change support to start national MSP processes	Units	Unit Cost	\$	\$	\$	Total
5.1 Support to at least 2 countries a year	6	100,000	200,000	200,000	200,000	600,000
6. Project External Evaluation	Units	Unit Cost	\$	\$	\$	Total
6.1 External Evaluation 2016-2018	1	50,000			50,000	50,000
Summary			\$	\$	\$	Total
1. GASL Secretariat			518,624	520,604	520,604	1,559,831
2. MSP Process			415,000	385,000	415,000	1,215,000
3. MSP Travel			126,500	110,000	126,500	363,000
4. GASL FA + KN			270,000	405,000	225,000	900,000
5. Practice and Policy Change Support - National MSPs			200,000	200,000	200,000	600,000
6. Project External Evaluation					50,000	50,000
7. Grand Total			1,530,124	1,620,604	1,537,104	4,687,831
8. FAO Project Cost Fee	13%		198,916	210,678	199,823	609,418
FINAL TOTAL WITH 13% PC			1,729,040	1,831,282	1,736,927	5,297,249
9. FAO Project Cost Fee	7%		107,109	113,442	107,597	328,148
FINAL TOTAL WITH 7% PC			1,637,232	1,734,046	1,644,701	5,015,979
FAO IN-KIND	units	unit cost	2,016	2,017	2,018	Total
AVERAGE P4 LEVEL	months	\$	\$	\$	\$	\$
	38	16,812	212,952	212,952	212,952	638,856

Annex 4: List of The Global Agenda members

The following organizations have joined The Global Agenda by signing the consensus document (as per 20 October 2015)

- African Union – Inter-African Bureau for Animal resources
- Agri benchmark, Germany
- AgResearch, New Zealand
- Animal Task Force, European Union
- Association pour la Promotion de l'Élevage au Sahel et en Savane
- ATB, Leibniz Institute for Agricultural Engineering Potsdam-Bornim
- Beijing Environmental Asset Management Consultancy Centre, China
- Bern University of Applied Sciences, HAFL, Switzerland
- The Canadian Cattlemen's Association
- CATIE, Centro Agronómico Tropical de Investigación y Enseñanza, Costa Rica
- CIPAV, Centro para la Investigación en Sistemas Sostenibles de Producción Agropecuaria
- CIRAD. Centre de Coopération Internationale en Recherche Agronomique pour le Développement, France
- Compassion in World Farming, United Kingdom
- Government of Dominican Republic, Ministry of Agriculture
- European Livestock and Meat Trading Union
- Food and Agriculture Organization of the United Nations
- GIZ, Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany
- Global Initiatives
- GRSB, Global Roundtable for Sustainable Beef
- Government of France
- Heifer International
- Humane Society International
- Inter Eco Center, Ukraine
- International Dairy Federation
- International Egg Commission
- International Feed Industry Federation
- ILRI, International Livestock Research Institute
- INRA, Institut National de la Recherche Agronomique, France
- Institut de l'Élevage, France
- Instituto Plan Agropecuario, Uruguay
- International Meat Secretariat
- International Poultry Council
- Government of Ireland, Department of Agriculture, Food and the Marine
- League for Pastoral Peoples
- Leibniz-Institut für Nutztierbiologie
- LIFE, Local Livestock for Empowerment of Rural People, South Asia
- LIFLOD, Livestock Farming and Local Development Network
- Ministry for Primary Industries, New Zealand
- Ministry of Economic Affairs, The Netherlands
- National Institute of Animal Sciences, Vietnam
- The Nature Conservancy
- Novus International, United States of America
- Ranch 4 International Ltd, Canada
- Royal Veterinary College, University of London
- Government of Rwanda, Ministry of Agriculture and Livestock
- SAVES, Society of Animal, Veterinary and Environmental Scientists, Pakistan
- Savory Institute, United States of America
- Swedish University of Agricultural Sciences
- Government of Switzerland, represented by the Swiss Federal Office for Agriculture
- TAFS Forum, Switzerland
- Turkey Farmers of Canada
- Universidade Federal de São João del-Rei, Brasil
- Van Drie Group
- VetEffect
- The World Bank
- World Animal Protection

Annex 5: The Global Agenda coordination and collaboration structure and Terms of Reference 2016 - 2018

Agenda partners have endorsed the coordination and collaboration system as follows:

Multi-Stakeholder Platform. An open **MSP** for dialogue and consensus building on priority issues and actions, as up to now.

Guiding Group. A **GG** to provide overall direction, guidance and monitoring, consisting of stakeholder representatives selected by 7 stakeholder clusters, including an Executive Committee. The GG will consist of up to five representatives from each of the following constituency clusters:

- **Public sector.** Representatives from governments
- **Private sector.** Representatives from private sector organizations
- **Academia/research.** Representatives from research organizations and universities
- **Donors.** Representatives from monetary contributors to the Agenda's Trust Fund
- **NGOs.** Representatives from interest groups such as animal welfare and environmental or livelihood non-governmental organizations
- **Social movements and community-based organizations.** Representatives of pastoralists; indigenous people; agricultural workers; small farmers and peasants
- **Inter-governmental and multi-lateral institutions.** Institutions that have a mandate in livestock sector development, e.g. World Bank, CGIAR, OIE, FAO, WHO, represented by the Livestock Global Alliance as appropriate.

Cluster facilitators conducted discussion among Cluster members and determined the role, focus and functioning of their Cluster, as well as the modality and criteria for selecting the Cluster's Guiding Group representatives. Such criteria included global reach and influence; proven ability to engage collaboratively; time and resources to attend and contribute to Agenda processes. 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 according to a procedure currently being consulted and suggested by the FAO Office of Partnerships and Advocacy. A new Guiding Group selected through the above process was installed and had its first meeting in September 2015 in Geneva, Switzerland.

Guiding Group - Terms of Reference:

- Advise on and establish the overall framework, procedures and activities of The Global Agenda;
- Contribute to the continuous development of the vision and strategy of The Global Agenda;
- Provide overall direction and guidance to The Global Agenda;
- Support the functioning of the MSP (and its constituency clusters);
- Review Focus Areas, Knowledge Networks and Agenda Support Team activities;
- Establish clearance mechanisms for FA and KN products to be endorsed by The Global Agenda
- Provide recommendations and programmatic advice to the Executive Committee and/or ad-hoc working committees;
- Monitor and review the activities of the Executive Committee and/or ad hoc working committees;
- Represent the Agenda in different fora and promote The Global Agenda and its objectives;
- Facilitate the mobilization of resources;
- Establish ad hoc working committees to explore particular issues, as appropriate.

The role of the Guiding Group is, hence, one of strategy and policy development, provision of advice (guidance) and monitoring/oversight of the Executive Committee. Decisions are made by consensus.

The Guiding Group is consulted for the selection of the Project Manager of the Agenda.

Executive Committee. The ExCom is headed by the Chair of the Guiding Group. The Executive Committee has not yet (November 2015) been formally established and its appointment procedure will be suggested by the FAO Partnerships and Advocacy Office by early 2016.

The Guiding Group meets at least twice a year, with additional meetings convened as necessary. Due notice for any meeting will be provided in writing by the Chair. Meeting summaries will be posted on the Agenda website following distribution to Executive Committee and Guiding Group members.

Agenda Technical Support Team. An **AST**, providing the secretariat, currently hosted by FAO.

The AST will ensure interaction and cross-fertilization among the respective 'Cluster facilitators', to ensure consistency and a measure of coherence in the approaches chosen.

Agenda Technical Support Team – Terms of Reference

The AST supports the building and implementation of the Agenda, in particular through

- facilitating stakeholder interaction, coordination and consensus building;
- providing and coordinating expertise and analysis;
- assisting in the preparation of guidance for technology and policy development.
- secretarial support to GG, Executive Committee, Chair
- organisation of MSP, GG, Executive Committee and other meetings
- the AST can provide progress reports on the use of The Global Agenda's trust fund resources to its donors

Focus Areas (FA) and Knowledge Networks (KN) will be responsible to lead the implementation of activities, development of outputs and drafting of reports. Specific descriptions of these groups can be found in Annexes 9 to 14. The following terms of reference are temporary since they would need to go under revision and subject to further discussion in the GG.

Focus Areas (FAs) and Knowledge Networks (KNs) – Terms of Reference

- FAs and KNs conduct specific analysis and reviews
- FAs and KNs develop guidelines for good practices and The Global Agenda supports their adoption.
- FAs and KNs support implementation and up-scaling of good practices
- FAs and KNs document and communicate their specific experiences and recommendations via The Global Agenda communication channels
- FAs and KNs follow clearance mechanisms established by the GG for their technical products.

Lines of Command between MSP – GG – Executive Committee – Chair – AST

The MSP is the plenary body to which the other coordination and collaboration and support bodies report to. Operationally, the Chair and the Executive Committee report to the Guiding Group according to their tasks agreed for each in the work plan. The AST will technically and operationally support these coordination and cooperation processes. Below a draft terms of reference are listed for The Agenda Chair and Agenda Technical Support Team.

Draft Terms of Reference for The Global Agenda Chair and Agenda Technical Support Team

Chair of Guiding Group and ExCom – Terms of Reference

- Chair the Global Agenda Guiding Group and Executive Committee and facilitate its provision of overall strategic direction and guidance to the Agenda;
- Lead the Guiding Group's and Executive Committee's preparation of the different Multi-Stakeholder Platform meetings (MSP), and the finalization of The Global Agenda's implementation modalities and the composition, selection, and roles of its initial organizational and functional set-up components;

- Guide The Global Agenda's engagement with existing inter-governmental and other policy-related processes;
- Facilitate the continued effective and broad participation and commitment of sector stakeholders;
- Represent The Global Agenda in different fora and promote The Global Agenda and its objectives among sector actors;
- Assist in the development of a The Global Agenda 'brand' and global profile, with concomitant quality control and vetting procedures;
- Contribute to the preparation of The Global Agenda publicity and advocacy including material for regular web-site updates;
- Plan and support fundraising strategies and activities with the Project Manager.

Project Manager (P4 FAO Staff HQ) – Terms of Reference

- Coordinate the functioning of The Global Agenda oversight mechanisms;
- Guide and support effective multi-stakeholder participation in The Global Agenda;
- Organize and facilitate dialogue among The Global Agenda stakeholders;
- Develop, coordinate and guide strategic analyses, including policy and institutional analyses, and methodology development in support of The Global Agenda;
- Facilitate the collation and sharing of local and global knowledge, experiences, and practices in support of The Global Agenda;
- Design and participate in the implementation of related information systems and databases;
- Prepare minutes of meetings and technical reports and project documentation related to The Global Agenda;
- Plan and support fundraising strategies and activities with the Chair;
- Perform other related secretarial work and duties as required.

Livestock Sector Analyst – Terms of Reference

- Provide technical support to the development and implementation of the technical outputs of The Agenda's Focus Areas, Knowledge Networks and regional initiatives and projects and their activities in relation with the The Global Agenda Action Plan, ensuring the timely achievement of high quality outputs;
- Contribute to the analysis of empirical evidence and information to monitor accomplishment of outputs;
- Prepare technical reports and project documentation related to their duties;
- Perform other related duties as required.

Communications Expert – Terms of Reference

- Identify key communication messages and a communication strategy required to advocate a strategy on the contribution of livestock to the SDGs and the role The Global Agenda should play;
- Develop and install regular internal and external communication products and procedures for The Agenda, required to support The Global Agenda Action Plan implementation and Guiding Group and Multi-stakeholder Platform (MSP) meetings (i.e., meeting minutes or proceedings, concept notes, reports, project documents, etc.), build bridges with other relevant initiatives, and engage new regional / sub-regional / local stakeholders;
- Define the best products or means to communicate the identified messages to publicise achievements and deliverables of the The Global Agenda and raise its visibility and influence (i.e. mailing lists, communication tools, brochures, briefing notes, publications, video products, Power Point presentations, contributing articles, participation in external events, etc.) and discuss them with the The Global Agenda Guiding Group;
- Maintain and update the project website and gather information for key communication notes;
- Perform other communication related duties as required.

Operations Consultant – Terms of Reference

- Give logistical and administrative support to daily operations and to organization of the Guiding Group, Multi-stakeholder Platform (MSP) and other regional or sub-regional meetings of The Global Agenda;
- Prepare meeting minutes and other documents related to The Global Agenda normal operations;
- Contribute to the monitoring and enhancement of the logistical and administrative processes;
- Perform other related duties as required.

Annex 6: Donor contributions, expenditures and in-kind contributions of The Global Agenda stakeholders for 2011 - 2015 and expected in-kind for 2016-2018

Donor and FAO contribution 2011 to 2015

The Global Agenda from 2011 to 2015 has been financed as shown in Table 1

Table 1: Donor and FAO contribution 2011 to 2015

Donor	2011	2012	2013	2014	2015	Total	Percent total	Percent donors
Switzerland	534791	436	1336102		567595	2438924	55%	66%
Netherlands		277450	475543	382544		1135537	25%	30%
New Zealand			50000	50000		100000	2%	3%
France			50000			50000	1%	1%
Total	534791	277886	1911645	432544	567595	3724461	83%	100%
FAO Contr.		194017	182535	184502	179873	740927	17%	
Interest						1272		
Grand total	534791	471903	2094180	617046	747468	4466660	100%	

Explanations: The donor contributions are based on bilateral agreements between the donors and FAO. Financial reporting is done according to FAO rules.

Fund utilization

The utilization of funds is shown in Table 2

Table 2: The Global Agenda fund utilization 2011 to 2015 (up 30.06.2015)

Budget item	2011-12	2013	2014	2015	Total
Staff cost FAO	289'612	340'608	249'371	143'787	1'023'378
Staff cost Consultants	32'870	8'853	211'527	260'935	514'185
Travel staff and consultants	111'033	187'629	151'937	70'117	520'716
Travel cost invitees	88'523	243'270	92'325	3'669	427'787
MSP meetings	0	21'528	78'400	0	99'928
GG meetings	2'448	3'301	42	4'962	10'753
FA meetings	17'804	7'596	3'149	0	28'549

Special events, e.g. Fribourg, India	9'722		2'692	1'891	14'304
Support to Participation, CSO, NGOs and regional meetings	0	22'770	191'656	0	214'426
Communication	29'169	207'647	73'010	44'851	354'677
Equipment	2'385	2'683		0	5'068
General operating costs	183	1'375	1'369	0	2'926
Other cost, evaluation 2013	234	18'387		22'222	40'842
Sub-total	583'982	1'065'647	1'055'479	552'433	3'257'541
Service fee FAO	75'918	138'534	137'212	71'816	423'480
TOTAL	659'900	1'204'181	1'192'691	568'957	3'625'729

Explanations:

Staff cost FAO	Staff cost include all staff involved in the AST within FAO
Staff cost Consultants	Consultant cost includes all consultants, including Chair of GG
Travel staff and consultants	Includes all staff travel including consultant
Travel cost invitees	The Global Agenda core fund contributions to individuals attending The Global Agenda meetings
MSP meetings	MSP meeting cost covered by The Global Agenda core funds
GG meetings	GG meeting cost covered by The Global Agenda core funds
FA meetings	The Global Agenda core fund support to FAs meetings
Special events	The Global Agenda core fund support to special events, Fribourg, Dairy Asia India, CCAC livestock and manure management launch.
Support to Participation, CSO, NGOs and regional meetings	Includes all travel cost of invited persons to The Global Agenda meetings including the letter of agreements in 2014 to 5 CSO and NGOs
Communication	Includes all cost for communication, webpage, design and printing
Service fee FAO	The service fee to FAO (US\$423.480) has to be put in relation to FAO's contribution to staff cost (US\$740.927), resulting in a net support of FAO to The Global Agenda of US\$317.447.

In-kind contribution of participating institutions as GG members 2011-2015

The in-kind contribution in terms of time and funds by the participating institutions has been substantial. The survey among the GG members (5 replies) shows the following picture.

Table 3: Estimated in-kind contribution for The Global Agenda 2011-2015

Average contribution working days per GG member	15 days per year
Total GG (20 members)	300 days per year
Total GG for 5 years (2011 to 2015)	1'500 days
Average direct cost per GG member	US \$ 5'000 per year
GG per year	US\$ 100'000 per year
Total GG for 5 years	US \$ 500'000
Working days capitalized 1500 x US\$ 1'000	US\$ 1'500'000
Total in-kind contribution (without FA work)	US\$ 2'000'000 in 5 years

Table 4: Estimated in-kind contribution for The Global Agenda 2016 - 2018

Average contribution working days per GG member	15 days per year
Total GG (35 members)	525 days per year
Total GG for 5 years (2011 to 2015)	1'575 days
Average direct cost per GG member	US \$ 5'000 per year
GG per year 35 x US \$ 5000.00 x 3	US\$ 525'000 per year
Total GG for 5 years	US \$ 525'000
Working days capitalized 1500 x US\$ 1'000	US\$ 1'575'000
Total in kind contribution (without FA work)	US\$ 2'100'000 in 3 years

Annex 7: (DRAFT) Due diligence rules of The Global Agenda

In order for a project to become a 'certified' Global Agenda for Sustainable Livestock project, it must meet the following conditions:

- If a multi-stakeholder project, at least two of the partners must be members of The Global Agenda. When a bi-lateral project, 1 partner must be a Global Agenda member;
- The non- Global Agenda partners must meet UN Global Compact Principles, Guidelines on Cooperation between the UN and the Business Sector, FAO corporate risk factors, and existing Corporate Social Responsibility (CSR) standards;
- The project must address global food security and health, equity and growth, or resources and climate change.
- The project must be in-line with and support the achievement of one of the objectives of the The Global Agenda action plan.

Process to certify the project:

- The project should be submitted to The Global Agenda Technical Support Team (AST) to make sure that the above qualifications are met;
- A project document detailing the partners, the scope, objectives and activities, and any other relevant information, must be submitted to the AST;
- If the above qualifications are met, the AST shall circulate the proposal to guiding group (GG) members for their approval. GG members will have 5 business days to respond in favor of, or in objection to, the project being certified. No response from GG members after 5 business days will be treated as in favor of the project being certified.
- Should there be no major objection to certifying the project as The Global Agenda, then the project is therefore approved. Should there be disagreement among GG members, the decision will be escalated to the Executive Committee for their final decision.

Annex 8 Goals of the UN Agenda 2030 for Sustainable Development

Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote wellbeing for all, at all ages
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Annex 9: Focus Area One: Closing the Efficiency Gap

1. Background, and status quo

In the coming decades, the growing demand for livestock products will have to be met from an increasingly scarce natural resource base. The livestock sector thus has to significantly increase its natural resource use efficiency to meet society's growing food, socioeconomic and environmental needs. Resource-efficient technologies and management practices exist but a large number of the world producers still rely on practices that are inefficient.

The Focus Area work program will include the establishment of public-private as well as other forms of partnership to facilitate the exchange of knowledge and the use and adaptation of new and existing technologies to eventually achieve measurable practice change. The initial activities focus on the development of a better understanding of resource use and resource constraints in the sector, the identification of opportunities to close the efficiency gap, and the development of harmonized methodologies for resource-use efficiency measurements.

2. Scope

The scope of the FA1 when assessing efficiency has been initially defined as Natural Resource Use (NRU) analysis and evaluation only. However, if practice change was to be achieved, other issues have to be reflected which seem to be as important as NRU. Economic implications of the practices adopted, social impacts as well as animal welfare considerations are other aspects which should be taken into account for sustainable livestock development.

3. Objectives and actions

Four main objectives have been identified as the core work for developing the agenda of the FA1.

a. *Strengthen and assess the development of the FA1*

Actions

- i. Meetings organization
- ii. Visibility strategy to increase the number of stakeholders
- iii. The management of the FA1
- iv. GASL governance participation

b. *Build up a comprehensive approach for improving the efficiency across the livestock sector*

Actions

- I. **Looking for opportunities to significantly increasing NRU efficiency, according to the present production systems' conditions.** For future interventions, there is a need to identify the production systems which present the best opportunities for greater efficiency.
 - II. **A metrics for NRU and efficiency is required.** For measuring the possible changes when closing the efficiency gap, a harmonized method for evaluating NRU and efficiency need to be developed. Other important aspects such as economic implication of the changes and the social impact, as well as animal welfare conditions, must be taken into consideration. The environmental implication of the NRU efficiency is linked and aligned to the Livestock Environmental Assessment and Performance partnership (LEAP)¹⁰.
- c. *Promote regional/local interventions across livestock sectors, in which more efficient practices can be applied.*

¹⁰ Although managed separately from the Global Agenda of Action, LEAP (<http://www.fao.org/partnerships/leap/en>) falls under the general umbrella of the GAA and contributes to the GAA's expected results through the development of metrics and methods.

Actions

- i. **Define criteria list for selecting production systems and regions (pilots).** In identifying the gap a criteria list is needed in order to select those regions and production systems where strategic guidance could take place.
 - ii. **Define pilot interventions** where FA1 objectives can be implemented. A tentative list of pilots has been provided by the FA1 members, where interventions can be piloted and/or monitored.
- d. *Facilitate the exchange of information and linkages between stakeholders, livestock initiatives and projects.*

Actions

- i. **Develop network of experts and initiatives.** As networking is one of the essential activities of the Agenda, FA1 will offer an information platform to facilitate linkages between initiatives and exchange of information across the livestock sector. This platform will specifically work: (a) to communicate the opportunities for greater efficiency, (b) to identify barriers to, and opportunity for greater efficiency, (c) to promote uptake of more efficient practices across the livestock sector and (d) to disseminate metrics and methods for efficiency gap analysis. A central portal of information exchange will be required.

4. Activities to implement

The business plan developed has been based on the elements discussed and approved by the FA1' partners. Objectives, actions, activities have been analyzed. The business plan proposed contains 5 elements illustrated in table 1:

- a. FA1 operational management
 - Meetings organization
 - Visibility strategy
 - Management of the FA1
 - Participation in the governance bodies of the GASL
- b. Efficiency Matrix exercise
 - Revised and edit current phase 1 draft document
 - Implementing Phase 2 (including social and environmental evaluation and testing the EM)
- c. Piloting
 - Selecting and ranking pilots
 - Supporting pilots' activities
- d. Scaling up the FA1 program
 - Modeling and evaluation of regional efficiency gaps
 - Central portal of information

5. Documents Produced

Focus Area Group 1: Closing the Efficiency Gap (FA1). Metrics of Natural Resource Use Efficiency (NRUE).

Focus Area Group 1: Information required for the FA1's pilot classification.

Focus Area 1 "Closing the efficiency gap" Business plan 2016-2017	2016		2017		2018		2016-2018
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Total
1. Operational management							
a) Meeting organization (1 face to face, 1 at the MSP, 1 virtual)							
▶ Program design, content elements, presentation, meeting participation	9.375	9.375	9.375	9.375	9.375	9.375	56.250
▶ Travelling FA1 chair	2.000	2.000	2.000	2.000	2.000	2.000	12.000
▶ Covering travelling costs FA1 partners (3 partners/meeting)	6.300		6.300		6.300		18.900
b) Visibility strategy							
▶ Designing the strategy (framework, elements, scenarios, PPT's, materials to distribute, etc.)	15.000		15.000		15.000		45.000
▶ Travelling to promote FA1	7.000		7.000		7.000		21.000
▶ Communication strategy (to be defined jointly with FAs and Guiding Group)							
c) Management FA1							
▶ Preparing documents, contacting partners, mailing distribution list, etc.	9.375	9.375	9.375	9.375	9.375	9.375	56.250
▶ Defining actions to implement, managing resources, accountancy system, reporting	9.375	9.375	9.375	9.375	9.375	9.375	56.250
d) GASL Governance participation							
▶ Meetings, preparing and reporting	5.625	5.625	5.625	5.625	5.625	5.625	33.750
▶ Travelling	1.300	1.300	1.300	1.300	1.300	1.300	7.800
SUBTOTAL	65.350	37.050	65.350	37.050	65.350	37.050	307.200
2. Efficiency matrix exercise							
a) Developing phase 1							
▶ Providing framework and main elements							-
▶ Designing questionnaires, collecting information, analysis							-
▶ Draft document							-
▶ Edition and technical revision	3.750						3.750
b) Developing EM Phase 2							
▶ Providing framework and main elements	5.250						5.250
▶ Designing questionnaires, collecting information, analysis	3.750						3.750
▶ Draft document	5.250						5.250
▶ Alignment with LEAP initiative	3.750		3.750		3.750		11.250
▶ Technical revision and edition	3.750		3.750		3.750		11.250
▶ Introducing changes to the EM		3.750		3.750		3.750	11.250
▶ Interaction with the other networks (SPS, Dairy Asia)		4.688		4.688		4.688	14.063
SUBTOTAL	25.500	8.438	7.500	8.438	7.500	8.438	65.813
3. Piloting							
a) Defining pilots classification and criteria							
▶ Developing framework, elements							-
▶ Questionnaires and collecting information	4.688		4.688		4.688		14.063
▶ Preparing results and reporting	4.688		4.688		4.688		14.063
a) Ranking pilots							
▶ Analysis of information	4.688		4.688		4.688		14.063
▶ Mapping pilots with criteria list		4.688		4.688		4.688	14.063
▶ Preparing protocols to present pilots at MSP		4.688		4.688		4.688	14.063
▶ Defining protocols to classify and accept pilots for the GASL	4.688		4.688		4.688		14.063
▶ Interaction with the other networks (SPS, Dairy Asia)		4.688		4.688		4.688	14.063
b) Supporting pilot activities (seed capital for 2 case studies project)							
▶ Defining protocols and stepwise process for selection		4.688		4.688		4.688	14.063
▶ Preparing case studies		4.688		4.688		4.688	14.063
▶ Implementing case studies (2 projects)	60.000		60.000		60.000		180.000
SUBTOTAL	78.750	23.438	78.750	23.438	78.750	23.438	306.563
4. Scaling up the FA1 program							
a) Modeling and evaluation of regional efficiency gaps							
▶ Defining framework, content for identifying, modeling/evaluating NRUE gaps (regional)			7.500		15.000		22.500
▶ Explore models and tools for evaluating /modeling regional gaps				11.250		11.250	22.500
▶ Testing the modeling and evaluation of NRUE gaps (out of the scope of this exercise)							-
a) Central portal of information							
▶ Defining framework and content		7.500		7.500		7.500	22.500
▶ Networking activities		7.500		7.500		7.500	22.500
▶ Communication and dissemination strategies (together with the GG and FAs)							-
SUBTOTAL	-	15.000	7.500	26.250	15.000	26.250	90.000
TOTAL	169.600	83.925	159.100	95.175	166.600	95.175	769.575

Annex 10: Focus Area Two: Restoring Value to Grassland

Proposition for an FA2 Action Plan 2016-2018

Summary, October 2015

Background

Focus Area 2 (FA2) of The Global Agenda for Sustainable Livestock focuses on restoring value to grasslands.

Goal

The environmental and economic values of grasslands are maintained, restored and enhanced, while promoting their social and cultural functions globally,

Long term Outcomes

Outcome 1: Grassland values and issues are visible in international policy and finance discussions and are recognised for their contribution to the delivery of Sustainable Development Goals.

Outcome 2: Investments in grasslands are increased from existing and innovative sources.

Outcome 3: The effectiveness of practices, policies and investments in improving social economic and environmental outcomes from grasslands are improved.

FA2's role

- **Building partnerships** for raising the visibility of grasslands and increasing the consideration of the evidence base on grasslands in international and national policy forums;
- **Supporting analysis** on the basis of existing studies, through new analysis and through support for assessing policy and investment options and impacts;
- **Supporting knowledge into action** through learning from local practice and encouraging the sharing of innovation from the local to global scale;
- **Communicating evidence** to participants in international and national policy and finance discussion forums.

FA2's Principles

- Issues relating to grassland-based livestock systems should be addressed in a holistic, multi-disciplinary manner;
- Important values of grasslands include their social and cultural values, which are often undervalued, leading to inappropriate policies and interventions;
- Institutional issues at different scales are common drivers of low values from grasslands and barriers to effective and equitable initiatives to improve the values provided by grasslands.

FA2's Niche

- Access to a large number of potential sites that sit across a range of ecosystems and social systems with associated multi stakeholder participants that the presence of The Agenda can coordinate and mobilise.
- The Agenda provides the platform for local analysis to inform global initiatives and to develop a collective learning environment where local generated solutions find regional and global audiences that has the potential to result in collective innovation.

Draft FA2 Workplan 2015-2016

Output 1 : Support Analysis - Document and standardize information
Activity 1.1 : Build a standardised template/Matrix and web-site database on pilot sites <ul style="list-style-type: none"> - Fill in the matrix - Check and validate information - Build web-site
Activity 1.2 : Develop a booklet of Good practice for grassland systems in collaboration with the GRA Grassland <ul style="list-style-type: none"> - Parameterize the standardized template with sites from the Grassland network - Hold a workshop to validate the values that are emerging from the sites - Identify key principles from across the sites that can be crafted into good practice lessons - Literature review of existing good practice per region - Collate material and write good practice manual - Develop an implementation plan
Output 2 : Define values associated with Grassland Systems
Activity 2.1 : Elaborate an assessment model/method for grassland values <ul style="list-style-type: none"> - Literature review - Modelling and methodological workshops - Finalise and test methods - Writing report workshop
Output 3 : Build Capacity and align institutions
Activity 3.1 : <ul style="list-style-type: none"> - Characterize capacity building needs on Grassland management and values - Inventory of existing methods on Cap. Building - Identify gaps - Didactic material and propose guidelines
Output 4 : Organise a side event during July 2016 IRC Canada
Activity 4.1 : <ul style="list-style-type: none"> - Propose CN in partnership (FA2/WB/LIFLOD/...) - Build program - Find financial support/contribution - Call for contribution - Organisation - Elaborate a synthetic book
Output 5 : Contribute to Silvopastoral Network
Activity 5.1 : <ul style="list-style-type: none"> - Comment CN - Propose activities -

Annex 11: Focus Area Three: From Waste to Worth

Proposal for an FA3 Action Plan 2016-2018

Background¹¹

The accelerated changes and unprecedented global challenges, present a real predicament to global food systems. By 2030, the world will need to produce 50% more food and energy, and 30% more water, whilst mitigating and adapting to climate change. The bio-economy¹², particularly the livestock-based bio-economy, is an essential part of the solution. Human appropriation of biomass is estimated to reach about 25%, with one third for food and two thirds for fibers and energy (Pelletier & Tyedmers, 2010; Imhoff et al, 2004). Livestock uses about 60% of the biomass used for food production. It is therefore an essential actor in bio-economy. The livestock sector is a valuable component of the bio-economy (in food and non-food functions). Linking livestock sector development to the bio-economy can provide global food security, improve nutrition and public health, make production more efficient, and make a significant contribution to the effort to mitigate as well as adapt to climate change.

About one third of global crop production is used for feed, but this represent less than 10% of the global livestock feed basket. Most of the dry matter consumed by livestock is composed of grass (39%) and other non-humanly edible materials such as crop residues (26%) or agricultural by-products (bran, oilseed cakes etc., 8%). Livestock convert crop residues and by-products into edible products and, in marginal areas, where agro-ecological conditions and weak infrastructures do not offer much alternative it is the main source of livelihoods and food. Livestock contribute to soil fertility through their impact on nutrients and organic matter. It is estimated to provide draft power and fertilization through manure to about 40% of global arable land. In fact, total N and P in animal manure generated by livestock exceed the global N and P fertilizer use. Livestock excrete a total of 96 million tonnes of nitrogen and 20 million tonnes of phosphorus; this tonnage is roughly equivalent to about 85 and 44 percent the global nitrogen and phosphorus fertilizer demand, respectively. Therefore, global livestock production is the main driver of nutrients cycles in the total agricultural system. In large industrial operations, importing large quantities of nutrients in the form of concentrated feed, far more manure than what can be recycled as fertilizer or absorbed on nearby land is produced, with negative consequences for environment, human health and climate. Gerber et al. (2013) estimate that total manure CH₄ emissions from global livestock production are equivalent to 29 Mt oil equivalent per year and total manure N₂O emissions (direct and indirect) are equivalent to 3.2 Mt of nitrogen per year. Integrated crop-livestock system and sound manure management practices enhance food security by making better use of nutrients for soil fertilization, while producing energy and reducing emissions. Beyond the farm-gate, the livestock sector also produces organic waste e.g. slaughterhouse waste which can be transformed into a range of value-added products.

The livestock sector faces a number of major environmental, economic and social challenges which have to be properly addressed if future generations are to enjoy a safe, healthy and prosperous future. The transition towards more sustainable production practices where livestock not only will continue to provide food security but also biomass as a renewable raw material for industry will be the basis for the integration of livestock in the bio-economy. This will allow the sector to respond more directly to global challenges such as food security, climate change and resource scarcity as well as to maximize economic growth. To find ways to enhance food security in a sustainable way, greater attention must be paid to the efficient use of all associated resources. The livestock sector needs to minimize the need for resources, prevent avoidable losses ('waste') and emissions, re-use of unavoidable losses as feedstock wherever possible, e.g. manure and search for the optimal systems for the various species, and region-specific circumstances. This requires attention and improvements at various levels: at animal, herd and system level. Closing the nutrient cycles and re-use of valuable resources are central in this issue.

Goal

Create new opportunities to improve the efficiency of livestock supply chains by optimizing the use of available biomass for the animal production, reducing losses (wastage) across the supply chain, enhance

¹¹ This proposal Focus Area 3 (FA3) of The Global Agenda for Sustainable Livestock expands the current focus of FA3 "Waste to Worth" from manure to include other forms of biomass.

¹² A bio-economy strives to integrate the biomass flows of different industries in such a way that one industry's waste or emissions become another industry's raw material.

the utilization of local resources as well as by-products from the food chain thereby reducing waste and promoting the creation of alternative feedstock.

Long term Outcomes

Outcome 1: Livestock's contribution to the bio-economy is recognized in national and international policy and investment discussions.

Outcome 2: Investments in promoting the role of livestock in bio-economy are increased from existing and innovative sources.

Outcome 3: Technologies, policies and investments that address the social, economic and biophysical and environmental challenges faced by the sector are identified.

FA3's role

- *Supporting policy and investment decisions that result in evidenced-based decision-making:* analysis to support to required policy framework development for adoption of improved practices.
- *Building partnerships with related sectors* (crop, energy, etc.) and across livestock value chain to leverage co-funding initiatives for innovation and for raising livestock's role in the bio-economy;
- *Supporting knowledge into action* through use of knowledge base for the identification of strategic projects and programmes learning from local practice and encouraging the sharing of innovation from the local to global scale;
- *Communicating evidence* in international and national policy and finance discussion forums.

FA3's Principles

- The decision-making processes and steering mechanisms for the inclusion of livestock in the bio-economy are based on knowledge and expertise.
- Bio-economy generates smart, resource-efficient, and carbon-neutral consumption and production methods and technologies.

FA3's Niche

- Involvement from a broad range of sectors is a prerequisite for developing a sustainable livestock supply chain and essential for the integration of livestock in bio-economy. Establishing suitable venues for such cross-sectorial cooperation and value chain partnerships will be important in the transition towards a more innovative and sustainable production. THE AGENDA provides this platform for creating a common language within and among the various sectors.

Draft FA3 Workplan 2015-2016

Output 1 : Knowledgebase in support of decision-making and design of policy agenda

Activity 1.1: Bridging the knowledge gap on biomass inventories

Overall, available assessments and data sources are weak in one or more aspects regarding the latest information on biomass availability and potential, detailed regional supply taking into account sustainability criteria and competing uses. Preliminary literature search indicates that there is no comprehensive estimation of the biomass used for livestock production, competing demands and trade-offs between different uses. In addition, underutilized resources and side-streams in the bio-economy can be a source of vast opportunities for innovation and hence the need to understand the potential. This activity will focus on filling this knowledge gap and will also include assessment of trade-offs for the production and utilization of biomass, and other aspects such as economic, environmental and social issues. These inventories will form the basis for identification of entry points in livestock supply chains where efficiency gains can be achieved.

Output 2: Guidance document outlining policy and strategy implications

Activity 2.1: Understanding the role of policy actions in promoting the bio-economy

The social and economic benefits of the bio-economy will depend on good policy decisions. Beyond the opportunities provided by the biophysical endowments, there are several factors at farm level and legal/regulatory framework point of view that present barriers to increased utilization of biomass for livestock production as well as the use of biomass from the sector. There is a need for policy actions that accelerate the contribution of the role of livestock in the development of bio-economy growth and remove obstacles to its evolution. This activity will provide insights and entry points for policy and strategy development necessary for the development of concrete policy recommendations and as well as well-coordinated livestock-related policy framework that addresses existing regulatory and market failures, reinforces cross-sectoral policy interaction and stakeholder engagement. The document will define the structural conditions required to achieve success and create conducive environment for investment and including the understanding and functioning of raw material markets and sustainability of the use of biomass. This activity will also focus on the identification of opportunities and incentives such as innovative and generic financing solutions for financing and up-scaling of innovative solutions which are, in principle, economically viable and financeable.

Output 3: Global Knowledge and Innovation Hub**Activity 3.1: Knowledge-sharing and capacity building for action**

A Knowledge and Innovation Hub will provide operational, technical and knowledge services support to countries and project implementers in enhancing the role of livestock in the bio-economy, by effectively mobilizing knowledge, resources, and expertise. The Knowledge and Innovation Hub will operate through developing custom-made knowledge transfer programs, building robust networks of experts and advisors, and developing strategic partnerships with public, private, and other relevant stakeholder.

Provisional budget (2016)

Outputs	Sub-items	Budget (USD)
1. Development of inventories	<ul style="list-style-type: none"> - Workshop - Human resources - Collation and analysis of data - Review, publication and dissemination 	90,000
2. Policy action document	<ul style="list-style-type: none"> - Human resources - Review of existing and related and policies, barriers/constraints, trade-offs - Workshop/consultation - Identification of policy options/actions, institutional and investment actions 	60,000
3. Knowledge and Innovation Hub	<ul style="list-style-type: none"> - Human resources - Development of web portal - Communities of practice - Strategic communication activities 	90,000

Annex 12: Global Network on Silvopastoral Systems (GNSPS)

1. Abstract

The Global Network on Silvopastoral Systems (GNSPS) emerged as a proposal during the 5th MSP meeting of the Global Agenda for Sustainable Livestock in 2014, due to the interest generated by the advances in Colombia and other countries in the development of silvopastoral systems (SPS). This proposal is the result of the consensus among silvopastoral stakeholders, and has the purpose to promote the strengthening and scaling up of SPS worldwide by creating a platform to facilitate the exchange of knowledge, best practices, and experiences related to the integration of livestock with trees and forests. The main objectives are the creation and strengthening of a network, to serve as a platform to exchange information and experiences, and to provide information about the impact of silvopastoral models on productive, economic, environmental and social indicators that provide decision tools to the private and public sectors to scale up silvopastoral systems. The activities will focus on the design and operation of an electronic platform to exchange information on SPS for different users, the consolidation of three regional nodes of the network (including a workshop in the framework of the 6th MSP meeting in 2016) and the analysis of the impact of SPS on socioeconomic and environmental indicators to inform different sectors, users and policy makers.

2. Background

Due to the increase in animal protein demand and consumption, livestock will continue as one of the fastest growing sub-sectors in agriculture in the near future, particularly in low-income and emerging economies. This growth has to occur in a context of increasing world population, growing scarcity of natural resources and accelerating climate change. The sector has to contribute to food security, provide secure livelihoods to smallholder farmers and pastoralists, use natural resources efficiently and enhance human, animal and environmental health.

During the 5th MSP meeting of The Global Agenda for Sustainable Livestock (October 2014) in Cali, Colombia, one of the proposed actions was to create the Global Network on Silvopastoral Systems (GNSPS). This action stems from the interest generated from advances in Colombia and other countries, utilizing different silvopastoral models combining pastures, trees, fodder shrubs, and cattle. CIPAV (Centre for Research on Sustainable Agricultural Production Systems) was delegated to construct a proposal for setting up and coordinating the Network, which will have a global reach in the future and permanent interaction with The Global Agenda.

During the first phase, the activities were focused in generating a database of stakeholders, an inventory of SPS initiatives in Latin America and the Caribbean and in gathering information from stakeholders related to the main barriers to the further expansion of SPS in the region and about the role that the GNSPS should play to overcome those barriers and to promote SPS at a global level.

The present proposal seeks to take advantage of the results of the first phase and regional experience in Latin America to advance towards the consolidation of nodes of the GNSPS, and creating an electronic platform to exchange information between stakeholders.

3. Goal of the GNSPS

Promote the strengthening and scaling up of silvopastoral systems worldwide, wherever there are technical, economic, environmental, and cultural options for supporting livelihoods and business activities with sustainable livestock farming, specifically through the generation, exchange and dissemination of knowledge, the documentation of public policies in countries and/or sub-regions, and the facilitation of dialogue to address the challenges associated with climate change and the global market.

4. Role of the GNSPS

The Global Network on Silvopastoral Systems will be an internationally recognized platform to facilitate the exchange of knowledge, best practices, and experiences related to the integration of livestock with trees and forests, as well as a bridge for communication between the different stakeholders involved in sustainable livestock farming.

5. Long term Outcomes of the GNSPS

- I. Identify the relevant stakeholders and initiatives in silvopastoral systems at global level and the areas where there are demands for knowledge, advice or information about silvopastoral processes.
- II. Serve as a neutral forum to facilitate the exchange between strategic stakeholders in the silvopastoral field including lead producers, private companies, public policy makers, scientists and communicators to stimulate the local practice change in silvopastoral systems.
- III. Serve as a multi-stakeholder platform to find consensus in the methodologies of evaluation, transfer of information and development of policies to promote the scaling up of silvopastoral systems.

6. Niche of the Global Network SPS

In different sectors and regions, there is a consensus that silvopastoral systems (SPS) can overcome several problems of livestock production by reducing the impact on natural resources, increasing efficiency and profitability and improving animal welfare and, at the same time, contribute to the mitigation of and adaptation to climate change.

There are several initiatives aimed at the inclusion of the shrub and tree components in livestock systems through different strategies. On the other hand, there is a demand for systematic compilations and analysis of different production systems, related knowledge and experiences as well as information about successful examples. However, the information is scattered in different sectors such as forestry (wood, pulp and energy), grazing and pastoralism, agriculture and livestock systems.

Therefore, there is a need to create interfaces that facilitate the contact between successful silvopastoral production systems and experiences around the world and between different disciplines and sectors, such as research, development and policy. The GNSPS is intended to serve as the platform to exchange that information and to promote silvopastoral systems in different regions and scales of production.

7. Objectives

- I. Establish and consolidate the Global Network of Silvopastoral Systems.
- II. Serve as a platform to facilitate knowledge exchange and communication between strategic stakeholders in SPS including public and private sectors, farmers, research and academic institutions, policy makers, NGOs and community-based organizations.
- III. Strengthen the functioning of the Latin America and Caribbean Network node and subsequently initiate relationships and exchanges with other regions of the world, according to their level of interest and ability to participate.
- IV. Enhance joint understanding on silvopastoral systems in technical and economic aspects, scientific knowledge, users, impact, public policies and strategies to scale them up.
- V. Inform public policy, particularly in the areas of the United Nations conventions (Biodiversity, Climate Change, Land Degradation and Desertification, and Millennium Goals for Sustainable Development) to better target capacity building and scaling up in countries and regions.

8. Expected outputs

- I. An electronic platform, established and functioning, for the exchange of knowledge and experiences about SPS throughout the world.
- II. A strong Network node in Latin America and the Caribbean, with active information exchange and a conference to promote the expansion of SPS in the region.
- III. Initial development of Network nodes in other regions of the world (up to two), with these nodes having a specific development strategy.
- IV. A study on the state of knowledge of SPS worldwide, including information from published articles, grey-literature, as well as the capacity building techniques used to promote SPS in different countries. The compiled documents will be made available, when permitted, on the electronic platform.
- V. Studies characterizing the most common silvopastoral models to determine their productivity, socio-economic and environmental potential, utilizing a standard protocol that will allow for comparison between systems.
- VI. A document on the state of SPS with emphasis on Latin America and the Caribbean, including the impact, challenges, and limitations of these systems for the main agricultural regions.

- VII. A strategy to inform public policy at different levels in order to include SPS as an alternative to be scaled up to contribute to climate change, biodiversity protection in human landscapes and sustainable development.
- VIII. A strategy for strengthening the future operation of the Network, including proposed financial sustainability in the medium- and long-term.

10. Detailed Budget of the Global Network SPS per each year

GLOBAL NETWORK OF SILVOPASTORAL SYSTEMS BUSINESS PLAN 2016-2018	2016		2017		2018		TOTAL
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	
i. Establishment and management of the network							
a) Defining network structure and operation	4.000	4.000					8.000
b) Meeting organization	2.000	12.000					14.000
c) Visibility strategy	4.000	2.000	4.000		4.000		14.000
d) Management	9.000	9.000	9.000	9.000	9.000	9.000	54.000
	19.000	27.000	13.000	9.000	13.000	9.000	90.000
ii. Development of the platform							
a) Design and hosting of electronic platform	17.000	16.000	1.500	1.500	1.500	1.500	39.000
b) Platform administration	2.500	2.500	1.500	1.500	1.500	1.500	11.000
	19.500	18.500	3.000	3.000	3.000	3.000	50.000
iii. Creation and strengthening of the network nodes							
a) Workshop at the MSP Meeting	35.000				35.000		70.000
b) Meeting with stakeholders from LA (2 virtual and 1 face to face per year)	2.000	16.000	2.000	20.000	2.000	20.000	62.000
c) Preconference with farmers and scientist at IX Congress			2.000	16.000			18.000
d) Development of two regional nodes			17.000	2.000	17.500		36.500
	37.000	16.000	21.000	38.000	54.500	20.000	186.500
iv. Enhance joint understanding of SPS							
a) Compilation and analysis of SPS knowledge		10.000	10.000	10.000			30.000
b) Assessment of main sps models in LAC	10.000		52.000	40.000	5.000		107.000
c) Characterization of the main sps models worldwide		3.000	6.000	8.000			17.000
	10.000	13.000	68.000	58.000	5.000	-	154.000
v. Inform public policy to better target capacity building and scaling up of SPS							
a) Analysis of policy instruments used to promote sps and agroforestry			2.500	3.000	20.000	18.000	43.500
	-	-	2.500	3.000	20.000	18.000	43.500
TOTAL	85.500	74.500	107.500	111.000	95.500	50.000	524.000

Annex 13: Dairy Asia Partnership: Towards Sustainability

The challenge

Asian dairy is on the cusp of transformation. Consumption of milk and milk products has grown rapidly in the region making Asia the strongest growing region for dairy product consumption during the last three decades. While production has responded strongly to growing demand, supply continues to fall short of demand. Consequently, net imports of milk and milk product in the region are up 3-fold over this period. Recent OECD-FAO Agricultural Outlook estimates that the demand for milk and milk products in the region will reach almost 320 million tonnes by the year 2021. This means the region will need to increase milk availability by another 50 million tonnes. These conditions provide an attractive opportunity for developing Asian nations to further consolidate these gains by investing in measures to enhance productivity, quality, food safety and market access.

This growth in demand is happening at a time when concerns about resource scarcity, climate change and the need for equitable economic development are becoming exceedingly important. Farmers worldwide face the challenge of producing more with less while at the same time addressing climate change and impacts on ecosystems. The sector is under pressure to increase the efficiency of natural resource use to meet society's growing food and environmental needs. Investing in sustainable dairy is no longer a question of choice. It is the only option.

What is Dairy Asia?

Dairy Asia is a multi-stakeholder partnership of willing partners committed to visioning and building a sustainable dairy sector in Asia and the Pacific region.

Our vision

A socially and environmentally responsible Asian Dairy Sector that enhances rural livelihoods, improves nutrition, and contributes to economic prosperity.

Core functions

1. Facilitate knowledge and information exchange about dairy development across Asian countries
2. Support institutional development for dairy development in Asia
3. Support Policy and Strategy in support of dairy sector development in Asian countries
4. Advocate for and broker investment partnerships in dairy development
5. Facilitate collaborative R&D activities in support of sustainable dairy develop

DAIRY ASIA AND THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

"Leave no one behind" is the central dictum of the SDGs adopted by world leaders in September 2015 at the United Nations special Summit in New York. These goals represent the aspirations of the global community in addressing a wide range of global issues, including health, climate change, economic development, human rights and gender equality.

Dairy Asia is fully aligned with the spirit of SDGs and contributes directly to the following SDGs

SDG 1: End Poverty in all its forms everywhere

SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

SDG 5: Achieve gender equality and empower all women and girls

SDG 6: Ensure availability and sustainable management of water and sanitation for all

SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all

SDG 10: Reduce inequality within and among countries

SDG 12: Ensure sustainable consumption and production patterns

SDG 13: Take urgent action to combat climate change and its impacts

SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

The Organizational Structure

CURRENT PARTNERS

1. National Dairy Development Board, India
2. Dairy Farming Promotion Organization of Thailand
3. National Dairy Authority, Philippines
4. Myanmar Livestock Federation
5. Department of Livestock Development, Government of Bhutan
6. Global Agenda for Sustainable Livestock
7. Stockholm Environment Institute Asia
8. International Livestock Research Institute
9. Animal Production and Health Commission for Asia and the Pacific



How To Join?

Dairy Asia is a voluntary multi-stakeholder platform that functions on the principles of consensus and mutual respect. Membership is open to those organizations who subscribe to the vision and core values of the platform by signing the consensus document. The consensus document can be downloaded from www.dairyasia.org. Please send signed consensus document to asia-dairy-network@fao.org.

For any further information, please contact: asia-dairy-network@fao.org

Dairy Asia: Proposed Plan and Budget for 2016-2018

	USD		
	2016	2017	2018
1) Dairy Asia Secretariat established and operational			
a) Dairy Asia Coordinator	50,000	50,000	50,000
b) Admin/IT support	30,000	30,000	30,000
c) Core secretariat budget to support limited travel, printing and other secretarial functions	50,000	50,000	50,000
2) Collaborative links established with partners that share Dairy Vision and are willing to work together/provide support	0	0	0
3) Development of good practices, guidelines, indicators and policy frameworks			
a) Identification and assessment of sustainable dairy good practices	100,000	100,000	100,000
b) Development of guidelines and indicators for sustainable dairy development	50,000	50,000	50,000
c) An expert database and roster developed and made public through Dairy Asia website	50,000	50,000	50,000

4) Institutional and policy development			
a) At least one country supported for establishing institutional architecture for sustainable dairy development at the national level	200,000		
b) At least three countries (one per year) supported in developing sustainable dairy development policy at the national level		50,000	50,000
c) Collaborative R&D partnerships established	50,000		
d) Sustainable dairy genetic improvement systems enabled		100,000	100,000
e) Producer organizations established		100,000	100,000
5) Communication and advocacy			
i) Development of communication and advocacy products	50,000		
ii) At least three regional meetings (one per year) and three electronic conferences (one per year) for Dairy Asia advocacy, dissemination of sustainable dairy strategic framework, good practices and guidelines	150,000	150,000	150,000
iii) At least six national meetings (two per year) for Dairy Asia advocacy, dissemination of sustainable strategic framework, good practices and guidelines	50,000	50,000	50,000
iv) At least one Dairy Asia Multi Stakeholder Platform meeting every year (Philippines, India, Myanmar)			
v) Development of Dairy Asia website as a prominent knowledge portal for sustainable dairy development	50,000	50,000	50,000
vi) Advocacy for school milk activities linked with local dairy development in the region	10,000	10,000	10,000
Miscellaneous	10,000	10,000	10,000
Total	900,000	850,000	850,000
The Global Agenda contribution	300,000	300,000	300,000
APHCA contribution	25,000	25,000	25,000
National partners (cash and in-kind contribution)	250,000	250,000	250,000
Other partners/donors (to be mobilized)	275,000	275,000	275,000

Relevant Documents Produced

Dairy Asia. 2015. Towards Sustainability: Elements of a Regional Strategy for Sustainable Dairy Development in Asia Food and Agriculture Organization of the United Nations. FAO Regional Office for Asia and the Pacific Bangkok, 2015.

Dairy Asia. 2015. Towards Sustainability: From Concept to Action. Proceedings of the Regional Multi-stakeholder Meeting held in Anand, India, March 23-26, 2015.

Dairy Asia. 2014. Towards Sustainability. Proceedings of an international consultation held in Bangkok, Thailand, 21–23 May, 2014.

Annex 14: Livestock Environmental Assessment and Performance Partnership

Background

As the question of the sustainability of future food systems takes root, there is a growing recognition of the need for comparative and standardized indicators to assess the sector's environmental performance and progress towards sustainability. The ability to evaluate improvements is critically dependent on establishing valid and comparable methods for measuring performance. Methods, indicators and metrics, are required not only to evaluate the environmental performance but also to identify areas where benefits are greatest and as well as provide information important for the design of more efficient processes, decreasing resource use and environmental impacts. Monitoring the performance is a key element in evaluating and ensuring compliance of production processes, hence the absence of recognized frameworks for monitoring environmental performance impedes the possibilities for improvements. Numerous stakeholders have already developed a wide range of environmental assessment methodologies to better understand the environmental performance of products and sectors. However, such methodologies often do not capture the specificity of livestock supply chains and vary substantially in scope and technical requirements. This situation has led to diverging results and conclusions hence, to contrasting policies whose actual effects on the environment and society are often questioned by stakeholders and heavily debated in public.

The Livestock Environmental Assessment and Performance (LEAP) Partnership focuses on the development of recognised sector specific guidelines to assess environment performance of livestock supply chains. LEAP is a first-of-its-kind, multi-stakeholder partnership of Governments, Private Sectors, NGOs and CSOs, and other stakeholders united by a shared commitment to the sustainable development of the livestock sector.

LEAP1 (2012-2015) is a front-runner in developing consensual environmental assessment tools to support the transition to sustainable food and agriculture.

To pursue project objectives, 6 Technical Advisory Groups (TAG) were formed and more than 300 experts from all world regions have been involved in the development of the LEAP technical guidance documents. To ensure their soundness, 12 external technical reviewers were appointed, and 2 public reviews of LEAP products were conducted. A task force of 7 experts led the work on the development of the LEAP database. The LEAP Steering Committee had the role of overseeing the process and approval of outputs.

Overall, LEAP1 (2012-2015) delivered: 5 technical documents containing guidance on environmental accounting for feed and livestock supply chains; a reference database on GHG emissions from 5 major feed crops; principles to assess the impacts of livestock on biodiversity; and methodological notes on LEAP guidelines.

An overview of achievements is available at www.fao.org/partnerships/leap/en/

Goal

To build global consensus on science-based methodology, indicators and databases for understanding the environmental performance of livestock supply chains in order to shape evidence-based policy measures and business strategies.

Phase 1 of the LEAP work programme has largely focused on the harmonization of accounting rules for the quantification of greenhouse gas emissions from livestock supply chains. However, measurements of GHG emissions are only partial metrics, and can lead to misleading policy signals if not placed within the proper context of the wider relationship between livestock and the environment. Part of the mandate of the LEAP Partnership is to develop methods and indicators that can be applied to measure the wider environmental performance of livestock on a global scale as well as incorporate the social and economic dimensions of the sector. Phase I of LEAP initiated some of this work through the development of biodiversity principles as well as the work initiated on nutrient use efficiency in livestock supply chains. To

fully achieve the general objective of the Partnership, LEAP+ will address several issues in order to make fair and sound environmental assessment of livestock supply chains reality.

Long term Outcomes

LEAP+ guidelines will be a major part of the broader toolbox that will provide evidence for dialogue and policy making in livestock and agriculture sustainability through integrated sustainability assessments. Such toolbox is expected to be a major outcome of the Global Agenda for Sustainable Livestock (THE AGENDA).

LEAP's role

Providing tools and data enabling to support the transition towards more sustainable food and agriculture by improving the environmental performance of livestock supply chains while ensuring social and economic viability.

LEAP Principles

Guiding principles of the LEAP partnership include: global perspective for local solutions, inclusiveness, scientific rigor, consensus, transparency, comprehensiveness, continuous improvement and adoption.

LEAP Niche

Among the assessment tools currently available, the Life Cycle Assessment (LCA) is a method for integral assessment of the environmental impact of products, processes and services. ² The LEAP initiative relies on, but is not restricted to, the LCA framework, which is increasingly used in environmental footprinting schemes and several policy contexts due to its holistic, quantitative perspective.

As the LCA framework was conceived and developed for industry, several methodological challenges need to be addressed to ensure accurate application to agriculture. For this reason, LEAP also focuses on emerging approaches such as e.g. nutrient use efficiency metrics.

Brief Work Plan

To fully achieve the general objective of the Partnership, LEAP+ will address several issues in order to make fair and sound environmental assessment of livestock supply chains reality. LEAP+ technical activities are listed in Table 1. Depending on funding made available by donors, the LEAP+ work programme can be expanded and include activities in Table 2.

Table 1. CORE TECHNICAL ACTIVITIES PLANNED FOR 2016-2018

Project activities	Rationale
1. Road testing of guidelines and consolidation of guidelines	LEAP1 has delivered guidance on environmental accounting for all livestock supply chains. Road testing is necessary to evaluate to what extent such technical documents are clear and provide sufficient guidance for application at various scales (field, farm, country, region, and world). Building on the results of the testing as well as on the additional outcomes of LEAP+, LEAP guidelines will be revised and consolidated. An abridged version of the consolidated LEAP1 guidelines will also be developed.

2. Development of guidance on Consequential modelling	Currently-available LEAP guidelines provide guidance on environmental assessments of baseline scenarios. Out of scope are the potential impacts tied to the possible effects induced on other sectors e.g. those effects due to avoided production and substitutions. Several consequential modelling approaches exist and building up consensus is hence necessary. Guidance on consequential modelling will be developed to model potential environmental impacts associated to any changes in demand or offer. Guidance will also be developed on how to handle by-products/residues and how to account for rendering and other end-of-life
3. Development of guidance on Biodiversity	LEAP1 has developed principles on assessment of livestock impacts on biodiversity. In line with such principles, recommendations on the use of specific metrics will be developed and incorporated into LEAP guidelines.
4. Development of guidance on grassland carbon storage	Currently, there is no consensus on how to report avoided emissions from grassland carbon storage. Although LEAP provided recommendations, it was acknowledged that carbon storage requires extended discussion for consensus building.
5. Accounting of nitrogen and phosphorus cycles and assessment methods on eutrophication and acidification	Nitrogen emissions are a major cause of environmental pollution (e.g. eutrophication and acidification). P is a scarce resource and its use is also responsible for eutrophication. There are several models and models for accounting for nutrient stock change and nutrient loss. At the same time, reliability of the commonly-used impact assessment methods on eutrophication and acidification is often questioned. Recommendations are required on accounting models and impact assessment methods.
6. Water footprinting	About 70% of water used by humans goes to agriculture. A water footprint of a product considers both the direct and indirect water use. It also refers to where and when water is used. Analysis of the water footprint must take into account local availability and sources, water stress, and quality of water sources. This activity will provide estimates for direct water utilization/consumption by the livestock. Guidance on water footprinting will be developed and consensus on water footprint indicators will be built. The activity will build on existing initiatives.
7. From environmental assessment to sustainability assessment	To consider the full breadth of sustainability indicators, an integrated sustainability assessment framework will be conducted. For the inclusion of socio-economic dimensions, LEAP+ experts will primarily focus on those linkages to the environmental dimensions. This TAG will also identify and analyse pros and cons of the mainstream approaches used for decision making when assessments deliver diverging results (e.g. lower GHG emissions vs higher biodiversity).
8. Communication and Outreach	For LEAP to be recognized as a leading Partnership that sets the agenda and promotes coherent implementation of environmental dimension of sustainable livestock sector development enhanced and effective communication is essential for reaching key audiences. To this regard, emphasis in LEAP+ will be placed on improving communication reach and impact, strengthening the value and recognition of the work of the Partnership, promoting application and use of products.

Table 2. POSSIBLE ADDITIONAL TECHNICAL ACTIVITIES PLANNED FOR 2016-2018

Project activities	Rationale
9. Distribution systems, consumption, food wastage	LEAP1 guidelines scope stretches from feed production up to the primary processor gate. The scope of LEAP1 guidelines will be expanded to include additional life cycle stages of edible livestock products. Particular emphasis will be given to the modelling of distribution systems, consumption and food wastage.
10. Guidance and methodology on feed additives	LEAP1 guidelines on feed do not cover feed additives. A new technical document is necessary to fill this gap accordingly.

11. Eco-toxicity	Use of chemicals for feed production (pesticides, herbicides, fungicides, etc.) is an area that was not explored in LEAP1. A few models to account for the resulting emissions to air, soil and water exist and require dedicated discussion. Furthermore, fate of hazardous substances (e.g. heavy metals, radioactive substances) from water, soil to feed, animals and subsequent impacts on human health are often overlooked in environmental assessments. Principles and guidance on chemical dispersion models will be developed.
12. Preventing and reversing desertification and land degradation	Several are the benefits tied to deposition of manure that are not captured in environmental assessments of e.g. livestock in marginal lands. Discussion is needed to figure out to what extent deposition of manure contribute or prevent soil degradation and soil depletion, and under which circumstances manure is able to combat desertification. Principles and environmental assessment framework pathways will be developed accordingly
13. Socio-cultural and environmental services	Besides supplying a wide range of products, livestock production systems often deliver socio-cultural and environmental services such as e.g. forest fire prevention; cultural landscape valorisation; environmental awareness raising through field visits offered by agri-tourisms; religious services; wealth security where no banks exist; and cultural services nomadic communities. Such services are systematically overlooked when allocating environmental burdens as well as when designing environmental improvement options, including but not limited to GHG mitigation strategies. Guidance and methodology on how to handle allocation of impacts when socio-cultural and environmental services are also delivered will be developed.
14. Land occupation, crop rotation, integrated production systems	How to account for land occupation and soil carbon stock changes when it comes to crop rotation and integrated production systems (e.g. integrated livestock-fish farming systems or silvo-pastoral systems integrating production of livestock, timber, forage and honey) is still a disputed issue in environmental accounting. Guidance and methodology will be developed. On top of soil carbon stock changes, this component will also complement LEAP+ activities on nutrient cycle accounting.

Brief Budget

Table 3. Tentative budget for entire three-year work programme for activities in Table 1

Item	Budget USD	In-kind USD
Technical activities ¹ and communication and outreach	820k	365k
LEAP+ secretariat	350k	
Travels	120k	
LEAP+ Steering Committee meetings	120k	
LEAP+ plenary meetings and other showcase flagship	180k	
Final project external evaluation	20k	
TOTAL	1610k	365k

¹ See Table 1 for details

Table 4. Tentative budget for entire three-year work programme for activities in Tables 1 and 2

Item	Budget USD	In-kind USD
Technical activities ¹ and communication and outreach	1280k	575k
LEAP+ secretariat	350k	
Travels	120k	
LEAP+ Steering Committee meetings	120k	
LEAP+ plenary meetings and other showcase flagship	180k	
Final project external evaluation	20k	
GRAND TOTAL	2070k	575k

¹ See Tables 1 and 2 for details