



GLOBAL AGENDA FOR
SUSTAINABLE LIVESTOCK

Enhancing the contribution of the livestock sector to the Sustainable Development Goals with a multistakeholder partnership approach

GASL ACTION PLAN 2019 - 2021

FINAL VERSION

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Acronyms

ADB African Development Bank

AHAW Sustainability Domain 3: Animal Health and Animal Welfare

AN Action Network of GASL

AN1 GASL Action Network 1: Closing the Efficiency Gap

AN2 GASL Action Network 2: Restoring Value to Grasslands

AN3 GASL Action Network 3: From Waste to Worth (Circular Bio-economy)

AP Action Plan

APO Associate Professional Officer (P2 level in the FAO professional scale) financed by donor governments to support certain FAO initiatives

ASFs Animal Sourced Foods

AST Global Agenda Support Team (Secretariat)

AWAN GASL Action Network 9: Animal Welfare

BMGF Bill and Melinda Gates Foundation

CCAFS Research Program on Climate Change, Agriculture and Food Security

CFS Committee on World Food Security, foremost intergovernmental and international platform dealing with food security and nutrition (FAO-IFAD-WFP)

CGIAR Consultative Group for International Agricultural Research

CNRU Sustainability Domain 4: Climate and Natural Resource Use

COAG FAO Committee on Agriculture

COP22 2016 United Nations Climate Change Conference

COP23 2017 United Nations Climate Change Conference

D Dialogue

Dairy Asia GASL Action Network 5: Dairy Asia Partnership

E Evidence

FNS Sustainability Domain 1: Food Nutrition and Security

GACSA Global Alliance on Climate-Smart Agriculture

GASL/ Global Agenda Global Agenda for Sustainable Livestock

GDP Global Dairy Platform

GFFA Global Forum for Food and Agriculture

GG Guiding Group of the Global Agenda for Sustainable Livestock

GHG Greenhouse gas emissions

GIZ German Society for International Cooperation

GLAD Global Livestock Advocacy for Development

GNSPS GASL Action Network 4: Global Network on Silvopastoral Systems

GRA Global Research Alliance on Agricultural Greenhouse Gases

HLPE High Level Panel of Experts on food security and nutrition, created as part of the reform of the international governance of food security to advise the Committee on World Food Security (CFS)

HLPF High Level Political Forum on Sustainable Development, main United Nations platform dealing with sustainable development

IADG Inter-Agency Donor Group

IDF International Dairy Federation

IFAD International Fund for Agricultural Development



IFIF International Feed Industry Federation

ILRI International Livestock Research Institute

INTA Instituto Nacional de Tecnología Agropecuaria, Argentina

LAMP GASL Action Network 7: Livestock Antimicrobial Partnership

LEAP GASL Action Network 6: Livestock Environmental Assessment and Performance Partnership

LEG Sustainability Domain 2: Livelihoods and Economic Growth

Liv.4.Soc.Dev. GASL Action Network 8: Livestock for Social Development

MSP Multistakeholder Partnership

PPC Practice and Policy Change

OIE World Organisation for Animal Health

SDC Swiss Agency for Development and Cooperation

SDGs Sustainable development goals of the UN 2030 Agenda for Sustainable Development

SFS Sustainable Food Systems

SLPS Sustainable Livestock Production Systems

VSF Vétérinaires Sans Frontières

WAMIP The World Alliance of Mobile Indigenous Peoples

WAP World Animal Protection

WFP World Food Programme





Executive Summary

The Global Agenda for Sustainable Livestock (the Global Agenda or GASL) is a multistakeholder partnership committed to sustainable livestock development from a social, economic and environmental perspective. Its more than 100 institutional partners worldwide constitute seven stakeholder clusters and nine technical action networks, representing all major actors and addressing several dimensions of sustainable livestock development. The Global Agenda engages in policy dialogue, produces tools, shares experiences, makes evidence available and agrees on joint action. It recognizes the multiple social, economic, and environmental dimensions of livestock, their contributions, synergies and trade-offs, and advocates for an integrated perspective to problem solving. GASL provides an important global platform to demonstrate solutions and best practices in the livestock sector and contributes to the achievement of the sustainable development goals of the UN Agenda 2030.

Building on GASL's achievements and experience from 2011 to 2018, this document outlines the actions that will provide value added in the context of the UN Agenda 2030 for Sustainable Development. This plan will work towards an improved focus of the Global Agenda for advocacy, and support of the adoption of good practices and policies. Furthermore, GASL will improve the visibility of its impact with better targeted and up-scaled communication activities.

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 through a multistakeholder partnership process. In the process, GASL enhances the increasing positive impacts of sustainable livestock and generates substantial, measurable and lasting impacts by facilitating dialogue, generating and communicating evidence, and advocating the adoption of good practices and policies in favor of sustainable livestock sector development, ensuring the livestock sector globally, regionally, nationally and locally responds simultaneously to increased demand, contributes to development and mitigates potential harms.

Based on this strategic framework, three outcomes have been defined in a logical framework with corresponding outputs, activities and budgets in this Action Plan 2019 – 2021 (see Annex 1 and Annex 2 for details). It is important to note that the strategic framework of GASL focuses on elements which require multistakeholder action. These elements can be characterized as follows: A common issue that has public and private good features; issues that look different for different parts of the sector, or different stakeholders; issues where there is a need to build consensus within the sector and outside of the sector; and issues that cannot be addressed by any single stakeholder group alone. Based on this context the following three major outcomes have been defined for the Action Plan's period 2019 to 2021:

- **Outcome 1: Enhanced policy dialogue on livestock sustainability issues.** GASL facilitates dialogue that improves consensus on sustainable livestock development issues among GASL partners and stakeholders, and with other sectors' stakeholders, resulting in a clearer definition of where and how the livestock sector may best contribute to the Sustainable Development Goals (SDGs).
- **Outcome 2: Generation and communication of evidence.** GASL partners and stakeholders offer tools and robust analytical evidence as inputs into the dialogue process to arrive at practices, policies, strategies and frameworks in support of sustainable livestock development.
- **Outcome 3: Practice and policy change.** GASL advocates practice and policy change (PPC) through multistakeholder processes towards the adoption of good practices and conducive policies to improve



livestock sustainability at global, regional, national and local levels, through continuous, context-specific improvement and innovation and promoting sustainable 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 2019 to 2021 is **USD 4.26 million (four million two hundred and sixty thousand USD)**, with an approximate allocation per core role of GASL of 42% for facilitating dialogue (Outcome 1), 37% for assembling and communicating evidence (Outcome 2) and 21% for advocating practice and policy change (Outcome 3). The funds to be raised from 2019 to 2021 are USD 3.74 million (three million seven hundred and forty thousand USD) because the rest is already covered by the APO commitments from Switzerland and Germany for the same period. This budget covers mainly costs related to the agenda support facility and does not include the entire budgets of the Action Networks because these networks are mainly self-sustained. It provides support to these groups to pursue certain issues relevant to the multistakeholder process such as ignition capital for research processes, production of guidelines, practice and policy change assessment, participative policy development, technology and knowledge exchange initiatives, and ingenious forms of capacity development. The budget also considers resources to deal with emerging issues that can become relevant during the project horizon and support for publications and communication.

Impact certainty. GASL's experience during 2011-2018 shows that the Global Agenda proposed actions will contribute to the above results because the nature of this partnership is open, consensual and inclusive, based on mutual respect and built on voluntary stakeholder engagement from seven different clusters including civil society, public and private sectors, non-governmental organizations (NGOs), academia and research, donors and multilateral organizations. It is also evidence based and fosters knowledge as key to making livestock more sustainable and supports knowledge generation and sharing, along with technological, institutional and policy innovation, and it is a real example of Sustainable Development Goal 17 (SDG 17, partnership for the goals) which recognizes that sustainable development can only be achieved by joint action.





1. Introduction

1.1 Context, History and Rationale of the Global Agenda for Sustainable Livestock

In the world, there are 570 million livestock farmers. The Global Agenda for Sustainable Livestock assists this community to raise the best livestock products, generate rural income, and support a healthy planet. The continued evolution of livestock systems creates many questions and requires even more answers.

In order to succeed with the challenge of feeding the world, animal products can make an important contribution. In 2050, the world will demand up to 50% more animal food products to nourish 10 billion people. How can the livestock sector best prepare to meet this demand while working within the resource limits? The sector will need the right technologies, skills, infrastructures and institutions. It must be able to invest in their enterprises, prioritizing quality and sustainable productivity. Market access and reduction of waste and loss are also very important. The Global Agenda contributes to holistic solutions to cope with all these challenges in an integrated way. All partners in the livestock value chain can benefit from this.

Livestock systems provide crucial human benefits in social and economic terms, and are also playing a positive role of steward of the land and maintaining biodiversity. However, like any other production systems, they also put pressure on our natural environment. Farmers are the guardians of our planet if they work in balance with this environment. Climate change and pollution can be mitigated through circular economies at different scales. The Global Agenda supports innovations and durable solutions and believes in the power of multistakeholder partnerships. If all partners in the value chain and beyond are aligned toward the joint challenge to improve livestock farming, the best results will be achieved for the benefit of all people and the planet.

GASL is an international multistakeholder partnership founded in 2011. GASL's mission is to enhance livestock holder's commitment and investments in support of the Sustainable Development Goals of the UN Agenda 2030. The Global Agenda is supported and financed by both donor countries and private organizations and important in-kind contributions from its members (see Section 2.3.2). The Secretariat, based at FAO in Rome, facilitates the activities, organizes meetings and disseminates information.

As a multistakeholder partnership, GASL brings people and institutions together to understand and recognize these questions, exchange expertise and provide answers to the livestock sector. Single stakeholders are often ineffective. The multistakeholder approach is more efficient and effective and can add tangible and visible values.

The Global Agenda consists of over 100 partners from Governments, farmers, private sector, civil society, NGO's and the research community and with support of FAO, OIE, IFAD and the World Bank. One of GASL's main assets is the diversity of views. The Global Agenda Action Networks collect regional and worldwide experiences and produce advisory documents and guidelines for all partners in livestock systems.

The Global Agenda has analysed the impact of livestock on the United Nations Sustainable Development Goals (SDGs). Livestock systems contribute to all 17 SDGs, many with positive and measurable results. The opportunities for poverty alleviation, food security, health, economic growth, innovation, climate stability and social cohesion are numerous and require continuous attention. The SDGs provide important benchmarks to measure progress in sustainable development.



Box 1: Key messages of the Global Agenda for Sustainable Livestock

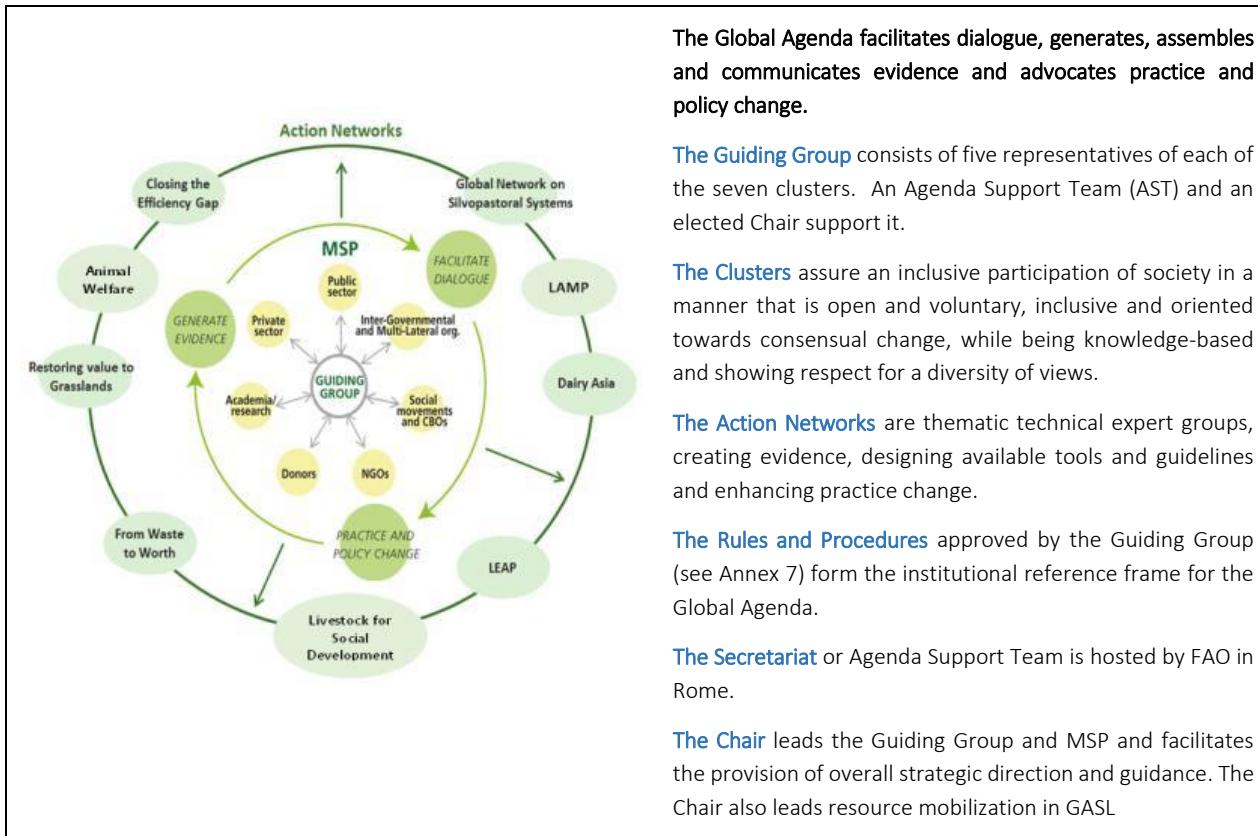
1. The Sustainable Development Goals (SDGs) of the UN Agenda 2030 for Sustainable Development provide the main orientation for the Global Agenda. It advocates for a livestock sector that actively contributes to these goals, at all levels, from local to global.
2. Sustainable livestock are significant contributors to the SDGs and important part of sustainable food systems. They have substantial socio-economic benefits that help nourish the world and steward the land by contributing to food security, nutrition, livelihoods, and eradication of poverty.
3. To make livestock and the livestock sector more sustainable and to contribute substantially to the achievement of the SDGs, multistakeholder processes and increased public and private investments are essential.
4. All stakeholders are interested in contributing to a more sustainable livestock sector.
5. The Global Agenda is designed and functions as a multistakeholder partnership committed to the sustainable development of the livestock sector. The Global Agenda therefore:
 - engages in stakeholders' policy dialogue, sharing of experiences, and agrees on action.
 - recognizes the multiple social, economic, and environmental dimensions, their contributions, synergies and trade-offs, and advocates an integrated perspective to problem solving.
 - is evidence-based and seeks to deepen the understanding of livestock development issues and options of all stakeholders.
 - builds capacities to monitor and assess changes and provides tools for policy making at country level.
 - is geared towards practice and policy change through continuous improvement.
 - creates added value by:
 - strengthening inclusion and representativeness of all regions' stakeholders;
 - fostering multi-disciplinary integration of objectives, science and technology, analysis and planning tools;
 - supporting innovation, enhancing synergies and regional comparative advantage.

1.2 Governance and Governance Structure of GASL

The governance of GASL (Figure 1) reflects the multistakeholder approach. GASL consists of seven **stakeholder clusters**: i) public sector, ii) social movements, iii) private sector, iv) donors, v) academia, vi) NGOs, and vii) inter-governmental and multi-lateral organizations. Each is represented in a Guiding Group that provides overall direction to GASL. In addition to stakeholder clusters, there are nine Action Networks that are the specific technical initiatives the Global Agenda endorses to address sustainability issues in diverse livestock systems. **Action networks** focus on different regional and thematic issues regarding sustainability: i) resource use efficiency, ii) grasslands restoration, iii) waste to worth (bio-economy), iv) silvo-pastoral systems, v) environmental performance (LEAP), vi) dairy in Asia, vii) anti-microbial resistance, viii) livestock for social development and ix) animal welfare.



Figure 1: Governance of the Global Agenda



1.3 Major Achievements 2011 to 2018

In addition to clearly aligning to the UN 2030 Agenda and contributing to several SDGs, GASL's appeal has been its provision of a unique forum to discuss the issues around livestock sustainability with a broad and diverse participation.

GASL's focus gradually broadened from a focus on natural resources to include other topics considered to encompass the main factors affecting sustainability such as social, economic and environmental issues. The growth in membership from 56 in 2015 to 107 in 2018 demonstrates its relevance as well as its potential outreach. GASL began to some extent as an experiment in the domain on Multistakeholder Partnerships for Development, which was a relatively new field at the time of its inception.

This pioneering approach required adjustments to its internal governance along the way, such as amendments to its membership conditions and internal decision-making processes, which have been enacted in a participatory and effective way. Being hosted as a project in FAO has been instrumental to its ability to attract funding and new members, as well as maintain balance and participation among them. FAO's operational and technical expertise in the livestock sector has provided an important contribution to the initial thematic focus of GASL and its overall strategic direction. However, there have been challenges to GASL's smooth functioning as FAO's rules and administrative processes have sometimes clashed with GASL's internal decision-making processes and hampered its effective functioning. While there is clear room for improvement in such areas, being hosted in FAO presents more advantages than disadvantages at this time. While the ultimate results and impacts of GASL will only become apparent in time,



the approach of this initiative has demonstrated encouraging progress towards a more consensual view on sustainable livestock as well as policy and practice change. The contributions and benefits of GASL rest in its partnership building and knowledge sharing effects, which have been clearly appreciated by its members. Reaching a common approach and definition of sustainable livestock will require time and concerted efforts, and GASL, with its broad membership, is well positioned to contribute to this goal.

In summary, the Global Agenda is built on the expertise, experience and skills of a wide range of stakeholders and has explored approaches such as participatory policy development, roundtables, technology and knowledge exchange initiatives, technical action networks, and creative forms of capacity development. Other main achievements include the following:

1.3.1 Global Outputs and Impact

During 2011 to 2018 GASL provided innovative multi-stakeholder conditions and a worldwide platform for the interaction of more than 100 partners, enhancing their motivation, capacity and financial resources to produce and share effectively a variety of technical solutions for sustainable livestock globally, regionally and nationally. These included a resource-use efficiency matrix, silvopastoral techniques, a multi-criteria grasslands value model, the positioning of dairy products as a source of nutrition and employment in Asia, livestock environmental and performance guidelines, solid evidence on the positive relationship between dairy and poverty reduction, livestock sustainable investment guidelines, and productivity-boosting good practices related to animal welfare and mitigation of the impact of antimicrobial resistance. The concerned stakeholders belonged to the seven clusters shown in Figure 1. Other well-known livestock partnerships, such as the Livestock Environmental Assessment and Performance (LEAP) partnership, Dairy Asia, the Dairy Sustainability Framework and the Global Roundtable for Sustainable Beef, participated actively in action network activities and in MSP meetings.

Additionally, specific countries and regions seeking appropriate policies and legislation in favour of sustainable livestock development are now using GASL's principles and MSP approach. The expected influence in practice and policy change in favour of sustainable livestock development around the world is a reality in Mesoamerica and South America (low-carbon livestock production) and Mongolia (Mongolian Agenda for Sustainable Livestock) and is at the initial stages in Eastern Europe and Central Asia (1st GASL Regional MSP Meeting in Uman, Ukraine in April 2018). Active GASL partners, such as ILRI, FAO and the World Bank, have also supported the design of sustainable livestock policy master plans in Kenya and Ethiopia.

1.3.2 Internal Process Achievements

Consolidation of a Multistakeholder Partnership

The Global Agenda for Sustainable Livestock is a multistakeholder partnership aligned with the UN Sustainable Development Agenda 2030. With the active engagement of governments, civil society organizations, the private sector, donors, academia, NGOs, as well as intergovernmental and multilateral organizations, GASL facilitates stakeholder dialogue and concerted action in support of a sustainable livestock sector.

Formalization of an organizational structure of the Global Agenda with approved Rules and Procedures.

This organizing and governance structure includes a Guiding Group and its supporting constituencies (stakeholder clusters), a growing number of Action Networks, and a Technical Support Team.

2016 FAO Committee of Agriculture (COAG) Support

One hundred and fifteen governments present at the 25th COAG Consultation on 27 September 2016 supported the Global Agenda for Sustainable Livestock with a wide range of very positive opinions and broad endorsement of the



work done. COAG members considered both the seven-cluster structure and governance of the partnership as well as the connection the Global Agenda established with the SDGs as appropriate. COAG also recommended FAO to increase its support to GASL.

Eight multistakeholder partnership (MSP) meetings

The eight multistakeholder partnership meetings as listed in Table 1, have built consensus, shared knowledge and developed a common vision of the contribution of the livestock sector to the Sustainable Development Goals (SDGs). Each meeting had a specific theme. The meetings addressed global issues as well as region-specific issues in the form of policy forums, organised by the host governments.

Table 1: Multistakeholder meetings 2011 to 2018

MSP	Place and Country	Major issues discussed
2011	Brasilia, Brazil	Decision to focus on natural resource use with an open, consensual, action oriented, multistakeholder process
2011	Phuket, Thailand	Decision on three focus areas: Closing the Efficiency Gap, Restoring Value to Grasslands and From Waste to Worth.
2013	Nairobi, Kenya	Structure and processes, election of a chair
2013	Ottawa, Canada	Decision to go beyond environment. Inclusion of social and health dimensions and focus on practice change.
2014	Cali, Colombia	Firming up elements of health and social elements. Consolidation of governance by building the seven clusters
2016	Panama City, Panama	Linking GASL to the SDGs. Clarification of roles of Action Networks. Panama Declaration, firming the commitments of the members towards sustainable livestock sector development
2017	Addis Ababa, Ethiopia	Showcasing livestock-based solutions, tools and cases for sustainable livestock sector development
2018	Ulaanbaatar, Mongolia	Livestock on the Move, GASL responses to the new dynamics livestock experiences in the global sustainability debate. Regional focus on mobile herding. Global focus on four sustainability domains derived from the 10 th GFFA 2018 (see Section 2.2.2.1)

Development of Action Networks

Five Action Networks (LEAP, Closing the Efficiency Gap, Restoring Value to Grasslands, Dairy Asia and the Global Network on Silvopastoral Systems) have already achieved tangible results in Latin America, Europe, Africa and Asia through methodology development. The outputs from the networks have been disseminated among a wide range of stakeholders (e.g. environmental assessment guidelines, efficiency analysis, guidelines for grassland management, knowledge transfer by Dairy Asia and the silvopastoral systems network) and have supported several pilot projects worldwide. In 2017, the Guiding Group approved three new Action Networks: Livestock Antimicrobial Resistance Partnership (LAMP), Livestock for Social Development and Animal Welfare. The topic on promoting investments in sustainable livestock is currently under consideration.

Advocacy on the importance of a sustainable livestock sector

The Global Agenda has become a key implementation process of the UN Agenda 2030 for Sustainable Development, catalysing and guiding the sustainable development of the livestock sector through the continuous optimization of the economic, social and environmental outcomes of the livestock systems. Recently, the Global Agenda's partners



and stakeholders have actively participated in important events around the world and important advocacy work is in progress through coordination with the GLAD initiative led by ILRI.

The donor base and fundraising

Switzerland, the Netherlands, Ireland, the Global Dairy Platform (GDP), Canada, France, New Zealand and the Confédération Nationale de l'Élevage (CNE) have contributed to the Core Budget of the Global Agenda and others (such as France, Swedish University of Agricultural Sciences and GDP) have invested in Action Networks' concrete outputs in their areas of interest. Contributions of the Global Agenda donors reached US\$995 000 in 2016, US\$1 194 000 in 2017 and US\$ 808 167 in 2018. Switzerland remains as the main donor followed by the Netherlands and France. The MSP meetings have been substantially supported by the hosting governments, the private sector, intergovernmental and multilateral organizations and by NGOs. Fundraising remains a major challenge, especially to finance the core budget of the Global Agenda. Many donors prefer to support specific pilots and projects rather than investing in the core budget to finance the process and the secretariat. In addition, the partners contributed in-kind substantially with their time, participating in meetings and working in Clusters and Action Networks to the tune of more than 1.5 million USD during the last Action Plan Period 2016 to 2018.

FAO's Support to GASL

COAG's 25th Session in 2016 called on FAO to play a greater role as an intergovernmental stakeholder and as a programmatic collaborator in providing technical expertise, as well as to strengthen its role as the Secretariat, promote stronger cooperation among countries, as well as better regional balance. FAO has continued its active role in the Seventh Cluster of GASL, advocating for transparency and openness in the operation of the cluster. The cooperation offered by FAO to the new GASL Action Network on Livestock for Social Development regarding dairy development, the support for the 1st Multistakeholder Regional Meeting on Strategic Planning for Sustainable Livestock Development in Uman, Ukraine in April 2018 and the support in the planning of the global part of the 8th MSP of GASL in Mongolia in June 2018 are examples of a very positive and constructive collaboration between GASL and FAO. The Secretariat has been strengthened with a Livestock Policy Officer as the operations manager in 2017 and two Associate Professional Officer (APOs) pledges, one from Switzerland (started 1 February 2018) and Germany (in process) to support GASL Action Networks in 2018. FAO is playing an important role to strengthen cooperation among countries through its national and regional offices in Panama, Addis Ababa, Bangkok, Mongolia, Ankara, Budapest and Asunción. An additional good example is the role FAO Mongolia is playing in the development of the Mongolian Agenda for Sustainable Livestock. The inclusion of stakeholders from both the public and private sector increases the level of process complexity and speed of delivery. FAO keeps continued vigilance of regional balance in the representation of the Global Agenda's Guiding Group Members (especially from the Public Sector) and stakeholders in general. In the role of FAO as a host of a multistakeholder partnership, there are still several open questions. During the 2019-2021 Action Plan period the administrative procedures of FAO will be further streamlined and strengthened in tune with the results and recommendations of the external evaluation.

Membership

The membership has grown constantly and almost doubled since 2015. As of December 2018, the Global Agenda has 107 official partners, including 21 national governments. By signing the Global Agenda Consensus Document¹, the members testify their support for the vision, mission and objectives of the Global Agenda. Signing this document is a condition to be a partner of the Global Agenda but participation in GASL global, regional or national meetings does not require membership. The distribution of the membership (December 2018) is shown in Figure 2.

¹ http://www.livestockdialogue.org/fileadmin/templates/res_livestock/docs/2015_consensus.pdf



1.4 Contribution of GASL to the Sustainable Development Goals

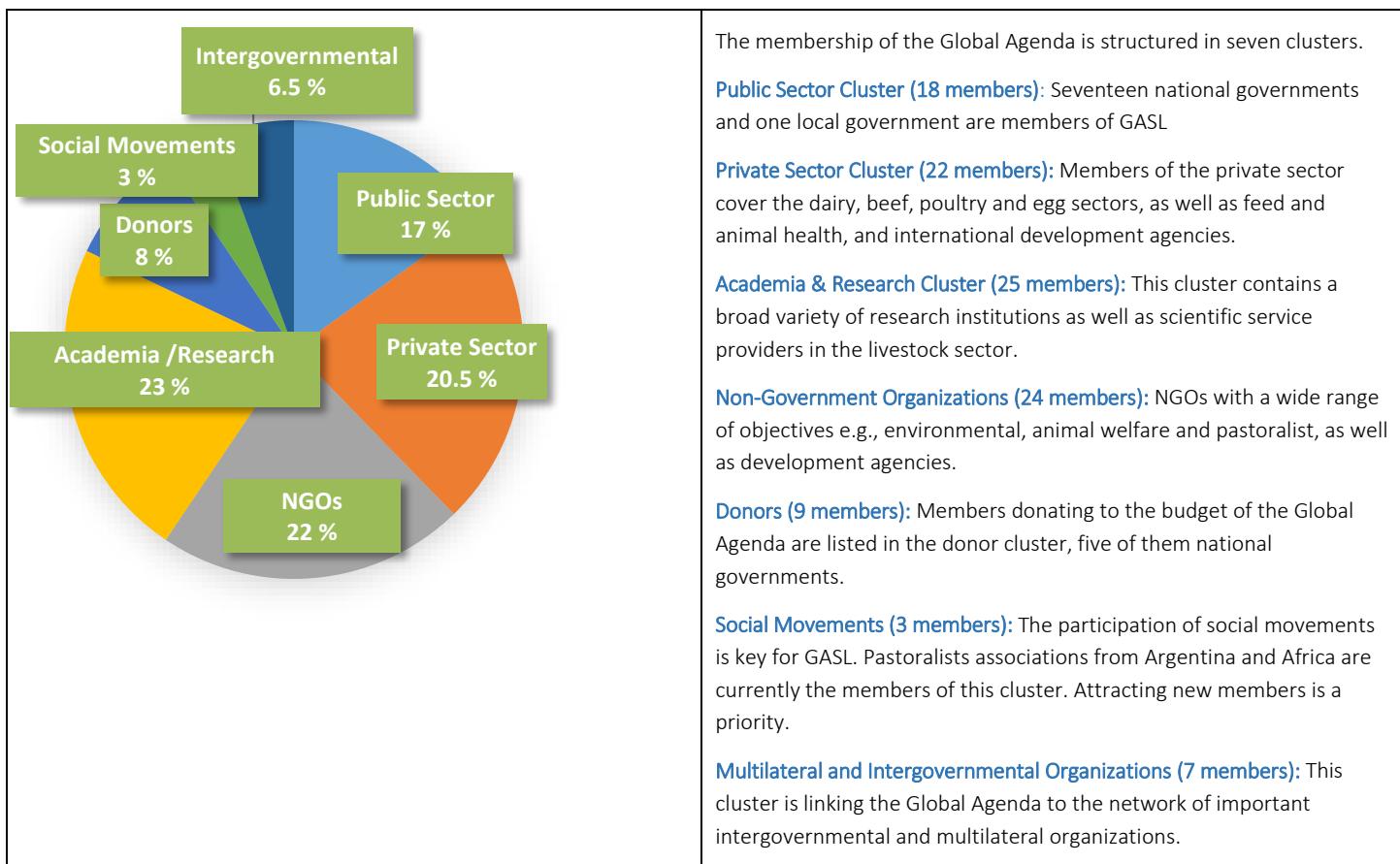
During the 6th Multistakeholder Partnership Meeting in Panama in 2016, the Global Agenda focused on the linkages of the global livestock sector to the SDGs and identified eight SDGs with strong direct links to the livestock sector. Later in Ethiopia, SDG number 5, Gender Equity, was suggested as an additional important livestock-related SDG (see Figure 3). The Sustainable Development Goals of the UN Agenda 2030 constitute an important reference framework for the Global Agenda. In 2018 two reports of GASL Action Networks addressed this relationship in topics related to dairy and poverty reduction² and silvopastoral systems in Latin America³.

1.5 Adressing Challenges Ahead

In the next three years, GASL will:

Increase visibility by enhancing its communication to make its impact more visible. The work of GASL as multistakeholder partnership, as networker, as advocate of practice and policy change and as contributor to the SDGs will become more visible within the global livestock sector and beyond.

Figure 2: Global Agenda membership by clusters (108 members)



² http://www.livestockdialogue.org/fileadmin/templates/res_livestock/docs/2018_Ulaanbataar/Dairy_Development_s_Impact_on_Poverty_Reduction.pdf

³

http://www.livestockdialogue.org/fileadmin/templates/res_livestock/docs/2018_Ulaanbataar/Silvopastoral_Systems_and_their_contribution_to_improved_resource_use_and_SDG.pdf



Grow its viable financial base by broadening its donor base led by the Guiding Group and supported by the Agenda Support Team and the Chair.

Increase its presence in international and global fora by improving its participation in international and global fora and explicitly offer to contribute to the agendas of these fora in livestock related issues.

Increase its contribution to policy dialogue by becoming proactive in supporting national policies leading to sustainable livestock development and by providing solid evidence to enable national governments to better target their policies.

Increase effectiveness as a partner of multilateral and intergovernmental institutions by making better use of the Cluster of Multilateral and Intergovernmental organizations and increase the potential for win-win situations.

Broaden the stakeholder basis by reaching out to additional stakeholders, such as nutrition, consumer and human health organisations. Current partners with expertise in these areas will enhance their contributions too.

Include gender dimension explicitly as a cross cutting issue in GASL activities by exploring what gender means in the very diverse livestock production systems and the different cultural contexts.

Explore adoption of a Theory of Change and a Monitoring, Learning and Evaluation System for GASL by following the recommendation of FAO's external evaluation of the first six years of operation of GASL, to capture causality of change and lessons learnt in the MSP process. A Theory of Change will assist GASL to be clear on the outcomes that it is hoping to contribute to and influence and the plan of activities, relationships and behaviours that will enable the outcomes to be achieved. By formalising this into a theory of change framework the role of the challenges in achieving success will be identified. This will describe how the different roles and interconnections contribute to a bigger whole to achieve the mission of GASL.

Figure 3: The Global Agenda and the SDGs







2. The Global Agenda for Sustainable Livestock 2019-2021

2.1 The Global Agenda Consensus Document

The Global Agenda bases its rationale and its mission, vision and objectives on a Consensus Document that was adopted by the Guiding Group in November 2015. Signing this document is a condition to be a partner of the Global Agenda. See the text of the Consensus Document in Box 2.

Box 2: The Global Agenda for Sustainable Livestock Consensus Document (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 The GASL Strategic Framework

The Global Agenda enhances its reach as a multistakeholder partnership by initiating and supporting global, regional, national and local multistakeholder 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 and policy change towards sustainable livestock sector development.

2.2.1 Vision, Mission and Objective of the Global Agenda

Based on the established governance structure, the achievements so far, the broad and inclusive membership, and based on the more important role and better visibility the livestock sector is enjoying in various important international fora and institutions⁴, the Global Agenda defines its vision, mission and objectives for the period 2019 to 2021 as follows:

Vision	The Global Agenda enhances the contribution of livestock systems to sustainable development.
Mission	The Global Agenda enhances stakeholders' commitment, investments and adoption of good livestock practices and policies towards contributing to the achievement of the Sustainable Development Goals of the UN Agenda 2030 for Sustainable Development through a multistakeholder partnership process.
Objective of GASL 2019 -2021	<p>By 2021 GASL has significantly and visibly contributed towards achieving the Sustainable Development Goals by focusing its activities on the four following sustainability domains related to livestock:</p> <ul style="list-style-type: none"> • Food and nutrition security • Livelihoods and economic growth • Animal health and animal welfare • Climate and natural resources <p>By 2021 GASL has contributed to tangible progress in these domains by:</p> <ul style="list-style-type: none"> • Facilitating dialogue among all stakeholders • Generating, assembling and communication of evidence • Advocating practice and policy change

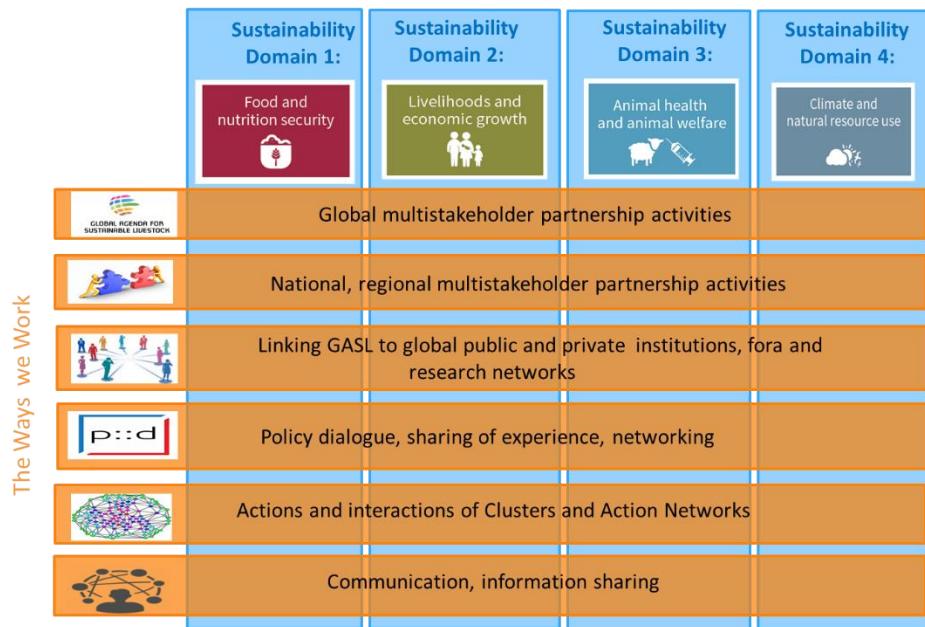
2.2.2 Sustainability Domains and The Ways we Work

The 8th Multistakeholder meeting of the Global Agenda in Mongolia in June 2018 confirms that the Global Agenda needs to sharpen its work focus and enhance impact by concentrating on a limited number of well-defined sustainability domains and ways that they would be delivered. These ways distinguish more clearly, what GASL does and what its members, Clusters and Action Networks do. Figure 4 shows the matrix of interaction of these elements.

⁴ Livestock have been major elements of recent agendas of several relevant and important international fora such as the CFS High Level Panel of Expert (HLPE) report 2016; the High-Level Political Forum of the UN, New York, 2017; the COP-23 conference, Bonn, 2017; the 10th Global Forum for Food and Agriculture, Berlin, 2018; and the 11th Global Forum for Food and Agriculture, Berlin, 2019



Figure 4: Sustainability Domains and The Ways we Work



2.2.2.1 Sustainability Domains

The domains that address sustainability priorities, derived from the ones used in the 10th Global Forum for Food and Agriculture in January 2018, will orient the content dimension of GASL. Table 2 briefly describes the work areas in general terms. The Global Agenda, together with its Action Networks and Clusters, is able to support and facilitate progress in all domains and in all the six ways of required action. Figure 5 maps the four domains to the SDGs, nine of which have been identified by GASL as being particularly relevant for the livestock sector. As mentioned before, GASL activities within the four domains will focus on topics where multistakeholder action is a key mechanism for achieving sustainable livestock development.



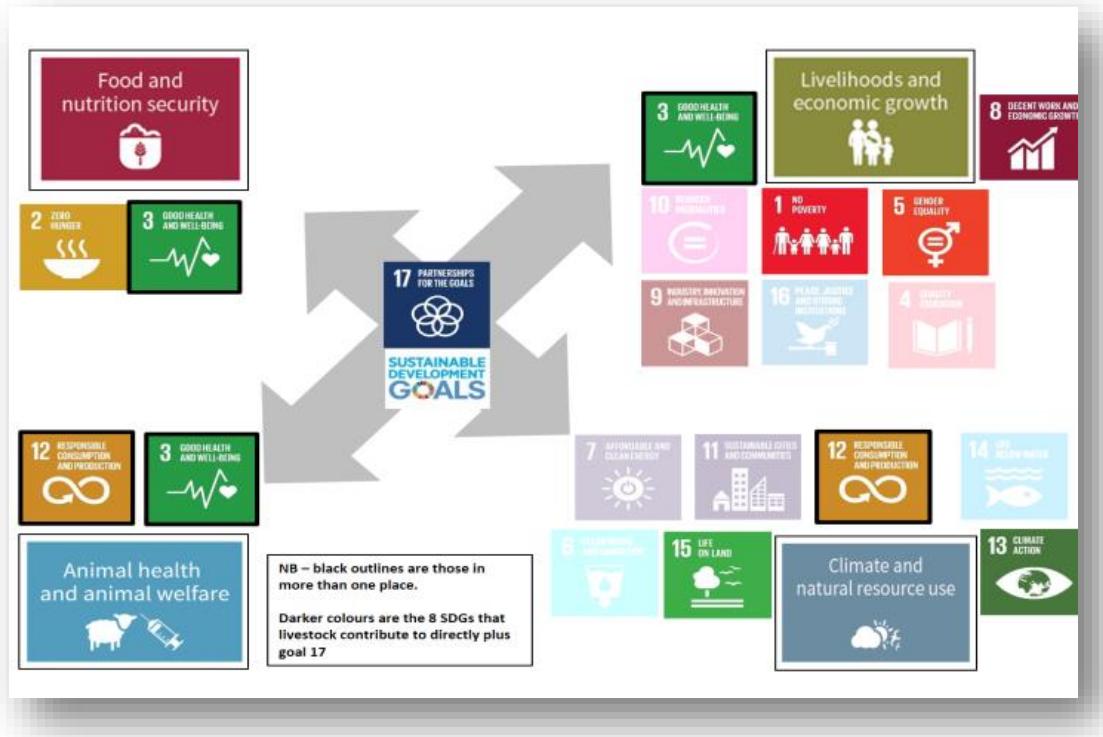


Table 2: Description of the Sustainability Domains

Sustainability Domain	Description
Sustainability Domain 1: 	<p>To end poverty is not possible without giving due importance to livestock. 900 million people live on less than 1.9 USD per day, and 750 million depend directly on livestock.</p> <p>Animal source foods are important to nutrition and health for children, pregnant women and for the elderly. Animal-based foods provide a wide range of micronutrients and vitamins. The importance of livestock for nutrition, especially with children, needs to be more efficiently communicated.</p> <p>The issues of food safety, food loss and food waste need to be tackled to increase resource use efficiency.</p> <p>Increasing resilience by sustainable mixed farming practices, improving productivity of all farmers (particularly smallholder and pastoral productivity), as well as increasing farmers market participation. Depending upon the region, small and marginal livestock keepers will be important elements of this domain.</p>
Sustainability Domain 2: 	<p>Livestock provide up to 40 % of agricultural GDP. Livestock are one of the fastest growing economic sectors in developing countries. Capturing the economic benefits of the expanding livestock market can help to sustain overall economic growth.</p> <p>The development of national «Livestock Master Plans» to support effective investment planning to optimize livestock's contribution to economic growth is key to achieve better livelihoods and economic growth.</p>
Sustainability Domain 3: 	<p>Poor animal health reduces productivity, natural resource use-efficiency, and impair animals. Antimicrobial resistance needs to be mitigated by reducing use of antibiotics in livestock production. This can be achieved through better animal management and improved animal health.</p> <p>The promotion of multistakeholder dialogue and investments, linking the public and private sectors, is key to address animal health and welfare issues and improve risk management.</p>
Sustainability Domain 4: 	<p>Livestock with their GHG emissions is contributing to climate change. Livestock keepers are affected by climate change. E.g. frequent droughts and floods.</p> <p>Resilience to climate change in livestock production can be built by improving water management and breeding for drought resistance, as well as by using feeds and breeds that produce fewer emissions.</p> <p>Recent studies have shown that livestock production has a huge potential to reduce GHG emissions. Packages of mitigation techniques can bring large environmental benefits.</p> <p>In livestock, there remains an enormous potential to increase resource use efficiency by sustainable intensification and to foster biodiversity and ecosystem services.</p>



Figure 5: Sustainability Domains mapped to the SDGs highlighting those particularly relevant to livestock



2.2.2.2 “Hot topics” per Sustainability Domain

Figure 6 shows the most relevant general topics suggested by the GASL stakeholders in the 8th MSP meeting in Mongolia for each of the four Sustainability Domains and Annex 2 shows the potential contributions of Action Networks to address these “hot topics”, as well as the topics where gaps have been identified. Table 3 presents a summary of these potential contributions that show the abundance of possibilities GASL Action Networks can offer to the 2019-2021 Action Plan.

The “hot topics” for each of the four sustainability domains, preliminary discussed with Action Network leaders, were filtered by the GASL Action Plan Task Force through four criteria suggested by the HLPE Consultation Report on Multistakeholder Partnerships, January 2018:

- A common issue that has public and private good elements
- Looks different for different parts of the sector, or different stakeholders
- There is a need to build consensus within the sector and outside of the sector
- Cannot be addressed by any single stakeholder group alone



Figure 6: Most relevant general topics in the four sustainability domains suggested by GASL stakeholders in the Mongolia MSP Meeting⁵

Food and nutrition security	Livelihoods and economic growth	Animal health and animal welfare	Climate and natural resource use
<ul style="list-style-type: none"> ○ Safe, sustainable livestock food systems ○ Roles of Animal Sourced Foods in health diets 	<ul style="list-style-type: none"> ○ Equitable and economically viable production systems transformation ○ Structural change of traditional systems ○ Livestock commodities vs multifunctionality ○ Innovations and technologies in the livestock sector 	<ul style="list-style-type: none"> ○ Responsible and prudent use of vet. medicines ○ Animal welfare ○ Foodborne and zoonotic diseases 	<ul style="list-style-type: none"> ○ Sustainable global livestock numbers ○ Potential of livestock to mitigate GHG emissions ○ Stratification of livestock production to match demand and ecosystem services ○ Impacts of livestock on waste

Table 3: Potential contributions of Action Networks (ANs) to the four Sustainability Domains

AN No.	AN name	Sustainability Domains				
		Food & Nutrition Security	Livelihoods & Economic Growth	Animal Health & Animal Welfare	Climate & Natural Resource Use	Several domains simultaneously
1	Closing Efficiency Gap	Identifying and promoting evidence as a crucial element of Sustainable Food Systems (SFS)“ (case studies, regional scale-up)		Sustainable Livestock Production Systems (SLPS) that contribute to Animal Welfare	<ul style="list-style-type: none"> - Efficiency Matrix 2nd phase - Calculate potential change of mitigation at regional levels throughout SLPS - Tools and models using and applying the metrics of the Efficiency Matrix 	SLPS and their impact on food security, economic performance and livelihoods, resource use and climate change, and Animal Health and Animal Welfare
2	Restoring Value to Grasslands	- Importance of grasslands as a source of biomass for animal production	Trade-offs for livelihoods, equity, and economics, that illustrate sustainable		<ul style="list-style-type: none"> -Appropriate stocking rates for natural resource sustainability in diverse contexts 	-Portfolio of cases where producers have shown how they have adapted to climate change and the

⁵ For a more detailed recollection of GASL stakeholders' suggestions kindly consult the 8th MSP Meeting Report at http://www.livestockdialogue.org/fileadmin/templates/res_livestock/docs/2018_Ulaanbataar/MSP_Meeting_Mongolia_Report.pdf



		- Future scenarios (synthetic meat, plant-based protein and ASFs)	pathways of change		- Study cases to include grass-shrub-tree combinations	impact on food security - Multiple contributions and services livestock make to products and functions provided by livestock systems
3	From Waste to Worth⁶ (Bioeconomy)					The food-feed-fuel-land use competition and its relation to circular bio-economy: increase integration with feed and fuel production to take advantage of by-products
4	Livestock Environmental Assessment and Performance Partnership (LEAP)				-Road testing of LEAP guidelines -Development, revision and dissemination of LEAP Guidelines -Reducing the impact of livestock on water and soil	Regional impact of climate change on food security and potential of livestock to mitigate GHG emissions
5	Global Network on Silvopastoral Systems	-Benefits of grass-fed' or produced under trees' livestock. -Improved food and feed soverenigty by reducing the need of external inputs for livestock production.	-Implications of Silvopastoral systems on economic performance. -Business and investment models to promote SPS among Private Sector and National and Regional Governmental Institutions.	Implications on using Animal Welfare (AW) indicators under silvopastoral systems	-Meeting demand for ASFs in an environmentally sustainable manner: facilitating dialogue between key players to identify suitable ways - Tools and models for measuring sustainable performance of SLPS	SLPS and their impact on food security, economic performance and livelihoods, resource use and climate change, and Animal Health and Animal Welfare
6	Dairy Asia⁷	Promote school milk programs in	Improved access to markets for		- Practices for climate-smart	

⁶ This Action Network is undergoing a transition process and GASL is currently seeking a champion organization to lead it and develop its great potential.

⁷ Dairy Asia is undergoing a transition process and GASL will receive their work plan later during the year. The potential contributions suggested here are at a very early stage of assessment.



		Asia and education about the contribution of dairy to food security, nutrition and livelihoods	dairy farmers through compliance with national and international standards		dairy farming (e.g. low carbon milk, biogas use, etc.) - Evidence-base for contribution of pastoralist systems in dairy sector including GHG balance, use of natural resources, etc.	
7	Livestock Antimicrobial Partnership (LAMP)		Promoting medically rational use of antibiotics for better productivity and cost-efficiency	Supporting responsible and prudent use of antibiotics for securing their efficacy		Economics and public health of addressing curing infections in livestock: facilitating dialogue and raising awareness of costs and consequences
8	Livestock for Social Development	- Measuring impact on nutrition of sustainable food systems (partially working in nutritional impact), guidelines, tools and models and prototype development at regional level - Evidence of the role of ASFs for healthy diets: Dairy and SDG 2	- The socioeconomic value and contribution of livestock (dairy) to social SDGs - Modelling socioeconomic implications of smallholders intensification - Evidence of the socioeconomic role of smallholders			
9	Animal Welfare			Promotion of AW indicators in systems/countries to validate and improve welfare and health, aid access to international markets		- SLPS and their impact on food security, economic performance and livelihoods, resource use and climate change, and Animal Health and Animal Welfare - Evidence of the value and role of animal welfare to SDGs



						- Facilitating dialogue and raising awareness of animal welfare, including synergies and tradeoffs with 4 sustainability domains
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2.2.2.3 The Ways we Work

The Ways we Work are the vehicles of GASL to deliver products and services to the relevant stakeholders. The Ways we Work need the attention of the Clusters, Action Networks, Guiding Group and the Agenda Support Team because they are the means to execute GASL's main core roles (outcomes). The three outcome areas (facilitating dialogue, generating evidence and advocating practice/policy change) might be pursued simultaneously or in a sequence, depending on the issue. The first step is facilitating dialogue to generate consensus within GASL and beyond on the sustainable production models or the most valid criteria for sustainability. By establishing an Editorial Committee GASL will have a key role in this. Consolidating a common view will be difficult but it is an essential role of GASL and the time is now mature for pursuing it. Following this, evidence will be collected on the technical and socio-economic validity of these models or criteria. Finally, they will be promoted, initially to GASL members in order to demonstrate to outsiders that GASL partners are 'walking the talk' and that these models are actually valid and achievable. Table 4 briefly describes these ways.

Table 4: Description of The Ways we Work

The Ways we Work	Description
Global multistakeholder partnership activities 	GASL organises an annual multistakeholder partnership event (MSP) as the main vehicle to gathering consensus in sustainable livestock issues. This event allows the participants to discuss emerging issues, share experience and showcase best practices. The MSP also has a national and regional theme and focuses on national and regional policies and policy dialogue. Through the annual MSP, GASL will consolidate its position as a thought leader in the sustainable livestock space.
Support the development of national and regional multistakeholder partnerships 	GASL supports national and regional initiatives of multistakeholder partnership nature. GASL, together with FAO, presently is involved in the development of a Mongolian Agenda for Sustainable Livestock. In the regional meeting in Uman Ukraine (April 2018) several countries of Eastern Europe, Caucasus and Central Asia were interested in collaborating with GASL and FAO towards sustainable Livestock production. The same is true for Latin America where GASL has been instrumental to fostering low-carbon livestock production.
Link GASL to global public and private institutions, fora and research networks 	GASL emphasises its role as catalyst, facilitator, networker and matchmaker, rather than actor in technical disciplines. GASL defines its place in the global landscape of the livestock sector's actors by bringing them together. The role and efforts of the private sector institutions will be highlighted and communicated much more effectively.



<p>Facilitate policy dialogue, policy development and sharing of experience</p>	<p>GASL intensifies its role as facilitator in policy dialogue and in national livestock sector policy development. For this purpose, GASL makes use of experiences of existing successful national policies and illustrates these experiences with implemented best practices.</p>
<p>Actions and interactions of Clusters and Action Networks</p>	<p>GASL supports the constant development and interaction of its stakeholder Clusters and technical Action Networks to assure their activities make meaningful contributions in the process of fostering sustainable livestock development at global, regional and national levels. GASL enhances complementarities among the different Clusters and Action Networks, as well as between them, and these synergies lead Action Networks to produce one-to-two page policy briefs that summarize their work in easy, jargon-free language and offer recommendations for practice and policy change to governments and policy makers.</p>
<p>Strengthen communication and networking</p>	<p>GASL develops and implements a modern, efficient and effective communication strategy. GASL communication supports both the work areas as well as the Ways we Work. GASL communication links and collaborates with communication units of other livestock related institutions. GASL makes its contribution to the achievements of the SDGs visible. The collection of best practices and the dissemination of these practices via relevant internal and external communication channels are fostered (see Communication Strategy in Annex 5).</p>

Roles of Clusters and Action Networks and their expected interaction

According to Article 7 of the Global Agenda's Rules and Procedures (see Annex 7) the Clusters will:

1. Increase the engagement of a broad range of relevant stakeholders, to work towards ensuring that the voices of the wider stakeholder community are represented in the GG and in shaping the development and delivery of cluster strategy;
2. Streamline and focus engagement through cluster representation at the strategic level of The Global Agenda via the Guiding Group;
3. Strengthen channels for communication and dialogue between stakeholder groups and The Global Agenda processes;
4. Identify synergies and promote dialogue between stakeholder groups towards sustainable livestock solutions at policy and practice level;
5. Contribute to the Global Agenda budget and/or facilitate the fund raising for the Global Agenda activities as per the approved action plan.

There is recognition in GASL that each member organisation will have its own mission and objectives whilst participating in the Global Agenda. Therefore, while the cluster representatives will aim to bring forward key communications from the cluster group, their role is to facilitate dialogue.



According to Article 13 of the Global Agenda's Rules and Procedures the Action Networks:

1. Will be responsible to lead the implementation of activities, development of outputs and drafting of reports.
2. Will be largely autonomous and encouraged to develop the form and operational modalities, which best fits their requirements.
3. May form Ad-hoc expert teams to respond to specific research or technical advice requests
4. Under the GG Guidance the Action Networks may:
 - i. Conduct specific analysis and reviews;
 - ii. Develop guidelines for good practices and the Global Agenda supports their adoption;
 - iii. Support implementation and up-scaling of good practices;
 - iv. Communicate their specific experiences and recommendations via the Global Agenda communication channels;
 - v. Follow clearance mechanisms to be established by the GG for their technical products when appropriate;
 - vi. Raise funds for their activities.

In 2019-2021 GASL will foster the following main roles (not excluding others) for its Clusters in support of the process of gathering evidence by the Action Networks:

Table 5: Main Roles of the GASL Clusters in 2019-2021

Clusters	Main Roles of Clusters in 2019-2021
Private Sector, Multilateral Organizations, Donors	Promoters
Academia/Research	Credibility provider
NGOs	Bring evidence from the field
Social Movements and Community Based Organizations	Bring social evidence from the field
Governments	Providers of data, road testing and promoters of livestock as a tool for development

Therefore, joint work and formal involvement of cluster members in action network initiatives, and vice versa, will be constantly encouraged by GASL through meetings and workshops financed by GASL upon request and through seed capital to support achievement of key components of the GASL 2019-2021 Action Plan. In addition, GASL will provide a platform of interaction to Action Networks and Clusters for direct communication during the year. At MSP meetings, GASL will insure abbreviated plenary presentations of Action Network highlights developed throughout the year, which could be technically complemented during parallel sessions. Poster sessions could also be grouped by ANs to allow a better representation.

Gender equality

The Global Agenda fosters and recognizes in the livestock sector the need for equitable access and control over the livestock productive resources for men and women as well as their equal participation in and benefit from this initiative because some 290 million poor livestock keepers worldwide are women (about two-thirds of low-income livestock keepers). They are largely involved in caring for small ruminants, poultry and dairy cows. But labour statistics



may underestimate their role. That is because women are less likely than men to define their activities as work and less likely to report themselves as engaged in livestock management – while working, on average, longer hours than men. Despite women's major role in animal production and marketing, however, they have less access to resources, land, and capital in particular. In order to help achieve gender equality in agricultural populations, priority should be given to improving the conditions of women working in the livestock sector.

In general, livestock keeping and production can make a significant contribution to SDG 5 in achieving gender equality and empowering women and girls. Women make up an average of 43 percent of the agricultural labour force in developing countries. As men migrate to urban locations and seek off-farm employment, rural women's involvement in smallholder production has grown, a trend that is expected to continue. Women and girls are heavily involved in livestock rearing and production throughout the world, however, gender norms and power dynamics have been shown to limit women's ability to access high-value markets and profit from livestock production. Developing programs and extension services tailored to local conditions that target women farmers, and women in general, can contribute to several of SDG 5's targets such as ending discrimination against women and girls, recognizing and valuing unpaid care and domestic work through the provision of public services and infrastructure, and promoting equal rights for women to resources and services overall.

While women play a large role in smallholder livestock production, women livestock keepers typically face greater challenges than men in overcoming economic and technical barriers due to poorer access to land, credit, markets, and technical information. Gender disparity in land ownership can pose significant barriers for women livestock keepers, hindering their ability to access feed or increase production. Embedded power dynamics can also constrain income-earning opportunities for women, who, in many regions, report having to consult their husbands before selling animals. Understanding and addressing these social, legal, and financial constraints is key to developing policies and interventions that improve productivity and market access for women livestock keepers, and result in poverty reducing impacts. Further research on what livestock products and markets have the greatest benefits for women are needed to inform these interventions.

The Global Agenda's leadership will advocate among its members, Action Network projects and key areas for policy intervention, the empowerment of women livestock keepers. This implies to ensure that women are also adequately represented in the stakeholder consultations and engagement, among the social movement and community-based organizations. In addition, it will require advocacy for sex-disaggregated data collection and gender-responsive good practices to produce the evidence base for decision and policy-makers so that they address gender equality and support women's empowerment. Gender-sensitive messages can also be fostered to support gender advocacy and gender analysis be included in the livestock supply chains to ensure women's integration and the design of inclusive value chains.

Gender will be included as a cross cutting issue in GASL activities and a dedicated session will be scheduled during the first 2019 Guiding Group meeting as an initial step to explore what gender means in the very diverse livestock production systems and the different cultural contexts. There will also be a call for interest in forming a dedicated group of gender focal points in the Action Networks. The FAO Social Policies and Rural Institutions Division (ESP) will be consulted to support the project team in better addressing gender issues and receive guidance on available methodologies and results of gender analysis carried out in selected countries.



Indigenous peoples⁸

In the cluster structure of the Global Agenda for Sustainable Livestock there is a cluster composed by the Social Movements and Community Based Organizations, where indigenous peoples participate freely and openly. Tribal peoples, natives, First Nations, pueblos originarios, pueblos autóctonos, nomadic and pastoralists, aboriginal and traditional peoples have been invited and will participate in the global discussions through organizations such as the World Alliance of Mobile Indigenous Peoples (WAMIP) with their chapters in North Africa, Mongolia and Argentina. The discussions on global livestock sustainability issues require the point of view of indigenous peoples and the Global Agenda will guarantee their voluntary participation by sponsoring their necessary expenses to take part in the global dialogue.

2.2.3 Outcomes and Outputs in the Logical Framework

The logical framework 2019 to 2021 articulates 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 and the potential specific contributions to the log frame from the Action Networks are shown in Annex 2. These potential contributions constitute a menu of possibilities that will come true depending on the opportunity and self-funding of the Action Networks in 2019-2021. GASL will be ready to offer its platform to facilitate their work and to invest seed capital to ignite as many key processes as possible, relevant for the GASL Action Plan. Since most Action Networks' activities are self-financed by their own fundraising, the level of investment Action Networks will mobilize in 2019-2021 clearly represents an important leverage for GASL's work objectives.

The following three outcomes are interdependent in achieving the development objective of GASL described below. A systematic approach will be followed in achieving these outcomes, and this will be reflected in the annual planning. It is important to note that the strategic framework of GASL focuses on elements that require multistakeholder action to be effective⁹.

Development Objective: GASL enhances the increasing positive impacts of sustainable livestock and generates substantial, measurable and lasting impacts by enhancing policy dialogue, generating and communicating evidence, and advocating the adoption of good practices and policies in favor of sustainable livestock sector development, ensuring the livestock sector globally, regionally, nationally and locally responds simultaneously to increased demand, contributes to development and mitigates potential harms.

2.2.3.1 Outcome 1: Enhanced policy dialogue on livestock sustainability issues.

The Global Agenda consolidates as a leading multistakeholder platform by offering opportunities to meet and exchange at global, regional and national levels and offers its services as an umbrella platform for sustainable livestock development and an 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 Guiding Group oversees activities, reaches out to partners and encourages engagement and commitment. Effective links are established and developed with partner initiatives and institutions. The Agenda Support Team is responsible for

⁸ Indigenous peoples is the internationally agreed term (United Nations Declaration on the Rights of Indigenous Peoples) and it encompasses tribal peoples, natives, First Nations, pueblos originarios, pueblos autóctonos, nomadic and pastoralists, aboriginal and traditional peoples.

⁹ See Section 2.2.2 for the four criteria suggested by the HLPE Consultation Report on Multistakeholder Partnerships (January 2018) for an issue to require multistakeholder intervention.



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 the Guiding Group and Chair. Table 6 summarizes outcome 1 and its respective outputs. To see the outputs with activities and dates of implementation kindly consult Annex 1.

Table 6: Outcome 1 and its outputs

Outcome 1: Enhanced policy dialogue on livestock sustainability issues. GASL facilitates dialogue that improves consensus on sustainable livestock development issues among GASL partners and stakeholders, and with other sectors' stakeholders, resulting in a clearer definition of where and how the livestock sector may best contribute to the Sustainable Development Goals (SDGs).
Output 1.1: The Multistakeholder Partnership (MSP) facilitates dialogue and debate, exchanges knowledge and agrees on priorities for joint action, raising the profile of development issues
Output 1.2: The Guiding Group (GG) oversees activities, reaches out to partners, encourages engagement and commitment, identifies new opportunities and challenges and recommends adjustments
Output 1.3: Stakeholders organize in Clusters that represent key sectors of society, playing strong and complementary roles, leading dialogue and identifying challenges to GASL and giving access to their networks, to debate and develop positions and maximize their contributions to sustainable livestock development solutions and their implementation
Output 1.4: The Agenda Support Team (AST) supports the consolidation and implementation of the Global Agenda
Output 1.5: The Chair leads the GASL Guiding Group and MSP and facilitates their provision of overall strategic direction and guidance
Output 1.6: GASL reaches-out to key potential partnerships, stakeholders and institutions in order to create synergies and build up consensus on livestock sustainability key topics and offers its services as an umbrella platform for sustainable livestock

2.2.3.2 Outcome 2: Generation and communication of evidence

The Global Agenda agrees on what valid evidence is for GASL and, via Action 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. Action Networks provide knowledge, develop inputs for good practices, support pilots, and up scaling of good practices, as well as policy briefs that summarize their work that will help policy makers develop sustainable policy choices.

Thus, GASL's recommendations are evidence-based, through state-of-the-art assessments wherever necessary. GASL 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 networks to access their knowledge base. Table 7 summarizes outcome 2 and its respective outputs. To see the outputs with activities and dates of implementation kindly consult Annex 1.

**Table 7: Outcome 2 and its outputs**

Outcome 2: Generation and communication of evidence. GASL partners and stakeholders offer tools and robust analytical evidence as inputs into the dialogue process to arrive at practices, policies, strategies and frameworks in support of sustainable livestock development. GASL partners assemble and communicate this evidence.
Output 2.1: Methodology, Evidence and SDGs. GASL encourages its stakeholders to gather and analyze evidence and data at regional, national and local levels from partners, stakeholders, participants in the MSP meetings and other sources, according to pre-agreed criteria (see section 2.2.2.2) to identify relevant topics of MSP treatment and what constitutes valid evidence to contribute to the Agenda 2030 for Sustainable Development and its Sustainable Development Goals (SDGs)
Output 2.2: Contribution to SDGs. GASL supports better coordination among partners to monitor/assess the role of livestock in the UN Agenda 2030 for Sustainable Development linkages and issues
Output 2.3: Emerging Issues. State-of-the-art assessments provide a basis for priority setting and identification of emerging issues
Output 2.4: Action Networks. GASL empowers self-led Action Networks (ANs) which integrate capacities of diverse stakeholders to address “hot topics” that may influence livestock’s roles in addressing demand and sustainable development and mitigate potential harms. ANs produce tools, engage in sector analysis, incubation and support to adoption of proven good policy, institutional and technical practices. GASL also facilitates stakeholder discussions on the hot topics that fall within the remit of different ANs (see Annex 2 for specific potential contributions of ANs to the Log Framework)
Output 2.5: Communication. GASL effectively communicates key livestock sustainability messages and evidence, tailored to different internal and external audiences, and advocates on the potential and results of sustainable livestock, increasing engagement of all those influencing the future of sustainable livestock

2.2.3.3 Outcome 3: Practice and policy change

The Global Agenda is geared towards practice and policy change through continuous improvement. It recognizes the diversity of conditions and objectives and advocates good practices and policies. GASL supports implementation, 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, GASL, in collaboration with other relevant alliances and agendas, will develop general livestock sustainability guidelines. 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. Table 8 summarizes outcome 3 and its respective outputs. To see the outputs with activities and dates of implementation kindly consult Annex 1.

**Table 8: Outcome 3 and its outputs**

Outcome 3: Practice and policy change. GASL advocates practice and policy change (PPC) through multistakeholder processes towards the adoption of good practices and conducive policies to improve livestock sustainability at global, regional, national and local levels, through continuous, context-specific improvement and innovation and promoting sustainable livestock sector investments and project development.
Output 3.1: PPC. Regional and national dialogue processes supported by GASL through regional and national MSP meetings raise policy issues and lead to policy change processes in selected regions and countries around the world
Output 3.2: Guidelines. The Global Agenda develops general livestock sustainability principles, guidelines and tools and makes them available as a voluntary reference for livestock stakeholders
Output 3.3: Validation. GASL fosters on-the-ground validation of sustainability guidelines

2.2.4 A Theory of Change and a Monitoring and Evaluation System for GASL

As mentioned in section 1.5, FAO's external evaluation of the first six years of operation of GASL advises to develop a Theory of Change for the Global Agenda, together with a monitoring and evaluation system to capture causality of change and lessons learnt in the MSP process.

Over the last few decades, there has been an ongoing debate in the international development community about the best way to describe how programs lead to results. One solution has been to use a Logical Framework, which most donors require, to describe the deliverables at different levels that a project/program will achieve. Another increasingly popular approach is to create a Theory of Change. A Theory of Change shows the big, complex 'real world' picture, with all the possible paths leading to change and why it is believed they lead to change (evidence or assumptions). On the other hand, a Logical Framework is zooming in on the specific pathway that a program deals with and creating a neat, orderly structure for it. This makes it easier for the program and the donor to monitor program implementation.¹⁰ A Theory of Change includes what a project/program does, but goes beyond it to what others will do with those results and what higher level impacts will be achieved. It also includes the partners and processes necessary for such achievements.

To propose a Theory of Change and a Monitoring, Evaluation and Learning System for GASL a consultancy is budgeted during 2019.

2.3 Finances: Budget, Funding Mechanism and Financial Resources

2.3.1 Summary Budget 2019-2021

For the Action Plan 2019-2021, a realistic financial frame is proposed based on the following considerations:

- The Action Plan 2019-2021 focuses on four sustainability domains
- Donors and Action Networks will finance consultants outside the GASL budget to support the AST
- Sponsoring of MSP participation will be only partially done when participants are able to contribute

¹⁰ Piroska Bisits Bullen, Chief Operating Officer, Better Caring, <http://www.tools4dev.org/resources/theory-of-change-vs-logical-framework-whats-the-difference-in-practice/>



- Action Networks can expect modest amounts as seed money and will finance their core functions with funds raised directly by the Action Networks
- GASL will continue its efforts to finance the annual MSP meetings through specific MSP sponsoring by members and non-members of GASL.

Table 9 shows the summary of the proposed budget and Annex 4 shows the budget details. The budget shows five categories of investment to support the mandate of the GASL Action Plan: **The Secretariat** is the provider of operational support to the Guiding Group, the Chair, and the coordinators of the Clusters, Action Networks and

Table 9: GASL Budget 2019-2021 in USD

Budget item	2019	2020	2021	Total
1. Secretariat	708 077	567 952	439 604	1 715 633
- Chair	60 960	60 960	60 960	182 880
- Project Manager	199 800	199 800	199 800	599 400
- Swiss Associate Professional Officer	156 996	13 083	0	170 079
- German Associate Professional Officer	115 264	149 532	34 267	299 063
- Livestock Information Analyst	14 226	14 226	14 226	42 678
- Communication consultants	64 800	64 800	64 800	194 400
- Operations clerk, graphic designer, editor	24 051	24 051	24 051	72 153
- Theory of Change/Monitoring, Evaluation & Learning System Consultancy	30 480	0	0	30 480
- Other: Comm. mat., equipment & reserve	41 500	41 500	41 500	124 500
2. MSP Process	320 000	320 000	320 000	960 000
- MSP process global	200 000	200 000	200 000	600 000
- MSP process regional and national	60 000	60 000	60 000	180 000
- Governance, Guiding Group, Task Forces	20 000	20 000	20 000	60 000
- Editorial Committee	20 000	20 000	20 000	60 000
- Interpretation/translation in Rome	20 000	20 000	20 000	60 000
3. MSP Travel	220 000	215 000	210 000	645 000
- Sponsorships MSP participants	120 000	120 000	120 000	360 000
- Sponsorships Guiding Group	30 000	30 000	30 000	90 000
- GASL representation in World Events	18 000	18 000	18 000	54 000
- AST and Chair	42 000	42 000	42 000	126 000
- Associate Professional Officers Travel	10 000	5 000	0	15 000
4. Action Networks' Seed Capital	200 000	200 000	200 000	600 000
- Good practices identification	40 000	40 000	40 000	120 000
- Good practices systematization and guidelines	40 000	40 000	40 000	120 000
- Validation, implementation and scaling-up	40 000	40 000	40 000	120 000
- Publications support	40 000	40 000	40 000	120 000
- Lessons learnt and capacity building	40 000	40 000	40 000	120 000
5. Technical Support Services			57 000	57 000
- Final Evaluation and report	0	0	57 000	57 000
Subtotal	1 448 077	1 302 952	1 226 604	3 977 633
FAO project support costs (7%)	101 365	91 207	85 862	278 434
Total	1 549 442	1 394 159	1 312 466	4 256 067



Editorial Committee. It also includes the consultancies recommended by the GASL 2017-2018 evaluation to insure the impact of GASL in 2019-2021 (communications, theory of change and evaluation system). **The MSP Process** takes places at the global, regional and national levels, including governance bodies' activities (Guiding Group, Task Forces, Editorial Committee and interpretation). **The MSP Travel** supports the different dimensions of the MSP Process, including a line for GASL representation in world events. The **Action Networks' Seed Capital**¹¹ in five different categories to ignite valuable processes that are key for the implementation of the Action Plan, and the **FAO Technical Support Services** required for any project with a budget level such as GASL's. The annual investment will average USD 1.42 Million for a total of USD 4.26 Million for the three years, with an approximate allocation per core role of GASL of 42% for facilitating dialogue (Outcome 1), 37% for generating and communicating evidence (Outcome 2) and 21% for practice and policy change (Outcome 3). The funds to be raised from 2019 to 2021 are USD 3.74 million (three million seven hundred forty thousand USD) because the rest is already covered through the APO commitments from Switzerland and Germany for the same period.

2.3.2 Sources of Funds and Fundraising

Experience has shown that it was challenging to source the funds as budgeted in the Action Plan 2016 to 2018. Nevertheless, GASL was in a position to implement a good part of the Action Plan with good results¹². This was possible with considerable in-kind contributions of FAO as host and the excellent work in the Action Networks with their own funds and a large proportion of in-kind co-funding from partner institutions, substantial sponsoring of non-donors of GASL for the MSP meetings in Panama, Ethiopia and Mongolia and substantial in-kind contributions from a wide range of stakeholders, especially Guiding Group members. To secure the necessary funds for 2019-2021 GASL needs to be innovative in fundraising.

2.3.2.1 Present donors and donor contributions 2011-2018

Table 10 shows the donor contributions received from 2011 to 2018.

Table 10: Donor Contributions to GASL 2011 to 2018 in USD

Contributions	2011-2015	%	2016-2018	%
To core budget	3 724 461	100	2 635 638	89.4
Switzerland – GASL core funding	2 438 924	65	1 453 827	49.3
Switzerland – APO			119 167	4
Netherlands	1 135 537	30	350 000	11.9
New Zealand	100 000	03	0	0
Swiss Agency for Devt. and Cooperation			102 051	3.5
Ireland			47 700	1.6
France	50 000	02	42 765	1.5
Global Dairy Platform			54 000	1.8
CNE (Conf. Nat. Elevage)			35 200	1.2
Contr. Venue Governments MSP Meetings			199 700	6.8
Other Sponsoring MSP Meetings			231 228	7.8

¹¹ As stated before, most Action Networks'activities are self-financed by their own fund raising during the 2019-2021 period. GASL will offer its platform and support to facilitate their work and will selectively invest seed capital to ignite as many key processes as possible, relevant for the GASL Action Plan. The level of investment Action Networks will mobilize in 2019-2021 clearly represents an important leverage for GASL's work objectives.

¹² See also report of the external evaluation of GASL, October 2018, <http://www.fao.org/evaluation/evaluation-digest/evaluations-detail/en/c/1179003/>



To Action Networks			311 231	10.6
France			217 207	7.4
Canada			18 524	0.6
Swedish Ag. University (SLU)			5 500	0.2
Global Dairy Platform			70 000	2.4
TOTAL	3 724 461	100 %	2 946 869	100 %
Average per year	744 892		982 290	+ 32 %

2.3.2.2 Estimated in-kind contribution of participating institutions as GG members 2016-2018

The in-kind contribution in terms of time and funds by the participating institutions has been substantial. Table 11 estimates the in-kind contribution of Guiding Group members for GASL 2016-2018. There also has been considerable contribution of members and partner organizations both in-kind as well as financially for the activities of the Action Network. These contributions have not been quantified and are not known in detail to GASL.

Table 11: Estimated in-kind contribution for the Global Agenda 2016-2018

Average contribution working days per GG member	10 days per year
Total GG (35 members)	350 days per year
Total GG for 3 years (2016 to 2018)	1 050 days
Average direct cost per GG member	USD 6 000 per year
GG per year	USD 210 000 per year
Total GG for 3 years	USD 630 000
Working days capitalized 1 050 x US\$ 1 000	USD 1 050 000
Total in-kind contribution (without AN work)	USD 1 680 000 in 3 years

2.3.2.3 Fundraising strategy and options

Many public and private organizations participate in GASL meetings and Action Networks of GASL. More Governments and private organizations are encouraged to participate. All the operational and secretariat costs of GASL are covered through voluntary contributions of public and private donors. These contributions are crucial to facilitate the work of GASL. The financial contributions are collected in a multi-stakeholder trust fund at FAO in Rome.

To assure a continued resource of core and action network funds, GASL needs to develop and implement an innovative and more sustainable funding mechanism. The following elements were presented to the Guiding Group:

GASL Foundation. Creation of a GASL foundation with the responsibility to source the funds for GASL, interact with the donor community and collect funds from the GASL membership base. The foundation would be the institution providing the core funds for the AST through FAO. The Guiding Group in its meeting on 2-3 October 2018 decided against the creation of a GASL foundation.

Contributions of GASL members. To increase ownership among the membership of GASL, GASL should explore the potential of contributions of the members towards the core funds of GASL. The proposal was to source 10 % of the necessary funds from the members at large. GASL's demand to the members would have been based on the financial power of the specific members. The Guiding Group in its meeting on 2-3 October 2018 decided against this source of funds.



Sources of funds 2019-2021. For the Action Plan Period 2019 to 2021 the estimated fund requirements are listed in table 8. The budget for the Action Plan 2019-2021 foresees a 45 % increase as compared to the available funds for the Action Plan 2016-2018. Table 12 shows a proposal how and wherefrom these funds could be sourced.

Table 12: Potential Sources of Funds for GASL 2019-2021, USD

Donor	%	2019	2020	2021	Total
Existing donors					
Switzerland – Core Funding	18	250 000	250 000	250 000	750 000
Switzerland – Associate Professional Officer	4	157 000	13 083	0	170 083
Netherlands	9	125 000	125 000	125 000	375 000
Germany – Associate Professional Officer	7.5	123 333	160 000	36 667	320 000
Others	9	125 000	125 000	125 000	375 000
Subtotal existing donors	47.5	780 333	673 083	536 667	1 990 083
Other sources					
New public donors	3.5	50 000	50 000	50 000	150 000
Major new donors, private and foundations	26.5	375 000	375 000	375 000	1 125 000
Sponsoring of GASL MSP Meetings	14	200 000	200 000	200 000	600 000
Contributions of GASL members to Action Networks through GASL	8.5	125 000	125 000	125 000	375 000
Subtotal other sources	52.5	750 000	750 000	750 000	2 250 000
Total	100 %	1 530 333	1 423 083	1 286 667	4 240 083

Existing donors: The existing donors will continue to contribute a solid base of the GASL funds. The expectations are to receive 47.5 % of the necessary funds throughout the Action Plan period 2019 -2021 from existing donors.

New public donors: GASL needs to expand its public donor base. The GASL fund raising task force has to identify potential additional governments as members and donors of GASL.

New donors, private and foundations: GASL has to approach potential donors in the private sector and foundations to acquire new members and additional donors. The GASL fund raising task force has to identify potential private donors and foundations as members and donors of GASL.

Sponsoring of GASL for annual MSP Meetings: GASL will continue to source funds for the annual MSP meetings from sponsors inside and outside the GASL membership.

Contributions of GASL members to Action Networks: To support the activities of the Action Networks, GASL members will have to contribute financially and become active to sourcing funds from their specific networks.

2.3.2.4 Fund raising activities

Fund raising Task Force: A Guiding Group Fund Raising Task Force will support fundraising activities. The AST will prepare the necessary documentation needed for the fund raising work. This Task Force will approach potential donors inside and outside the GASL membership. The Task Force will report to the Guiding Group in every meeting and propose additional fund raising measures and possibly budget cuts if required.



2.4 Timeline and Milestones

A detailed timeline and milestone table is given in Annex 3. For the time being, a timeline and milestones for 2019 can be developed and communicated in detail. For the years 2020 and 2021 the timeline and milestones will need to be revised according to the progress made in the implementation of the action plan.

2.5 Risk Assessment

Some of the major risks are listed in Table 13. In addition, there is a GASL Clearance Mechanism for Publishable Research with a MSP Approach (see Annex 6).

Table 13: 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 ¹³	Consolidate existent guidelines and procedures to conduct the partnership	Medium
Quality of results risks ¹⁴	Close, high-level technical and political supervision in GASL's activities and publications	Medium
The FAO Committee on Agriculture (COAG) advises to redirect the initiative	Incorporate COAG actively in the Global Agenda self-monitoring routines	Low
A Subcommittee on Livestock is created in COAG and undermines GASL's Public Sector Cluster if not coordinated well with GASL activities	GASL country representatives request COAG a formal connection be established between the Subcommittee and GASL in the proposal, so that the Subcommittee on Livestock helps to foster consensus and strengthen the GASL Public Sector Cluster	Medium
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 GASL.	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
Negative voices about livestock production and industry	Establish dialogue with those groups based on scientific evidence	High

¹³ It refers to the political consequences of conducting the partnership without formal agreed guidelines and procedures.

¹⁴ It refers to the lack of confidence in the partnership's deliverables in the absence of appropriate technical and political supervision.



Environmental and social risks

Risk category is low since no environmental and social risks are identified in the project.

Risk management strategy

Column 2 in Table 12 above describes the strategies to deal with each potential risk. The Agenda Support Team and the Chair of the Global Agenda deal with the mitigation of the risks, under the surveillance of the Guiding Group where FAO is an active member as a stakeholder in the Intergovernmental and Multilateral Organization cluster.

As expressed before, the Agenda Support Team (AST) acts as the secretariat, provides technical and operational support, facilitates stakeholder engagement and ensures a coherent approach. According to COAG guidance, the AST is hosted by FAO.

2.6 Monitoring, Reporting and Evaluation

The AST will be responsible for the monitoring and reporting of GASL activities and financial aspects through the following means:

Content Reporting: Full reports on activities, achievements, expenditure and financial projections 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 Guiding Group 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
- **GASL:** Monitoring and reporting will be done for the Guiding Group. The annual report will contain a financial section. A financial report and accounts will be presented at every Guiding Group.

Evaluation: The Action Plan 2019 – 2021 foresees an external evaluation in the first half of 2021. A corresponding budget line has been created.

Information on targets established in the Action Plan will be collected by the AST from AN and Cluster coordinators, using the indicators cited in the project log frame and assessed by the AST and the Chair, and communicated to the Guiding Group. Also, the assumptions related to the risks will be revised every six months to adjust the risk table if necessary.

Focus on Achievement of Results (Outputs and Outcome): The outcomes and outputs of the project will be constantly monitored with those responsible using the identified indicators.

As mentioned in section 1.5 and 2.2.4, FAO conducted an external evaluation of GASL for the period 2011-2017 and it recommends the establishment of a formal monitoring system for GASL. This recommendation is to be explored through a consultancy during 2019 if approved by the Guiding Group.

2.7 GASL on the Move, Institutional Evolution of GASL

As a learning initiative, GASL will evolve into a more modern, adaptive and, if necessary, fast changing multistakeholder partnership, particularly in the following areas.



Membership: GASL expects the membership to further grow and will accept additional members based on the Consensus Document. To be inclusive and to cover the entire spectrum of stakeholders in livestock systems, GASL will make efforts to reach out to consumer organisations and expert institutions in nutrition and food waste.

Clusters: During the 2019-2021 period, GASL will revise its cluster structure based on the growing membership and the convenience of its funding mechanism. GASL will strengthen and better integrate members of the civil society cluster. GASL's position in relation to the intergovernmental and multi-lateral organisations' cluster becomes more transparent and visible, herewith making better use of synergies and avoiding duplication of efforts.

Action Networks: The Action Networks will continue developing to respond to the need of the livestock sector. This may entail joint work among ANs and between them and the GASL Clusters and other stakeholders, and development of new ANs to address topics such as One Health, nutrition and consumer concerns, and food waste. The expectation is that the ANs will focus their work on the four sustainability domains GASL has prioritized.

Governance: In principle, the present governance including rules and procedures will continue from 2019 to 2021. The relationship between FAO and GASL as multistakeholder partnership will be further developed and its administration needs to be streamlined. The Agenda Support Team will need adequate resources in quantity and quality to fulfil its assigned tasks. The Guiding Group will continue representing the clusters and will consider enhancing its leadership by adequate measures to better share the workload of the Chair and AST and represent GASL in the most important events worldwide on a regular basis through a group of volunteers appointed by the Guiding Group as appropriate.





3. Annexes

Annex 1: Detailed Logical Framework with Dates of Implementation

The logical framework 2019 to 2021 articulates the expected outcomes and outputs and how results will be achieved (activities). Indicators to measure and document the level of achievement of these results will be included at output level. The potential specific contributions to the log frame from the GASL Action Networks are shown in Annex 2 because they present multiple possibilities. These potential contributions constitute a menu of possibilities that will come true depending on the opportunity and self-funding of the Action Networks in 2019-2021. GASL will offer its platform to facilitate their work and to invest seed capital to ignite as many key processes as possible, relevant for the GASL Action Plan.

The following three outcomes are interdependent in achieving the development objective of GASL described below. They refer to the three core roles of GASL as outcomes: facilitate dialogue, assemble and communicate evidence, and advocate practice and policy change. A systematic approach will be followed in achieving these outcomes, and this will be reflected in the annual planning. It is important to note that the strategic framework of GASL focuses on elements that require multistakeholder action to be effective¹⁵. When the word “Gap” is written in the “Led by” column, it indicates an activity that will require reinforcement of the leadership along the way.

Development Objective: GASL enhances the increasing positive impacts of sustainable livestock and generates substantial, measurable and lasting impacts by enhancing policy dialogue, generating and communicating evidence, and advocating the adoption of good practices and policies in favor of sustainable livestock sector development, ensuring the livestock sector globally, regionally, nationally and locally responds simultaneously to increased demand, contributes to development and mitigates potential harms.

Summary of outcomes and outputs without activities

Outcome 1: Enhanced policy dialogue on livestock sustainability issues. GASL facilitates dialogue that improves consensus on sustainable livestock development issues among GASL partners and stakeholders, and with other sectors' stakeholders, resulting in a clearer definition of where and how the livestock sector may best contribute to the Sustainable Development Goals (SDGs).
Output 1.1: The Multistakeholder Partnership (MSP) facilitates dialogue and debate, exchanges knowledge and agrees on priorities for joint action, raising the profile of development issues
Output 1.2: The Guiding Group (GG) oversees activities, reaches out to partners, encourages engagement and commitment, identifies new opportunities and challenges and recommends adjustments
Output 1.3: Stakeholders organize in Clusters that represent key sectors of society, playing strong and complementary roles, leading dialogue and identifying challenges to GASL and giving access to their networks, to debate and develop positions and maximize their contributions to sustainable livestock development solutions and their implementation
Output 1.4: The Agenda Support Team (AST) supports the consolidation and implementation of the Global Agenda
Output 1.5: The Chair leads the GASL Guiding Group and MSP and facilitates their provision of overall strategic direction and guidance

¹⁵ See Section 2.2.2.2 for the four criteria suggested by the HLPE Consultation Report on Multistakeholder Partnerships (January 2018) for an issue to require multistakeholder intervention.



Output 1.6: GASL reaches-out to key potential partnerships, stakeholders and institutions in order to create synergies and build up consensus on livestock sustainability key topics and offers its services as an umbrella platform for sustainable livestock

Outcome 2: Generation and communication of evidence. GASL partners and stakeholders offer tools and robust analytical evidence as inputs into the dialogue process to arrive at practices, policies, strategies and frameworks in support of sustainable livestock development. GASL partners assemble and communicate this evidence.

Output 2.1: Methodology, Evidence and SDGs. GASL encourages its stakeholders to gather and analyze evidence and data at regional, national and local levels from partners, stakeholders, participants in the MSP meetings and other sources, according to pre-agreed criteria (see section 2.2.2.2) to identify relevant topics of MSP treatment and what constitutes valid evidence to contribute to the Agenda 2030 for Sustainable Development and its Sustainable Development Goals (SDGs)

Output 2.2: Contribution to SDGs. GASL supports better coordination among partners to monitor/assess the role of livestock in the UN Agenda 2030 for Sustainable Development linkages and issues

Output 2.3: Emerging Issues. State-of-the-art assessments provide a basis for priority setting and identification of emerging issues

Output 2.4: Action Networks. GASL empowers self-led Action Networks (ANs) which integrate capacities of diverse stakeholders to address “hot topics” that may influence livestock’s roles in addressing demand and sustainable development and mitigate potential harms. ANs produce tools, engage in sector analysis, incubation and support to adoption of proven good policy, institutional and technical practices. GASL also facilitates stakeholder discussions on the hot topics that fall within the remit of different ANs (see Annex 2 for specific potential contributions of ANs to the Log Framework)

Output 2.5: Communication. GASL effectively communicates key livestock sustainability messages and evidence, tailored to different internal and external audiences, and advocates on the potential and results of sustainable livestock, increasing engagement of all those influencing the future of sustainable livestock

Outcome 3: Practice and policy change. GASL advocates practice and policy change (PPC) through multistakeholder processes towards the adoption of good practices and conducive policies to improve livestock sustainability at global, regional, national and local levels, through continuous, context-specific improvement and innovation and promoting sustainable livestock sector investments and project development.

Output 3.1: PPC. Regional and national dialogue processes supported by GASL through regional and national MSP meetings raise policy issues and lead to policy change processes in selected regions and countries around the world

Output 3.2: Guidelines. The Global Agenda develops general livestock sustainability principles, guidelines and tools and makes them available as a voluntary reference for livestock stakeholders

Output 3.3: Validation. GASL fosters on-the-ground validation of sustainability guidelines


Detailed outcomes and outputs with activities and dates of implementation

<p>Outcome 1: Enhanced policy dialogue on livestock sustainability issues. GASL facilitates dialogue that improves consensus on sustainable livestock development issues among GASL partners and stakeholders, and with other sectors' stakeholders, resulting in a clearer definition of where and how the livestock sector may best contribute to the Sustainable Development Goals (SDGs).</p>			
Results		Performance Indicators	
<p>Output 1.1: The Multistakeholder Partnership (MSP) facilitates dialogue and debate, exchanges knowledge and agrees on priorities for joint action, raising the profile of development issues</p>		<ul style="list-style-type: none"> • Documented priorities • Documented joint opportunities. • Proceedings of the annual MSP meetings (global, regional, national) • Annual progress reports of the Global Agenda 	
Activities		Led by	Dates of Implementation
1.1.1	GASL holds one annual MSP global meeting in different continents and regions to discuss alternative approaches to sustainable livestock development	GG, Chair, AST, a government and leading partners	Jan. 19- Dec. 21 Late Spring or early Fall each year
1.1.2	GASL supports the organization of one annual MSP regional meeting in different regions of Europe, Near East, North America, Latin America, Asia, Africa or Oceania	GG, Chair, AST, Clusters, Action Networks, regional partners	Jan. 19- Dec. 21 Any time avoiding global and national MSPs
1.1.3	GASL supports the organization of one annual national MSP meeting in selected countries around the world, where host governments show clear willingness to adopt practice and policy change according to GASL principles	GG, Chair, AST, national govt. and partners	Jan. 19- Dec. 21 Any time avoiding global and regional MSPs
1.1.4	GASL representatives participate in important events of initiatives, agendas and alliances clearly related to its four sustainability domains: food and nutrition security, livelihoods and economic growth, animal health and animal welfare, and climate and natural resource use. See section 2.2.2.1 for more details.	Chair, AST and a pool of volunteers appointed by GG	Jan. 19- Dec. 21 Any time as needed

Results		Performance Indicators	
<p>Output 1.2: The Guiding Group (GG) oversees activities, reaches out to partners, and encourages engagement and commitment, identifies new opportunities and challenges and recommends adjustments</p>		<ul style="list-style-type: none"> • Minutes and documentation of GG meetings • Minutes and documentation of ANs meetings • Minutes and documentation of Cluster meetings • Number of people attending GG, Cluster, ANs and face to face meetings • Annual progress reports of the Global Agenda • Specific documents and reports 	
Activities		Led by	Jan. 19- Dec. 21
1.2.1	GG meets at least three times a year: a face-to-face meeting at global MSPs and two face-to-face meetings in Rome. Need-based virtual meetings on demand by the Chair	Chair and AST	Winter, Spring and Fall each year
1.2.2	GG Identifies, develops and implements effective mechanisms to organise, execute (including criteria for ignition capital allocation to Action Networks), monitor, document and communicate activities and results of the Action Plan	Chair and AST	Jan. 19-Dec. 21



1.2.3	GG prepares reports on implementation of GG actions that are part of the Action Plan	Chair and AST, with ANs inputs	Once a year in Nov.- Dec.-Jan.
1.2.4	GG insures quality assurance on evidence generated or assembled from GASL's work and decides on final clearance to consensus notes, research reports and other publications of MSP focus after the GASL Editorial Committee has reviewed them and made a recommendation	GG, Editorial Committee	Jan. 19-Dec. 21
1.2.5	GG discusses and acts towards adaptation of Clusters and Action Networks (ANs) to respond to new challenges	GG, Chair	Jan. 19-Dec. 21
1.2.6	GG consolidates a relevant governance to deliver from global to regional to local scale	GG, Chair	Jan. 19-Dec. 21

Results		Performance Indicators	
Output 1.3: Stakeholders organize in clusters that represent key sectors of society, playing strong and complementary roles, leading dialogue and identifying challenges to GASL and giving access to their networks, to debate and develop positions and maximize their contributions to sustainable livestock development solutions and their implementation		<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		Led by	Jan. 19-Dec. 21
1.3.1	Clusters consolidate and organise their activities for 2019-2021, are supported by a cluster coordinator and a group of volunteers, and have a maximum of 5 representatives each in the Guiding Group	Cluster Coordinators and cluster volunteers with AST support if needed	Jan. 19-Dec. 21
1.3.2	GASL acts to assure a balanced representation in the partnership among its partners through its stakeholder clusters	Chair, AST, Clusters, ANs	Jan. 19- Dec. 21
1.3.3	Clusters meet on specific issues and document and communicate their findings, producing and publishing position papers via the GASL communication structure. Cluster coordinators manage a two-way Cluster-GG engagement and prepare and convey these position papers	Cluster Coordinators and cluster volunteers	Jan. 19-Dec. 21
1.3.4	Clusters discuss and act with GG towards establishment and management of the process to create GASL regional chapters (plan, budget, execution) and government-led national agendas for sustainable livestock	Chair, AST, Cluster Coordinators and regional/national stakeholders	Jan. 19-Dec. 21
1.3.5	Clusters work with AST to design, develop, finalise and implement cluster development plans, including dialogue and	Cluster Coordinators and cluster volunteers with AST support if needed	Jan.-Jun. 2019 for plan Jul. 19-Dec. 21 for implementation



	regular communications, and insure information flow between clusters to facilitating dialogue.		
1.3.6	GASL fosters the following main roles (not excluding others) for its Clusters in the process of gathering evidence: Private Sector - promoter; Multilateral Organizations – promoter; Academia/Research - provide credibility; NGOs – bring evidence from the field; Social Movements – bring social evidence; Donors – promoters; and Governments – provide data, road testing and promote livestock as a tool for development	GG, Clusters	Jan. 19- Dec. 21

Results		Performance Indicators	
Output 1.4: The Agenda Support Team (AST) supports the consolidation and implementation of the Global Agenda.		<ul style="list-style-type: none"> • Feedback from GASL leaders and FAO supervisors 	
Activities		Led by	Jan. 19- Dec. 21
1.4.1	Facilitates stakeholder interaction, coordination and consensus building	AST	Jan. 19-Dec. 21
1.4.2	Facilitates provision and coordination of expertise and analysis	AST	Jan. 19-Dec. 21
1.4.3	Facilitates assistance in the preparation of guidance for technology and policy development	AST	Jan. 19-Dec. 21
1.4.4	Provides secretarial support to Guiding Group (GG) and the Chair	AST	Jan. 19-Dec. 21
1.4.5	Supports organization of global, regional and national MSP, Guiding Group (GG) and other meetings	AST	Jan. 19-Dec. 21
1.4.6	Provides progress reports on the use of the Global Agenda's trust fund resources to its donors and Guiding Group	AST	Jan. 19-Dec. 21
1.4.7	Supports the Chair and GG with fundraising strategies and activities	AST	Jan. 19-Dec. 21
1.4.8	Promotes the inclusion of gender issues in the activities of GASL	AST	Jan. 19-Dec. 21

Results		Performance Indicators	
Output 1.5: The Chair leads the GASL Guiding Group and MSP and facilitates their provision of overall strategic direction and guidance		<ul style="list-style-type: none"> • Feedback from GASL leaders and FAO supervisors 	
Activities		Led by	Jan. 19- Dec. 21
1.5.1	Leads the preparation and facilitation of regional and global annual Multi-Stakeholder Partnership (MSP) meetings	Chair	Jan. 19-Dec. 21
1.5.2	Convenes at least three Guiding Group meetings per year to advance implementation of recommendations from the MSP	Chair	Jan. 19-Dec. 21
1.5.3	Guides GASL's engagement with existing inter-governmental and other policy-related processes	Chair	Jan. 19-Dec. 21



1.5.4	Facilitates the continued effective and broad participation and commitment of sector stakeholders	Chair	Jan. 19-Dec. 21
1.5.5	Represents GASL in different fora and promotes it and its objectives among sector actors	Chair	Jan. 19-Dec. 21
1.5.6	Assists in the development of a GASL 'brand' and global profile, with concomitant quality control and clearing procedures	Chair	Jan. 19-Dec. 21
1.5.7	Contributes to the preparation of GASL publicity and advocacy including material for regular website updates	Chair	Jan. 19-Dec. 21
1.5.8	Plans, supports and implements fundraising strategies and activities with the Guiding Group, fundraising task force and AST	Chair	Jan. 19-Dec. 21

Results		Performance Indicator	
Output 1.6: GASL reaches-out to key potential partnerships, stakeholders and institutions in order to create synergies and build up consensus on livestock sustainability key topics and offers its services as an umbrella platform for sustainable livestock		<ul style="list-style-type: none"> Cross-partnerships meetings The Global Agenda cross-partnership activity annual report (part of the Global Agenda annual report) 	
Activities		Led by	
1.6.1	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	Chair and AST	Jan.-Aug. 2019
1.6.2	<p>GASL approaches key actors, organisations and relevant initiatives and agendas related to sustainable livestock, inviting them to sign the consensus document, join the Global Agenda, and participate in the multistakeholder platform activities</p> <p>1.6.2.1 Link with GRA – livestock group (e.g. participation in each other's meetings as observers) and other relevant initiatives to share standard techniques to measure GHG and carbon sequestration in grazing systems and silvopastoral systems</p> <p>1.6.2.2 Facilitate dialogue between key players to develop scenarios/solutions regarding circular economy issues (e.g. link to the Champions 12.3 initiative)</p> <p>1.6.2.3 Interaction to share relevant evidence and cases with LEAP / Dairy Sustainable Framework / Global Dairy Platform, IFCN and Agribenchmark to discuss experience and portfolio of needs</p>	<p>GG, Chair, AST</p> <p>GNSPS, AN 2, other</p> <p>Gap</p> <p>Liv.4.Soc.Dev.</p>	<p>Jan. 19-Dec. 21</p> <p>Jan. 19-Dec. 21</p> <p>Jan. 19-Dec. 21</p> <p>Jan. 19-Dec. 20</p>



	<p>1.6.2.4 Develop synergies with Academia/Research Cluster to work with the Strategic Partnership, an alliance between Uruguay, Ireland, Spain, and New Zealand with a focus on grazed livestock systems</p> <p>1.6.2.5 GASL is registered under the UN SDG 17 initiative and under the Framework of Sustainable consumption and Production</p>	AN2 AST		Jan. 19-Dec. 20 Jan. 19-Dec. 19
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Outcome 2: Generation and communication of evidence. GASL partners and stakeholders offer tools and robust analytical evidence as inputs into the dialogue process to arrive at practices, policies, strategies and frameworks in support of sustainable livestock development. GASL partners assemble and communicate this evidence¹⁶				
Results		Performance Indicators		
Output 2.1: Methodology, Evidence and SDGs. GASL encourages its stakeholders to gather and analyze evidence and data at regional, national and local levels from partners, stakeholders, participants in the MSP meetings and other sources, according to pre-agreed criteria (see section 2.2.2.2) to identify relevant topics of MSP treatment and what constitutes valid evidence to contribute to the Agenda 2030 for Sustainable Development and its Sustainable Development Goals (SDGs)		<ul style="list-style-type: none"> Consensus note on "Criteria to identify research topics of MSP nature to be addressed by GASL" Consensus note on "Identifying and promoting valid evidence for GASL to contribute to the SDGs" Workshop on models designed to facilitate dialogue to communicate with clusters on how to engage 		
Activities		Led by	Jan. - Dec. 2019	
2.1.1	GASL commissions a consensus note on "Criteria to identify research topics of MSP nature to be addressed by GASL"	GG, Editorial Committee, AST	Jan.- Dec. 2019	
2.1.2	GASL commissions a consensus note on "Identifying and promoting valid evidence for GASL to contribute to the SDGs: strengthening coordination and consolidation of evidence, implications and messages, working with partners in their reporting of the SDGs" (what is acceptable evidence for UN, who will compile it, and how it is going to be followed-up and registered)	GG, Editorial Committee, AST	Jan.- Dec. 2019	
2.1.3	GASL holds a workshop on models designed to facilitate dialogue to communicate with clusters on how to engage (including participants who have negative views of livestock to gain a greater sense of the issues they are concerned about and how GASL may demonstrate improvement)	AST, Cluster and AN leaders	Jan.-Dec. 2019	

¹⁶ Some particular characteristics of this 'evidence' at GASL level might be: (1) Spans the spectrum across 'extremes' within any hot topic; (2) Captures issues related to the priorities of all stakeholders; (3) Communicates these issues; (4) Distinguishes what happens at GASL level from any that individual stakeholders/clusters would assemble.



Results		Performance Indicators	
Output 2.2: Contribution to SDGs. GASL supports better coordination among GASL partners to monitor/assess the role of livestock in the UN Agenda 2030 for Sustainable Development linkages and issues		<ul style="list-style-type: none"> Number of GASL partners monitoring performance of the contribution of livestock to the SDGs through key variables and indicators of the UN Agenda 2030 Presentation on how ANs can report linkages between livestock and the SDGs that contribute to the UN Agenda 2030 No. of GASL partners developing a set of cross-country comparable indicators to monitor changes in the contribution of the livestock to the UN Agenda 2030 targets and objectives GASL annual report section with information on the process and results of the linkages between its ANs' work and how livestock contributes to the UN Agenda 	
Activities		Led by	Jan. 19- Dec. 21
2.2.1	GASL partners support the monitoring of the linkages between livestock and the UN Agenda 2030 for Sustainable Development and contribute 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. (Number of GASL partners monitoring performance of the contribution of livestock to the SDGs through key variables and indicators of the UN Agenda 2030)	Clusters and ANs	Jan. 19- Dec. 21
2.2.2	GASL partners support the use of 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 consensus note regarding how ANs can report linkages between livestock and the SDGs that contribute to the UN Agenda 2030.	Liv.4.Soc.Dev., other ANs	Jan. 19- Dec. 19
2.2.3	GASL facilitates the development of a presentation on how ANs can report linkages between livestock and the SDGs that contribute to the UN Agenda 2030 and members make use of this presentation in global, regional and national meetings	ANs, AST	Jan. 19- Dec. 19
2.2.4	Some GASL partners facilitate 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	Clusters and ANs	Jan. 19- Dec. 21
2.2.5	GASL annual report includes information on the process and results of the linkages between its ANs' work and how livestock contributes to the UN Agenda 2030 for Sustainable Development	Clusters, ANs, AST	February 2020, 2021 and 2022

Results		Performance Indicators	
Output 2.3: Emerging Issues. State-of-the-art assessments provide a basis for priority setting and identification of emerging issues		<ul style="list-style-type: none"> 3 papers from GASL partners on sustainable livestock priorities and emerging policy issues MSP agenda item and report on sustainable livestock priorities and emerging policy issues A Global Agenda working paper on sustainable livestock priorities and emerging policy issues 	
Activities		Led by	Mar. 20- Nov. 20
2.3.1	GASL initiates and coordinates a call for papers on sustainable livestock priorities and emerging policy issues	GG, AST	Jan-March 2020



2.3.2	GASL holds a biennial symposium on sustainable livestock priorities and emerging policy issues as part of an MSP meeting	GG, ANs, AST	During the 2020 MSP
2.3.3	GASL supports the development and communication of working papers on priorities and emerging policy issues on sustainable livestock	GG, AST	Jul.-Nov. 2020

Results		Performance Indicators	
Output 2.4: Action Networks. GASL empowers self-led Action Networks (ANs) which integrate capacities of diverse stakeholders to address “hot topics” in the four sustainability domains that may influence livestock’s roles in addressing demand and sustainable development and mitigate potential harms. ANs produce tools, engage in sector analysis, incubation and support to adoption of proven good policy, institutional and technical practices. GASL also facilitates stakeholders discussions on the “hot topics” that fall within the remit of different ANs (see Annex 2 for potential specific contributions of ANs to the Log Framework)		<ul style="list-style-type: none"> • Number of active ANs working and generating research products in the four sustainability domains adopted by GASL • At least 10 published analysis and review documents revised by the GASL Editorial Committee • Implemented and documented incubation activities supported by the Global Agenda • Implemented and documented up-scaling activities • Available specific guidelines 	
Activities		Led by	Jan. 19- Dec. 21
2.4.1	ANs conduct specific analysis and reviews to address “hot topics” in sustainable livestock and produce and assemble evidence for discussion	ANs	Jan. 19-Dec. 21
2.4.2	ANs promote and moderate discussion of innovative topics to foster consensus	ANs	Jan. 19-Dec. 21
2.4.3	ANs follow clearance mechanisms established by the GG for their technical products	ANs, GASL Editorial Committee,	Jan. 19-Dec. 21
2.4.4	ANs provide demonstrations and pilots to showcasing good practices and examples at farm scale, with lessons learnt, to inform farmers, pastoralists and agribusiness to influencing policy makers and obtain access to their farmer networks	ANs	Jan. 19-Dec. 21
2.4.5	ANs develop guidelines for good practices and the Global Agenda supports their adoption and publication	ANs, GASL Editorial Committee	Jan. 19-Dec. 21
2.4.6	ANs support implementation and up-scaling of good practices	ANs, AST	Jan. 19-Dec. 21
2.4.7	ANs document and communicate their specific experiences and recommendations through technical reports and policy briefs that inform policy makers, via the Global Agenda communication channels. GASL profiles these issues in the global debate	ANs	Jan. 19-Dec. 21



Results		Performance Indicators	
Output 2.5: Communication. GASL effectively communicates key livestock sustainability messages and evidence, tailored to different internal and external audiences, and advocates on the potential and results of sustainable livestock, increasing engagement of all those influencing the future of sustainable livestock		<ul style="list-style-type: none"> Implementation of the GASL internal and external communication action plans Creation of user-friendly communication products, based on information from the ANs, tailored to a wide range of different audiences Creation of a platform of information exchange with an indexed database that could be easily accessed by stakeholders about Sustainable Livestock Production Systems (SLPS) GASL publicizes policy briefs on consensus on relevant topics reached at MSPs Workshop on models designed to facilitate dialogue to communicate with clusters on how to engage 	
Activities		Led by	Jan. 19- Dec. 21
2.5.1	GASL implements different communication strategies for providing evidence through reports, presentations, videos and regional workshops in regions where models and tools are tested and maintains an internal and external communication infrastructure, communicating regularly	AST, GG, ANs and comm. strategic partners	Jan. 19- Dec. 21
2.5.2	GASL fosters creation of user-friendly communication products, based on information from the ANs, tailored to a wide range of different audiences, such as specific tools and strategies to exchange peer-to-peer information for: a) farmers and technicians, b) researchers, c) public policy institutions, and d) consumers. The value of the ANs is a mechanism for engaging with a wider audience in close coordination with the clusters	AST, GG, ANs, comm. partners	Jan. 19-Dec. 21
2.5.3	GASL implements a communications action plan for <u>internal</u> stakeholders endorsed by the GG and co-implemented with GASL comm. partners	AST, GG, ANs, comm. partners	Jan. 19-Dec. 21
2.5.4	<p>GASL implements a communications and advocacy action plan for <u>external</u> stakeholders, endorsed by the GG, and co-implemented with comm. partners</p> <p>2.5.4.1 GASL introduces 'new' communication models – eg. millennials – and promotes and communicates existence of Sustainable Livestock Production Systems (SLPS) that contribute to Sustainable Food Systems (SFS)</p> <p>2.5.4.2 GASL introduces ways for 'trust building' between producers and consumers, including farmers and consumers in the discussion (private sector actively participates and supports this discussion)</p> <p>2.5.4.3 GASL notes other ongoing initiatives to connect with and implements a communication strategy to permeate policy design (presentations, leaflets, fora participation, etc.)</p> <p>2.5.4.4 GASL fosters creation of a platform of information exchange with an indexed database that could be easily accessed by stakeholders about Sustainable Livestock Production Systems (SLPS) – a compilation of policy tools</p>	<p>AST and GG</p> <p>Gap</p> <p>AN 1</p> <p>Gap</p> <p>GG, AST</p> <p>AN1, GNSPS</p>	<p>Jan. 19-Dec. 21</p> <p>Jan. 19-Dec. 20</p>



	used to successfully promote SLPS - with different stakeholders, including consumers, illustrated with case studies that show improvements in productivity and profitability (start with beef and dairy systems)		
2.5.5	GASL members proactively promote the Global Agenda messages and products through their networks and in major policy dialogues, coordinating formats and contents with the AST	Cluster and AN members, AST	Jan. 19-Dec. 21
2.5.6	GASL publicizes consensus on relevant topics reached at MSPs (policy briefs), informs adoption of sustainable policies and practices, assists Clusters with key messages to relate back to the people and for use of the communication team	All ANs and Clusters	Jan. 19-Dec. 21

<p>Outcome 3: Practice and policy change. GASL advocates practice and policy change (PPC) through multistakeholder processes towards the adoption of good practices and conducive policies to improve livestock sustainability at global, regional, national and local levels, through continuous, context-specific improvement and innovation and promoting sustainable livestock sector investments and project development</p>			
Results		Performance Indicators	
<p>Output 3.1: PPC. Regional and national dialogue processes supported by GASL through regional and national MSP meetings raise policy issues and lead to policy change processes in selected countries around the world</p>		<ul style="list-style-type: none"> • 3 regional and 3 national assessments regarding practice and policy change on sustainable livestock relevant issues as inputs for the regional and national MSP meetings • 3 regional MSP meeting reports and 3 national MSP meeting reports • Evidence of formal communications with interested governments in regions and countries regarding the PPC recommendations on sustainable livestock suggested by the regional and national platforms 	
Activities		Led by	Jan. 19-Dec. 21
3.1.1	GASL commissions the development in one region and one country per year of a practice and policy change assessment on sustainable livestock relevant issues that will provide the technical ground to develop the regional and national MSP meetings in the respective region and country	GG, Chair, AST	Mar.- Jun. each year
3.1.2	GASL supports a regional and national MSP meeting in one region and one country per year to raise awareness and consensus on sustainable livestock PPC issues based on the region and country assessments conducted	GG, Chair, AST, national govt. and partners	Any time avoiding Global and Regional MSPs
3.1.3	GASL effectively communicates to governments of the regions and countries where the MSP meetings took place, the PPC recommendations on sustainable livestock suggested by the regional and national platforms	GG, Chair, AST, Consultants	Prior and during the national MSP
3.1.4	GASL fosters direct discussion with governments of current socio-economic benefits of livestock, and possible additional socioeconomic benefits of livestock improvements - Regional workshops with governments and stakeholders to influence practice and policy change - Gather and share successful policy tools and approaches	GG, Chair, AST, Consultants	Jan. 19-Dec. 21



<ul style="list-style-type: none"> - Academia and Research Cluster facilitates information resources 		
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Results	Performance Indicators	
Output 3.2: Guidelines. The Global Agenda develops general livestock sustainability principles, guidelines and tools and makes them available as a voluntary reference for livestock stakeholders		<ul style="list-style-type: none"> • Terms of reference for the development of general livestock sustainability guidelines, discussed in a global MSP meeting and commissioned for drafting • Document with the sustainability guidelines and tools published and communicated • At least 10 policy briefs from Action Networks that summarize recommendations from their work to inform governments on sustainable policy choices published and communicated
Activities	Led by	Jan. 19- Dec. 21
3.2.1 Building on the LEAP experience, the GASL GG develops Terms of Reference for the development of general livestock sustainability guidelines, discuss them in a global MSP meeting and commissions the drafting of the guidelines	GG, ANs	January-June 2020
3.2.2 The Global Agenda supports the revision, finalization and communication of livestock sustainability guidelines	GG, Editorial Committee, AST	July- December 2020
3.2.3 Action Networks share policy briefs that summarize recommendations from their work to inform governments on sustainable policy choices	ANs, GASL Editorial Committee	Jan. 2019-Dec. 21

Results	Performance Indicators	
Output 3.3: Validation. GASL fosters on-the-ground validation of sustainability guidelines		<ul style="list-style-type: none"> • Validation criteria of guidelines discussed in a global MSP meeting • Reports regarding on-the-ground validation of sustainability guidelines • Sustainability guidelines to facilitate the adoption of validated approaches revised, finalized and communicated
Activities	Led by	Jan. 19- Dec. 21
3.3.1 GASL partners discuss validation criteria in a Global MSP meeting	MSP stakeholders	2020 MSP meeting
3.3.2 GASL partners and ANs support on-the-ground validation of sustainability guidelines through GASL seed funding and technical support and foster adjustment to regional contexts through Regional MSPs	GG, Clusters, ANs	Jan. 19-Dec. 21
3.3.3 The Global Agenda supports the revision, finalization and communication of the criteria	GG, Editorial Committee, AST	July- December 2020



Annex 2: Potential Contributions of ANs to the GASL Log Frame to Address “Hot Topics” Identified in the Mongolia MSP Meeting

After the Guiding Group meeting in Mongolia on June 15 2018, the appointed Task Force (TF) to work on the structure and contents of the 2019-2021 GASL Action Plan (AP) discussed the best way to include the “hot topics” or priorities for GASL in 2019-2021 discussed by all stakeholders in the Mongolia MSP meeting.

After some consideration, it was decided not to include them within the Logical Framework to avoid repetition and duplication, as the different Action Networks could work on different topics in any of the three main core roles of GASL (outcomes of the log frame).

Therefore, the consultation with the Action Network leaders regarding their potential contributions to the “hot topics” discussed in Mongolia appears in Table A2.1 below, classified according to the four sustainability domains adopted by GASL in Mongolia to guide its 2019-2021 Action Plan¹⁷, and another category named “Topics addressing more than one sustainability priority”. Additionally, each Action Network initiative is branded with a **D**, **E** or **PPC** to clarify their relationship to the core roles of GASL: Dialogue (D), Evidence (E), and Practice and Policy Change (PPC). The numeric code each initiative has is for the GASL secretariat’s internal use. Finally, when the word “Gap” is written in the “Led by” column, it indicates an activity that will require reinforcement of the leadership along the way.

The “hot topics” for each of the four sustainability domains, preliminary discussed with Action Network leaders, were filtered by the Task Force through four criteria suggested by the HLPE Consultation Report on Multistakeholder Partnerships, January 2018:

- a. A common issue that has public and private good elements
- b. Looks different for different parts of the sector, or different stakeholders
- c. There is a need to build consensus within the sector and outside of the sector
- d. Cannot be addressed by any single stakeholder group alone

Unless indicated otherwise, the initiatives by Action Networks shown in the table below will be mostly self-financed by the networks with the necessary resources they plan to attract during the 2019-2021 period. These potential contributions constitute a menu of possibilities that will come true depending on the opportunity and self-funding of the Action Networks in 2019-2021. GASL will offer its platform to facilitate their work and to invest seed capital to ignite as many key processes as possible, relevant for the GASL Action Plan. The level of investment Action Networks will mobilize in 2019-2021 clearly represents an important leverage for GASL’s work objectives.

¹⁷ The four sustainability domains discussed in Mongolia are food and nutrition security, livelihoods and economic growth, animal health and animal welfare, and climate and natural resource use. See section 2.1.2.1 for more details.



Table A2.1 Action Networks Potential Contributions to the GASL 2019-2021 Log Frame

Results	Led by	Performance Indicators	Dates of Implementation
Preparation of GASL consensus notes, portfolios, and fora on "hot issues" that are relevant to facilitate the discussion on sustainable livestock development, according to the following four sustainability domains: Food and Nutrition Security (FNS), Livelihoods and Economic Growth (LEG), Animal Health and Animal Welfare (AHAW), and Climate and Natural Resource Use (CNRU), and an additional category named <i>Topics addressing more than one sustainability domain</i> .			Jan. 19- Dec. 21
Activities			
1. <u>Food and Nutrition Security (FNS):</u>			
2.3.1.1 Consensus note on "Future scenarios informed by assembling analytical data, including synthetic meat, plant-based protein and ASFs" (E, PPC)	AN2		
1.7.1.2 Consensus note on "The importance of grassland as a source of biomass/diet for animal production around the world" (D, E, PPC)	AN2		
2.3.1.2 "The role of livestock in future safe and sustainable food systems in nutrition security" (E, PPC) 1.7.1.1 Consensus note (D) and Literature review (E, PPC) <ul style="list-style-type: none"> ▪ Identification of models and tools for standardization of performance measurements in different sustainability facets ▪ Endorsement of these models and tools (projects, evidence), implementing case studies, measuring results ▪ Discussion of public availability of these tools and models 	Gap Liv.4.Soc.Dev.		
2.3.1.3 Sustainable Livestock Production Systems (SLPS) - Consensus note on "Measuring impact on nutrition of sustainable food systems, guidelines, tools and models and prototype development at regional level" (E, PPC) - Consensus note on "Contributions and lessons learnt from existent sustainable food systems" - Create a portfolio on "Identifying and promoting evidence as a crucial element of Sustainable Food Systems (SFS)" (case studies, regional scale-up)	Liv.4.Soc.Dev. Liv.4.Soc.Dev. AN1		
2.3.1.4 Prospective paper on "Evidence of the role of animal source foods for healthy diets: Dairy and SDG 2" (E, PPC) 1.7.1.4 Consensus note on "The role of animal-sourced foods (ASFs) in healthy diets" (private sector supports discussion) (D)	Liv.4.Soc.Dev. Gap, new AN on One Health Gap		



	1.7.1.5 Forum on “Equitable access and availability of ASFs: Is it an MSP issue” ¹⁸ (D)			
	1.7.1.7 Consensus note on “Benefits of grass-fed’ or produced under trees’ livestock” (D)	GNSPS		
	2.3.1.5 Prospective paper on “Development and use of the DELTA model in demonstrating sustainable nutrition” (E)	AN2		
2.	<u>Livelihoods and Economic Growth (LEG):</u>			
	2.3.2.1 Create portfolio of scenarios that address trade-offs for livelihoods, equity, economics, etc. that illustrate sustainable pathways of change (E, PPC) 1.7.2.4 Foster dialogue that highlights the diversity of systems (nomadic, small farmer, concentrate, forage, grazing based, agroforestry systems), solutions and potential trajectories (D) 3.5.2.1 Consensus note on “Fostering policies that support small farmers’ economically viable transformation” (PPC) (show how policy identifies livestock as a development tool and fosters understanding how policy is going to incentivize these transformations)	AN2 GAP GAP		
	2.3.2.2 Create and host a database of cases where grazing systems demonstrate best practices and inform change on the ground (E, PPC)	AN2		
	2.3.2.3 Prospective papers on “The socioeconomic value and contribution of livestock (dairy) to social SDGs” (E) 1.7.2.2 Create portfolio with social value of livestock related to poverty, hunger, employment, gender, youth, decent work, and other social SDGs (D)	Liv.4.Soc.Dev		
	2.3.2.4 Methodological note on “Modeling possible socioeconomic implications of smallholders intensification through case studies providing evidence and results of what if analysis for a region” (E, PPC)	Liv.4.Soc.Dev.		
	1.7.2.3 Consensus note on “Adding value to sustainable livestock systems and value chains through innovation and technology, considering barriers to adoption” (D)	Gap		
	1.7.2.1 Consensus note on “Demonstration of the multiple contributions that livestock make to regional and national economic development” (D, E, PPC)	Gap		
	2.3.2.6 Portfolio of alternative analysis approaches- some of which may be very new especially for livestock. E.g. (E, PPC) -Socioeconomic benefits of livestock adoption, improvement and scaling-up - Benefit /cost analysis of adoption of innovations	Gap		

¹⁸ VSF believes is a MSP topic. Access to food (and to ASF) is a very sensitive issue, especially if we consider the more vulnerable populations. In order to assure equitable access, multistakeholder platforms and dialogue are needed. Priorities can be quite different for different stakeholder groups. Need also to account for gender issues!



	- Evidence about implications of uptake of innovations through case studies			
	1.7.2.5 Consensus note on “Availability of livestock mitigations and future technologies and identifying their impact on multiple outcomes” (D)	AN2		
3.	<u>Animal Health and Animal Welfare (AHAW):</u>			
	2.3.3.1 Assemble and communicate a portfolio of good practices and case studies regarding responsible and prudent use of veterinary medicines (E, PPC) 1.7.3.1 Consensus note on “Responsible and prudent use of veterinary medicines” (D)	Academia Cluster, LAMP, new proposed AN One Health		
	2.3.3.2 Report on study cases on the implications on using Animal Welfare (AW) indicators under silvopastoral systems (E, PPC) 1.7.3.2 Consensus note to promote and communicate that there are “Sustainable Livestock Production Systems (SLPS) that contribute to Animal Welfare” (D) 3.5.3.1 Promote the improvement of AW indicators in countries to gain access to international markets and improve animal health (E, PPC)	GNSPS ¹⁹ AN1 AWAN, GNSPS		
	2.3.3.3 Generate evidence on the implications of foodborne, zoonotic and livestock diseases (global cost in money and lives) (E, PPC) - Evidence for risk-mitigating solutions as production systems transition - Evidence for the importance of investing in animal health services 1.7.3.3 Consensus note on “Foodborne and zoonotic diseases: Facilitating dialogue that builds awareness of risks and opportunities” (D)	new proposed AN One Health Gap, new AN on One Health		
	2.3.3.4 Create a portfolio of evidence/case studies on solutions to assure access and good territorial coverage of quality animal health services in remote rural areas (E, PPC)	VSF		
	1.7.3.4 Forum on “Animal health services quality, access and coordination: is it an MSP issue?” ²⁰ (D)	new AN on One Health, VSF		
4.	<u>Climate and Natural Resource Use (CNRU):</u>			
	2.3.4.1 Assemble information from different contexts on suitable stocking rates for sustainability of natural	Gap		

¹⁹ It would require GASL seed funding.

²⁰ VSF suggests addressing this hot topic. Access to quality animal health services is still very challenging in many remote rural areas, and for many pastoralist communities around the world. Solutions (and dialogue) are needed, to find best strategies to assure good coverage of animal health services. In addition, this output could be addressed by the suggested new One Health AN, involving the public sector, multilateral organizations, social movements/producers' organizations and NGOs. Other stakeholders such as veterinary bodies should be involved.



	resources (soil erosion, land degradation, low biodiversity) (E) 1.7.4.1 Consensus note on “Appropriate and relevant stocking rates for natural resource sustainability in diverse contexts” (D) 3.5.4.1 GASL fosters policies related to managing resource degradation through managing stocking rates. Cases in Mongolia, New Zealand, Argentina (PPC)	AN2 Gap		
	2.3.4.2 Develop a portfolio of scenarios for stratification of livestock production to match demand and address ecosystem services (E) 1.7.4.3 Consensus note on “Meeting demand for ASFs in an environmentally sustainable manner: facilitating dialogue between key players to identify suitable ways (D)	Gap AN1, GNSPS		
	1.7.4.4 Create portfolio with sustainable livestock production options for different scales and systems and their possibilities to reduce emissions in the NAMA (D) 3.5.4.5 GASL exerts influence on the implementation of National Determined Contributions (NDC) related to livestock in developing countries (PPC) 3.6.4.3 Calculate potential change of mitigation at regional levels throughout SLPS (PPC) - Identify models, tools, frameworks for showing continuous progress - Revision of models, tools and frameworks for calculating potential change - Select SLPS options for measuring and illustrating potential change 2.3.4.3 Create a portfolio of study cases to include grass-shrub-tree combinations in line to the GRA best practice guidelines (E) 1.7.4.5 Consensus note on tools and models for measuring sustainable performance of SLPS (D)	Gap GNSPS AN 1 AN2 GNSPS		
	1.7.4.2 Consensus note on “Regional impact of climate change on food security and potential of livestock to mitigate GHG emissions” (D) 1.7.4.3 Consensus note on “Real time effects of climate change on livestock systems” (D)	LEAP AN2		
	2.3.4.4 Analysis to show the economic and productive benefits of cycling livestock manure (E) 1.7.4.6 Consensus note on “Livestock manure's role in the circular economy in human food sources” (D) 3.5.4.7 Identify cases where the benefits or nutrients from manure are demonstrated around the world (PPC)	Gap Gap AN2		
	2.3.4.5 Create a portfolio of evidence from successful cases of reducing the impact of livestock on water and soil (regional and watershed focus) (E) 1.7.4.7 Consensus note on “Impact of livestock on water quality and quantity and soil health and quality” (D)	AN1, GNSPS, LEAP AN2		



	3.5.4.8 Cases of policy interventions at watershed and farm levels (Ex. from NZ, Europe, soil in South America) (E, PPC)			
5.	<u>Topics addressing more than one sustainability domain</u>			
	2.3.5.1 Consensus note on "Integrated assessment including nutrition, environmental, social and cultural implications of alternative foods for nutrition and livelihoods" (D, E, PPC)	Gap, Academia Cluster		
	2.3.5.2 Perform specific studies to characterize Sustainable Livestock Production Systems (SLPS) and their impact on food security, economic performance and livelihoods, resource use and climate change, and Animal Health and Animal Welfare (E, PPC)	AN1, GNSPS, AWAN		
	2.3.5.3 Consensus note on "Evidence related to climate and its impact on food security" (D, E) 3.6.5.3 Create portfolio of cases where producers have shown how they have adapted to climate change and the impact on food security (PPC)	AN2		
	1.7.1.6 Consensus note on "The food-feed-fuel-land use competition and its relation to 'circular bio-economy': increase integration with feed and fuel production to take advantage of by products" (D, E) 3.5.4.2 Use scenarios to inform policy that supports choice of land use and intensification (E, PPC) - Ask clusters to provide cases that demonstrate land use policy supporting sustainable intensification 2.3.5.4 Create portfolio to compile and review recent quantitative results on food-feed-fuel-land use competition; consider scenarios and anecdotal examples from diverse situations (E, PPC)	Gap, GNSPS AN2 Gap		
	2.3.5.5 Generate portfolio of scenarios and cases demonstrating multiple contributions and services livestock make to products and functions provided by livestock systems (E, PPC)	AN2		
	2.3.5.6 Consensus note on "Impact on sustainability from using new technologies on different livestock production systems" (D, E, PPC)	Gap		
	2.3.5.7 Collect evidence from case studies for responsible use of anti-microbials (AMs) in livestock production for food security and animal welfare, including Silvopastoral Systems (SPS) and its reduced use of veterinary medicines and reduced run-off of their metabolites (E, PPC)	CNE, LAMP, GNSPS		
	1.7.5.1 Consensus note on "Articulation of the livestock role for FNS, LEG, AHAW and CNRU in the AMR /AM use context" (animal welfare contributes to healthy animals which increases "biological" productivity (NRM) and	LAMP with AN 1, AN2, GNSPS, LEAP		



	reduces the need for antimicrobials, with respective economic trade-offs) (D)			
	1.7.5.4 Consensus note on “Economics of addressing livestock diseases: facilitating dialogue and raising awareness of costs and consequences, including investment in prevention at the animal level versus treatment in humans” (D, E, PPC)	LAMP, new AN on One Health		
	2.3.5.8 Workshop on “Taking the information from GASL members/ANs to a higher level: linking the assembly of evidence in outcome 2 to the dialogue in outcome 1 around the issues that the wider world cares about.” (D)	Gap		
	2.3.5.9 Consensus note on “Assessment of the external landscape that will lead GASL to inform ANs to prioritise and respond to the issues” (D, PPC)	Gap		





Annex 3: Time Line and Milestones

Time	Milestones	Results and Outputs	Responsible
01.-05.2019	Development of the Global Agenda annual work plan and budget at activity level for 2020 and 2021. The Global Agenda coordination and collaboration process is planned for 2019	The Global Agenda Work Plan 2020-2021	AST, AN and Cluster coordinators GG approves
01.-03.2019	Progress Report on the Global Agenda 2018 to be published on web page and hard-copied for distribution	Report on the Global Agenda achievements 2018	AST, AN and Cluster coordinators GG approves MSP is informed
01.-03.2019	Starts implementation of the Global Agenda communication strategy (output 2.5 and Annex 5)	Communication strategy	AST supported AN and Cluster coordinators
01.-05.2019	Terms of Reference for mapping tool for key actors in livestock (output 1.6)	TOR for mapping tool available. Tendering started	AST supported by GG advisors
01.-03.2019	TORs of input papers on 4 sustainability domains and innovation in sustainable livestock (output 2.1)	Draft papers ready for MSP 2019	AST supported by volunteers from GASL stakeholder organizations
<i>Time 31.03.2019</i>	<i>Documents and results listed in 01.03.2019 ready for the MSP 2019 in Kansas, USA</i>		
Annual Global Plans 31.03.2019	Revision of Annual Work Plan of the Global Agenda coordination and collaboration process (output 1.2)	The Global Agenda Annual Work Plan	AST supported GG approves
31.01.2020 31.01.2021	Revision of Annual Work Plan of the Global Agenda Cluster activities (output 1.3)	The Global Agenda Cluster Annual Work Plans	Cluster coordinators supported by AST
	Revision of Annual Work Plan of the Global Agenda Action Networks (ANs) (output 2.5)	The Global Agenda ANs Annual Work Plans	AN 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, GG, Lead Chair
<i>Time</i> 31.03.2019 31.01.2020 31.01.2021	<i>Annual plans for current year available and approved by GG</i>		
Time	Milestones	Results and Outputs	Responsible
Annual Meetings	Organisation of MSP global meeting (output 1.1)	Programs, Agendas, Reports on MSP meetings	AST, supported by partners involved, reports shared with GG
	Organisation of MSP regional Meeting (output 1.1)		
	Organisation of national MSP meeting (output 1.1)		
<i>Time</i> 31.12.2019 31.12.2020 31.12.2021	<i>Annual MSP meetings conducted, documented, and documents communicated</i>		
The Global Agenda Annual Progress report	Annual Global Agenda progress reports	Comprehensive Agenda Annual Report	AST, supported by Cluster and AN coordinators GG approves
<i>Time</i> 28.02.2020 28.02.2021 31.12.2021	<i>The Agenda Annual 2019, 2020 and 2021 progress reports, available in high quality</i>		
2019	Development of a consensus note on “Criteria to identify research topics of MSP nature to be addressed by GASL” (output 2.1)	Terms of Reference available and drafting of working papers started	AST supported by consultants and in collaboration with ANs and partner agencies
2019	Development of a consensus note on “Identifying and promoting valid		



	evidence for GASL to contribute to the SDGs" (output 2.1)		
2019	Development of a Consensus note regarding how ANs can report linkages between livestock and the SDGs that contribute to the UN Agenda 2030 and a presentation on how ANs can report linkages between livestock and the SDGs that contribute to the UN Agenda 2030 (output 2.2)		
2019	Start the development of general livestock sustainability principles and guidelines (output 3.1)		
2019	Launch call for papers on sustainable livestock emerging policy issues to be discussed in an event during the 2020 Global MSP Meeting (output 2.3)	Call launched	AST supported by consultants and in collaboration with ANs and partner agencies
Time	Milestone	Results and Outputs	Responsible
2019	Implement ANs annual plans according to specific timelines and milestones (output 2.5)	Results and progress reports of ANs	ANs with the support of AST, consultants and partner agencies
<i>Time</i> 31.12.2019	<i>Terms of reference for consensus notes and working papers developed, specialists to write the documents identified, and work commissioned. Call for paper published. Progress reports of ANs</i>		
<i>Time</i> 31.12.2019 31.12.2020 31.12.2021	Sustainable Livestock practice and policy change support to start National MSP processes (output 3.1)	Country assessments reports National MSPs meetings completed	AST supported by consultants and in collaboration with ANs and partner agencies
2020	GASL partners discuss validation criteria in the 2020 Global MSP meeting (output 3.2)	GASL stakeholders	AST, Chair, ANs with the support of partner agencies
2020	Start on-the-ground application of sustainability guidelines (output 3.2)	Technical support provided and criteria developed	AST, ANs with the support of partner agencies



2020	Make progress on consensus notes, working papers and workshops negotiated with ANs and to be supported by GASL (Annex 2 as the guide for the negotiation)	Draft and final papers Presented at Global MSP 2021	AST supported by consultants and in collaboration with ANs and partner agencies
<i>Time</i> 31.12.2020	<i>Progress on consensus notes, working papers and workshops. Finalized papers presented at MSP 2021, ANs Progress reports of on-the-ground application of sustainability guidelines.</i>		
2021	Continuation and finalization of work as per the Global Agenda action plan and annual work plan. Timeline and milestones to be developed end of 2020	All commissioned work finalized, presented and published	AST supported by Cluster and AN coordinators, GG, consultants and in collaboration with partner agencies
2021	Continuation and finalization of work as per ANs work plan Timeline and milestones to be developed end of 2020	Results and Progress reports on ANs	AST supported by Cluster and AN coordinators, GG, consultants and in collaboration with partner agencies
2021	Develop Report on the Global Agenda Achievements 2011 to 2021	Comprehensive report on The Global Agenda achievements	AST supported by Cluster and AN coordinators and GG
2021	Conduct independent evaluation of the Global Agenda 2019 to 2021	Evaluation report	AST supported by Cluster and AN coordinators and GG for Terms of Reference Independent team of experts
2021	Decision on way forward for The Global Agenda and develop proposal for Action Plan 2022-2024	The Global Agenda Action Plan Proposal 2022-2024	AST supported by Cluster and AN coordinators and GG
<i>Time</i> 31.12.2021	<i>The Global Agenda Action Plan 2019-2021 fully implemented. Results published and communicated. The Global Agenda externally evaluated and way forward decided based on new proposal for a Global Agenda Action Plan 2022-2024</i>		



Annex 4: GASL Budget Details for 2019-2021 according to expense categories

GASL BUDGET				2019	2020	2021	Total
1. GASL SECRETARIAT				708,077	567,952	439,604	1,715,633
Personnel	Unit	No. / year	Cost per Unit	486,286	376,641	248,293	1,111,220
Project Manager (P4 FAO Staff HQ)	Person-Month	12	15416x1.08= 16,650	199,800	199,800	199,800	599,400
Swiss APO	Person-Month	12	12114x1.08= 13,083	156,996	13,083	0	158,956
German APO	Person-Month	12	11538x1.08= 12,461	115,264	149,532	34,267	299,063
Livestock Information Analyst (P3 FAO Staff HQ)	Person-Month	1	13,172x1.08= 14,226	14,226	14,226	14,226	42,678
Consultants	Unit	No. / year	Cost per Unit	180,291	149,811	149,811	479,913
Chair	Person-days	120	470x1.08=508	60,960	60,960	60,960	182,880
Operations Clerk	Person-month	1	12,000x1.08= 12,960	12,960	12,960	12,960	38,880
Communication Consultants	Person-month	12	5,000x1.08= 5,400	64,800	64,800	64,800	194,400
Graphic Designer	Person-days	24	300x1.08= 324	7,776	7,776	7,776	23,328
Editor	Person-days	17	180x1.08= 195	3,315	3,315	3,315	9,945
Theory of Change /Monitoring, Eval. & Learning System	Person-Days	60	470x1.08= 508	30,480	0	0	30,480
Other	Unit	No./year	Cost per Unit	41,500	41,500	41,500	124,500



Communication and comm. materials	Lump Sum	1	20,000	20,000	20,000	20,000	60,000
Computers and other office equipment	Units	1	1,500	1,500	1,500	1,500	4,500
Reserve	Lump Sum	1	20,000	20,000	20,000	20,000	60,000
2. MSP PROCESS	Unit	No. / year	Cost per Unit	320,000	320,000	320,000	960,0000
Global MSPs	Meetings	1	200,000	200,000	200,000	200,000	600,000
Regional MSPs	Meetings	1	40,000	40,000	40,000	40,000	120,000
National MSPs	Meetings	1	20,000	20,000	20,000	20,000	60,000
Governance, Guiding Group, Task Forces	Meetings	5	4,000	20,000	20,000	20,000	60,000
Editorial Committee Support	Meetings, reviewers	10	2,000	20,000	20,000	20,000	60,000
Translation and Interpretation in Rome		2	10,000	20,000	20,000	20,000	60,000
3. MSP TRAVEL	Unit	No. / year	Cost per Unit	220,000	215,000	210,000	645,000
Sponsorships MSPs Meetings Participants	Person-trips	30	4,000	120,000	120,000	120,000	360,000
Sponsorships Guiding Group Meetings	Person-trips	10	3,000	30,000	30,000	30,000	90,000
Representation of GASL in World Events	Person-trips	6	3,000	18,000	18,000	18,000	54,000
AST and Chair	Person-trips short Person-trips long	6 6	2,000 5,000	12,000 30,000	12,000 30,000	12,000 30,000	126,000
APO Travel	Lump Sum		1	10,000	5,000	0	15,000



4. ACTION NETWORKS	Unit	No. /year	Cost per Unit	200,000	200,000	200,000	600,000
Research Support: Good Practices Identification		4	10,000	40,000	40,000	40,000	120,000
Incubation Support: Good Practices Systematization and Guidelines		4	10,000	40,000	40,000	40,000	120,000
Validation, implementation and Scaling –up Support		4	10,000	40,000	40,000	40,000	120,000
Publication Support		4	10,000	40,000	40,000	40,000	120,000
Good Practices Technical Workshops: Lessons Learnt, Capacity Building	Meetings+Workshops	2	20,000	40,000	40,000	40,000	120,000
5. TECHNICAL SUPPORT SERVICES	Unit	No. / year	Cost per Unit	0	0	57,000	57,000
Final Report		1	7,000			7,000	7,000
External Evaluation		1	50,000			50,000	50,000
SUB TOTAL				1,448,077	1,302,952	1,226,604	3,977,633
Project Support Cost	7%			101,365	91,207	85,862	278,434
TOTAL				1,549,442	1,394,159	1,312,466	4,256,067



Annex 5: Communication Strategy for 2019-2021

Goals and Objectives

This communication strategy for GASL aims at a general improvement in communication outputs and at making GASL's impact more visible. The core roles of GASL are to facilitate dialogue, assemble and communicate evidence, and advocate the adoption of good practices and conducive policies. Communication is key to achieve progress in these three major tasks.

External communication objectives

The goal of external communication is to enhance the understanding and investment in the global livestock sector by the public at large, as well as a range of policy makers and development investors: to shape an equitable, sustainable and healthy global livestock sector.

- Raise the profile of livestock dimensions in the global discourse on agriculture and development
- Articulate key messages on the roles of a sustainable livestock sector and the opportunities to enhance such roles
- Provide balanced, empirical and anecdotal information on the livestock sector tailored to audience needs and for use in advocacy
- Attract participation by new members across all the diverse clusters of the GASL
- Inform and connect the GASL with other related initiatives

Internal communication objectives

The goal of internal communication is to enhance the interconnectedness of all members of the agenda, ensuring that up-to-date information from all constituents is readily and easily accessible and shared to facilitate both use of and contribution by the membership.

- Ensure that all members are kept up to date with activities of the agenda itself, and of its diverse membership
- Provide a forum where ideas and issues can be raised and discussed across members
- Ensure the different parts of the Global Agenda are able to communicate and access resources within and between themselves
- Provide access to resources that members can use to inform and present the Global Agenda to their constituencies

Target Audiences

The communication work targets at a broad audience: GG members, GASL cluster partners, stakeholders of the livestock sector, FAO public, media, potential donors, non-member governments, staff of member organizations and all interested parties (further details can be found below under Communication Tools).

Key Messages

By signing the Consensus Document (see Section 1.1, Box 1), members of GASL have agreed to participate and engage actively for joint action at global, regional, national and local level to build an improved understanding of livestock sustainability issues through the generation of knowledge, production of useful tools and practice and policy change. Each region faces specific challenges, and there are different approaches and models available in accordance with its



circumstances and priorities, to achieve sustainable livestock in its economic, social and environmental dimensions. Under the premise that **any livestock production system can be more sustainable, no matter where it is**, GASL will communicate key messages to the different audiences. GASL main key messages are imbedded in the Consensus Document and can also be complemented with the following:

1) Livestock are significant contributors to the SDGs and important part of sustainable food systems; 2) Livestock contribute to food security, nutrition, livelihoods, eradication of poverty; 3) To make the livestock sector more sustainable, increased public and private investments are essential; 4) Livestock has substantial socio-economic benefits (nourish the world and steward of the land); and 5) All stakeholders are interested in contributing to a more sustainable livestock sector.

Communication Tools

In the past seven years, the Global Agenda established a tradition of meetings through the year, as well as a website and various email lists. In addition, several Actions Networks published their studies. In 2018, the GG considered the improvement and expansion of communication tools as very important, not only to comply with the objectives, but also to expand the visibility and to set the Global Agenda in a better light.

	Tool	Internal/ External	Description	Audience	Implementation
1.	GG Meeting	Internal	The GG Meeting, held three times a year, is the main tool to facilitate dialogue and uphold internal communication.	GG members	Ongoing
2.	MSP Meeting	Internal/ External	Starting in 2011, GASL organized each year a MSP Meeting with stakeholders from all over the world, to discuss about sustainable livestock and the continuation of GASL. It took place in Brazil, Thailand, Kenya, Canada, Colombia, Panama, Ethiopia and Mongolia.	Stakeholders of the livestock sector	Ongoing
3.	Website	Internal/ External	The website http://www.livestockdialogue.org/ was managed by FAO communication agents until the AST has taken over the management in February 2018. The website is the main tool for external communication and will remain very important in the coming years.	Stakeholders of the livestock sector	Ongoing
4.	Email	Internal	Apart from meetings, internal communication is mainly provided by email. Emails are used to disseminate information about gatherings, reports, feedback, etc.	GG members, GASL partners, interacting parties	Ongoing



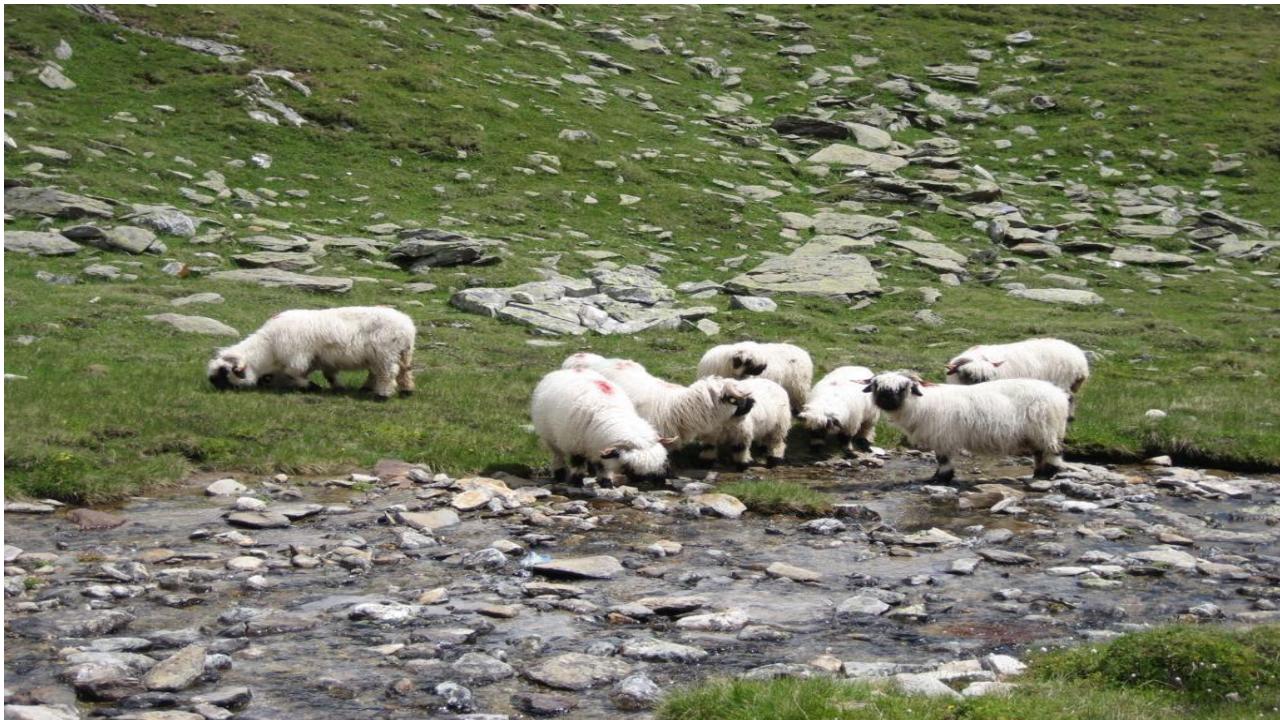
5.	Publications	External	Each Action Network is encouraged to gather independently for specific studies or researches with partial support of GASL. They will be published on the website.	Stakeholders of the livestock sector	Ongoing
6.	Brochure	External	Many different brochures were designed and adapted to the current state of the contained information. This will remain in production but will be simplified by the uniform design (see below).	Stakeholders of the livestock sector	Ongoing
7.	Reports	Internal/ External	The AST publishes reports after important meetings and in general to show and measure the progress of GASL.	GG members, Stakeholders of the livestock sector	Ongoing
8.	GASL presence on the FAO website	External	Together with the communication office of FAO, the AST will create a webpage about GASL under the category 'In Action' to make use of the FAO public: http://www.fao.org/in-action/en/ . The FAO website has about 370,000 (as of Aug 2018) visitors per week.	FAO public	As of 2019
9.	Uniform design	External	To simplify the production of new brochures, reports, posters and other communication products, GASL needs – apart from the logo – its own design, to not start from scratch every time and consequently be more efficient.	AST	As of 2019
10.	Twitter	External	GASL can tweet through the @FAOAnimalHealth account with 9,699 followers (as of Aug 2018). The idea is to circulate regular information and news. The Hashtag created in combination with the MSP 2018 #livestockagenda will remain the Twitter channel of GASL.	Stakeholders of the sectore Animal and Health	As of 2019
11.	Newsletter	Internal/ External	With the support of the communication office at FAO, the AST will send out a newsletter 3-4 times a year to all stakeholders and interested people with updates about GASL and its Action Networks and members.	Stakeholders of the livestock sector	As of 2019



12.	GASL Toolkit'	Internal	For members to represent GASL at conferences, meetings and other events, a toolkit will be developed and put at their disposal, containing the following: PowerPoint presentation, brochure, and poster.	GG members	As of 2019
13.	Repository	Internal/External	Material accessible for GG members in order to advocate for GASL and to guarantee the storage of GASL material (since the website is not managed by FAO, its documents are not saved in the FAO repository): pictures, reports, publications, etc.	GG members	As of 2019
14.	Press Release	External	During each MSP Meeting there will be a press release sent out to journalists and media agencies.	Media	MSP Meetings 2019-21
15.	Document sharing platform	Internal	For Clusters, Action Networks and Guiding Group	GASL partners	As of 2019

Evaluation

To measure the success of the communication strategy of GASL, website and social media visits should be counted and analyzed regularly.





Annex 6: GASL Clearance Mechanisms for Publishable Research with MSP Approach

Draft Terms of Reference for the Editorial Committee

Preface

The Guiding Group of the Global Agenda for Sustainable Livestock (GASL) decided at its meeting of 9 September 2017 to establish an Editorial Committee to provide a clearance mechanism to publications provided to the Global Agenda. The main objective of the Editorial Committee is to check if a potential publication is addressing a multistakeholder partnership (MSP) issue. The committee will consider research articles, case studies, policy briefs, thought pieces, practice guidelines and opinion / critical articles.

Name of the Committee

The Editorial Committee of the Global Agenda for Sustainable Livestock (“the Editorial Committee”).

Establishment of the Editorial Committee

The Editorial Committee was established by the Guiding Group of the Global Agenda at its meeting on 7 March 2018 in Rome.

Reporting relationship

The Editorial Committee reports to the Guiding Group of the Global Agenda.

Scope of the Editorial Committee

The scope of the Editorial Committee is to assure high quality and relevance of publications provided to the Global Agenda by members or external experts, destined to specific target groups to improve performance in sustainable livestock. Therefore, the Editorial Committee will provide and review requirements for evidence-based and non-evidence-based narratives and technical papers provided to the Global Agenda. The Editorial Committee will also provide advice regarding appropriate target groups, publication outlets, data and/or qualified opinions support and languages.

Functions of the Editorial Committee

The Editorial Committee runs the review and clearance process of draft papers submitted to the Global Agenda. The Editorial Committee provides advice to the Chair of the Global Agenda regarding quality, relevance, target groups, publication outlets, data and/or qualified opinions support, languages, etc.

Review and clearance process

Any registered Global Agenda member or external expert can provide draft narratives and technical papers for review by the Editorial Committee through the Chair of the Global Agenda. The Editorial Committee will give a preliminary advice to the Chair if the draft paper should be admitted to the clearance process. If the draft paper is accepted into the clearance process, the Editorial Committee will review the draft paper and provide advice for clearance to the Chair. This advice may include comments on substance, relevance, format and size, recommendations on target groups, publication outlets, languages etc. The Editorial Committee may invite specific experts from a group of peer reviewers to assist the clearance process. A clearance procedure should not exceed 3 months to finalize.

Criteria for acceptance

The first revision of the Editorial Committee will provide general criteria for the acceptance of documents that will be published under the banner of the Global Agenda.



The criteria used to identify eligible topics will be in line with the recommendations from HLPE on multistakeholder processes:²¹

- (a) A common issue that has public and private good elements
- (b) Looks different for different parts of the sector, or different stakeholders
- (c) There is a need to build consensus within the sector and outside of the sector
- (d) Cannot be addressed by any single stakeholder group alone

Additionally, other criteria to consider a publication bearing an endorsement from GASL include:

- (e) The work must have been done with several stakeholders from various clusters related to the livestock sector
- (f) It should cover one of the themes under the GASL strategy
- (g) It should be related to one or more of the action networks
- (h) It could have been funded or not by GASL (e.g. policies)
- (i) Any research reviewed would already have gone through the author's institutional systems and only if there is an acknowledgment to GASL should the review committee be interested

Expected level of rigor

The editorial committee will check the criteria (from (a) to (i) above) and will develop a concept note to be approved by the Guiding Group, on what constitutes valid evidence for GASL and reporting to the SDGs. It should involve sustainable livestock production principles fostered by GASL.

Composition of the Editorial Committee

The Editorial Committee consists of 3 - 6 members. One member can be team leader on a primus inter pares basis. The Secretariat of the Global Agenda provides general support. Members of the Editorial Committee are elected by consensus from the Guiding Group membership based on their expertise and availability and should represent with equity the different GASL stakeholder clusters. They are elected for a period of two years and can be re-elected twice. The criteria to select members for the Editorial Committee are:

- Active GASL member
- Preferably one member of each GASL cluster
- Experience in research articles, case studies, policies briefs and opinion / critical publications

Time commitment

The Editorial Committee members and peer reviewers will spend a limited, reasonable time on their voluntary task.

Communication

The Editorial Committee will meet on as needs basis, but at least once a year. The Editorial Committee will usually meet virtually and will provide review and clearance reports to the Chair of the Guiding Group with a copy to the Secretariat of the Global Agenda. The Editorial Committee will report about all relevant issues at the Guiding Group meetings.

Budget

Currently the Editorial Committee does not have a general budget to perform its activities. Therefore, all members and peer reviewers operate on a voluntary, free of charge basis.

²¹ http://www.fao.org/fileadmin/user_upload/hlpe/hlpe_documents/HLPE_Reports/HLPE-Report-13_EN.pdf



Annex 7: Rules and Procedures of the Global Agenda for Sustainable Livestock

PREAMBLE

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.

In this regard, The Global Agenda for Sustainable Livestock (the Global Agenda) was created, in response to a request by the 22nd Session of the FAO Committee on Agriculture (COAG) in June 2010 to investigate suitable options for stakeholder dialogue and concerted action in support of sustainable livestock sector development. The Global Agenda, a multi-stakeholder partnership, enhances the shared understanding of livestock sector development issues and builds consensus on the path towards sustainable food security through dialogue, consultation and joint analyses. Finding common ground is at the core of the Agenda. Consensus forms the basis of policy and operational coherence, and stakeholder commitment to innovation and investment in practice change.

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 multi-stakeholder global Partnership, to comprehensively address the sector's multiple challenges towards sustainable development. It facilitates global dialogue to foster local practice and policy change, focusing on innovation, capacity building, and incentive systems and enabling environments.

Article 1: Vision and Mission

- a) 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 for Sustainable Development and its goal is to facilitate dialogue, generate evidence and support the adoption of good practices and policies in favor of the SDG targets and objectives related to livestock. A strategic framework with outcomes will be defined with corresponding outputs, activities and budgets in an Action Plan every three years.

Article 2: Means of Action

- a) The Global Agenda offers useful tools and robust analytical evidence for facilitating the dialogue process to arrive at policies, strategies and frameworks in support of sustainable livestock development. Moreover, good livestock practices are exchanged and adapted to suit regional specificities and needs.
- b) The Global Agenda stakeholders catalyze local practice and policy change, focusing on continuous, context specific improvement and innovation and promoting livestock sector investments and project development with a strong regional focus



Article 3: Guiding Principles of a Multi-Stakeholder Partnership

a) Multi-Stakeholder Partnerships and their governance mechanisms have no one-size-fits-all model. Their governance, form, and function should reflect the unique features and requirements of each partnership, goal, and/or objective. Nevertheless, a set of overarching good practices have been identified to enhance the governance, success, legitimacy, effectiveness and accountability of MSPs. As an MSP, The Global Agenda, should incorporate the following principles:

1. Stakeholders work towards a common goal, with success being determined by the commitment of each actor;
2. Facilitate dialogue across a broad range of actors and sectors, and align diverse parties around a common vision, goal, or objective;
3. Stakeholders realize mutual benefits from the process through win-win agreements and can learn from each other during the process;
4. MSPs should explicitly ensure equity and inclusiveness for all relevant stakeholders;
5. The processes should involve agreement on governance mechanisms, such as who participates in decision-making, rules and modalities of cooperation, to ensure transparency and accountability.

Article 4: Membership

- a) The Global Agenda is a Multi-Stakeholder Partnership of livestock sector stakeholders committed to the sustainable development of the sector. The Global Agenda is open for membership to the public sector, the private sector, academia/research, donors, social movements and community-based organizations, non-governmental organizations (NGOs), and inter-governmental-multilateral organizations that are actively engaged in and committed to The Global Agenda. The scope of The Global Agenda (i.e., rationale, vision, etc.) is incorporated in a Consensus document.
- b) Interested stakeholders may apply to become members of The Global Agenda by submitting a request for membership to the Agenda Support Team (AST). To be eligible for membership to The Global Agenda, partners must endorse the principles as set out in the Consensus Document by signature or send a written expression of agreement with the Global Agenda Consensus Document. Additionally, they should provide a brief description of the purpose, mission, and activities of their institution and which are related to the sustainable development of the livestock sector. The AST will evaluate membership applications and forward them to the Guiding Group (GG) for approval, based upon the institution's commitment to objectives set out in the Consensus document.
- c) Adopting an open approach, mainly with regards to the partners, requires adequate mechanisms to identify and manage potential risks. Such risks include: conflict of interest; undue influence on policy making; and unfair advantage to specific partners. In order to safeguard the reputation of The Global Agenda and its partners, a risk management and due diligence screening process shall further govern the acceptance of stakeholders to the Global Agenda.
- d) FAO's Office for Partnerships, Advocacy, and Capacity Development (OPCP) has established a procedure for managing risks, particularly with non-state actors. The FAO screening of the risk management process, when deemed appropriate, shall be initiated by the AST, and carried out by FAO's OPCP. The AST will communicate the results to the GG. Should a stakeholder be deemed as risky, the GG, by consensus, will make the final decision on the admission or exclusion of the stakeholder.



Article 5: Structure of The Global Agenda

- a) The Global Agenda structure is based on the principles of a dynamic, open, inclusive, regionally balanced multi-stakeholder initiative working thought consensus.
- b) The Global Agenda will have the following bodies: i) The Multi-Stakeholder Partnership (MSP), ii) a Guiding Group (GG) consisting of representatives from 7 stakeholder clusters, iii) Action Networks such as Focus Area Groups (FAs) and Knowledge Networks (KNs), and iv) an Agenda Technical Support Team (AST).

Article 6: Annual Meeting (AM)

- a) The MSP will normally meet annually. Due notice for any meeting will be provided in writing by the Chair of The Global Agenda. Meeting summaries will be posted on the Agenda website following approval by the Guiding Group.
- b) The purpose of the AM is to consult and build consensus on priority issues and actions concerning the global livestock sector. The AM is composed of The Global Agenda members.
- c) Stakeholders that are not members of The Global Agenda may attend the AM and will not be involved in the decision-making processes and recommendations to the GG.

Article 7: Stakeholder Clusters

- a) The purposes of the specific Stakeholder Clusters are to:
 1. Increase the engagement of a broad range of relevant stakeholders, to work towards ensuring that the voices of the wider stakeholder community are represented in the GG and in shaping the development and delivery of cluster strategy;
 2. Streamline and focus engagement through cluster representation at the strategic level of The Global Agenda via the Guiding Group;
 3. Strengthen channels for communication and dialogue between stakeholder groups and The Global Agenda processes;
 4. Identify synergies and promote dialogue between stakeholder groups towards sustainable livestock solutions at policy and practice level.
 5. Contribute to The Global Agenda budget and/or facilitate the fund raising for The Global Agenda activities as per the approved action plan
- b) Clusters are likely to include a large number and broad range of organisations. Some clusters may be very diverse. With support from the Agenda Technical Support Team, each cluster shall self-organize, and shall, in a transparent manner, select their coordinators and cluster representatives on the Guiding Group, every two years. The Guiding Group may endorse the cluster nominations to the GG provided no objections expressed.
- c) In order to ensure balanced cluster representation three components should be ensured. They are: constituencies, regional balance, and gender. The Stakeholder groups should respect their self-organization process.



- d) The cluster representation at the Guiding Group level aims to ensure each stakeholder constituency can participate effectively in the work of the Guiding Group.
- e) The role of cluster representatives to the Guiding Group will be to:
 - 1. Promote communication with the Guiding Group on current and relevant issues;
 - 2. Present key points raised by stakeholders in strategic fora;
 - 3. Encourage synergistic engagement between stakeholder groups and maximisation of contribution to, and benefits from, The Global Agenda;
 - 4. Enable their constituents to shape the strategic and practical activities of The Global Agenda;
 - 5. Encourage stakeholders to utilise their networks to grow participation in The Global Agenda;
 - 6. Be a 'go to' group for new stakeholders from that constituency;
 - 7. Manage an ongoing dialogue within the cluster;
 - 8. Be active in fund raising for The Global Agenda
- f) There is recognition that each organisation will have its own mission and objectives whilst participating in The Global Agenda. Therefore, while the cluster representatives will aim to bring forward key communications from the cluster group, their role is to facilitate dialogue.

Article 8: Developing the Cluster

- a) In order to set up Stakeholder Clusters, its members will encourage relevant stakeholders to join the cluster constantly.
- b) Cluster coordinators will contact MSP members that have approved the consensus and encourage their active participation in the cluster and The Global Agenda. This would mean sharing all documentation for inputs and views, for example.
- c) Cluster coordinators will organize, in collaboration with the AST, a discussion among Cluster members to determine the role, focus and functioning of their Cluster.
- d) Cluster coordinators, with the support of the AST, will organize a process every two years of candidature submissions and subsequent selection of Cluster representatives to the Guiding Group - noting that Clusters may select less than five representatives, if they so choose. Final agreement of cluster representation shall be endorsed by the Guiding Group.

Article 9: Guiding Group (GG)

- a) The Guiding Group will advise on and establish the overall framework, procedures and activities of The Global Agenda, and in particular:
 - 1. Contribute to the continuous development of the vision and strategy of The Global Agenda;
 - 2. Provide overall direction and guidance to The Global Agenda;
 - 3. Prepare, discuss and adopt the three-year Action Plan of The Global Agenda,
 - 4. Support the functioning of the MSP (and its constituency clusters);



5. Monitor and review Focus Areas (FAs), Knowledge Networks (KNs) and Agenda Technical Support Team activities;
 6. Establish clearance mechanisms for FA and KN products to be endorsed by The Global Agenda;
 7. Establish standing and/or ad hoc working committees to explore particular issues as appropriate
 8. Provide recommendations and programmatic advice to the standing and/or ad-hoc working committees;
 9. Represent the Agenda in different fora and promote The Global Agenda and its objectives;
 10. Facilitate the mobilization of resources;
 11. Elect the Chairperson of The Global Agenda.
- b) The GG will provide overall direction, guidance and monitoring, consisting of stakeholder representatives selected by each of the seven stakeholder clusters or cluster groups. Each cluster group will be represented by, at most, five representatives, and are organized according to the following stakeholder groups (Cluster groups):
1. **Public sector.** Representatives from governments;
 2. **Private sector.** Representatives from private sector organizations;
 3. **Academia/research.** Representatives from research institutions and universities;
 4. **Donors.** Representatives from monetary contributors to The Global Agenda's Trust Fund;
 5. **NGOs.** Representatives from interest groups such as animal welfare and environmental or livelihood non-governmental organizations;
 6. **Social movements and community-based organizations.** Representatives of pastoralists; indigenous people; agricultural workers; small farmers and peasants;
 7. **Inter-governmental and Multi-lateral organizations.** Global public institutions that have a mandate for the livestock sector, e.g. AU-IBAR, World Bank, CGIAR, OIE, FAO, WHO, ILRI, IFAD and represented by the Livestock Global Alliance where appropriate.
- c) In order to effectively represent a broad range of views and reflect the global nature of the Global Agenda, criteria for potential organisations to be represented on the Guiding Group are:
1. They should be global, international, or regional in the scope of their activities and influence, except for the Public Sector Cluster Representatives;
 2. Representatives should be selected from across a broad range of sectors and interests that are relevant to sustainable livestock;
 3. Signed The Global Agenda Consensus document;
 4. Demonstrable ability to understand and engage positively within the wider context of sustainable livestock and not just their own priority issues;
 5. An ability to ensure a two way flow of communication, i.e., ensure that the concerns and issues voiced in the cluster are brought to the attention of the Guiding Group, and similarly that the views and decisions of the Guiding Group are communicated back to the cluster;
 6. Have sufficient resources to participate regularly in The Global Agenda activities. However, exception may be granted upon request and after approval by the Guiding Group, to strengthen geographical and stakeholder representation, and to ensure proper functioning of the cluster.
 7. Commit time and human resources to participate actively in GG deliberations.



- d) GG Cluster Coordinators will conduct discussions among Cluster members and determine 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 The Global Agenda processes. To encourage continuity, members of the Guiding Group will be appointed for a two-year term, renewable.
- e) Observers without vote may be admitted to meetings of the GG, according to Article 16.

Article 10: Chair of The Global Agenda

- a) The Chair of The Global Agenda shall be appointed by the Guiding Group for a two-year term, renewable. The term of the Chair shall commence after the MSP in the year he/she is elected and shall terminate at the end of The Global Agenda MSP meeting where the election of his/her successor is held.
- b) The chairperson shall have the following duties:
 1. Lead the Global Agenda MSP and the Guiding Group, facilitating their provision of overall strategic direction and guidance to the Global Agenda, including to convene and prepare at least two GG meetings per year to advance implementation of recommendations from the MSP;
 2. Guide The Global Agenda's engagement with existing inter-governmental and other policy related processes;
 3. Facilitate the continued effective and broad participation and commitment of sector stakeholders;
 4. Represent The Global Agenda in different fora and promote The Global Agenda and its objectives among sector actors;
 5. Assist in the development of a "The Global Agenda brand" and global profile, with concomitant quality control and vetting procedures;
 6. Contribute to the preparation of The Global Agenda publicity and advocacy including material for regular web-site updates;
 7. Plan and support fundraising strategies and activities with the Project Manager;
 8. Supervise the implementation of the three-year Action Plan of The Global Agenda.
 9. Chair the MSP and GG meetings, and other tasks identified by the GG.

Article 11: Election of the Chairperson of The Global Agenda

- a) Candidates shall be nominated by the GG members and/or apply through the vacancy announcement (VA) that will be posted on the web site of The Global Agenda (www.livestockdialogue.org) and www.fao.org. Interested candidates will submit their letter of motivation and curriculum vitae to the Agenda Technical Support Team (AST) by email to livestock-dialogue@fao.org in order to be considered. Any application reaching the AST after the closing date of the posting shall not be considered as valid.
- b) The AST will screen candidates, considering his/her qualifications and experience within the livestock sector globally using the criteria agreed by the GG. A long list of candidates will be compiled, maximum 10, and will be submitted by the AST, via email, to the members of the GG. The GG by online survey will agree a short list of 3 candidates.



- c) The top three candidates shall be invited to the MSP meeting where they shall be interviewed by GG members and make a short presentation during the MSP meeting on a relevant topic to The Global Agenda. At the GG meeting directly following the MSP, the GG shall by consensus, elect the Chair. The new chair will take office as soon as the hiring administrative process is finished.

Article 12: Agenda Technical Support Team (AST)

- a) The AST supports the building and implementation of The Global Agenda, in particular through:
 - 1. Facilitating stakeholder interaction, coordination and consensus building;
 - 2. Providing and coordinating expertise and analysis;
 - 3. Assisting in the preparation of guidance for technology and policy development;
 - 4. Assisting in the development of the communications channels of The Global Agenda such as website and social networks and monitoring the progress on communication strategy ;
 - 5. Secretarial support to GG and Chairperson.
 - 6. Organization of MSP, GG, and other meetings;

See Annex 2 for the ToRs of the AST.

Article 13: Action Networks

- a) Focus Areas (FA) and Knowledge Networks (KN) will be responsible to lead the implementation of activities, development of outputs and drafting of reports.
- b) Action Networks will be largely autonomous and encouraged to develop the form and operational modalities, which best fits their requirements.
- c) Ad-hoc Experts teams may be formed to respond to specific research or technical advice requests emerging from focus areas.
- d) Under the GG Guidance the Focus Areas and Knowledge Networks may:
 - 1. Conduct specific analysis and reviews;
 - 2. Develop guidelines for good practices and The Global Agenda supports their adoption;
 - 3. Support implementation and up-scaling of good practices;
 - 4. Communicate their specific experiences and recommendations via The Global Agenda communication channels;
 - 5. Follow clearance mechanisms to be established by the GG for their technical products when appropriate;
 - 6. Raise funds for their activities.

Article 14: Decision Making Procedures

- a) Approval by consensus building shall be the basis for decision-making process within The Global Agenda.
- b) For the GG, the procedure will be based on the principle that all seven Cluster groups of the GG strive to make decisions about the direction of The Global Agenda by consensus and that each Cluster has an equal say in the decision making.



- c) The Cluster Groups, as self-organized bodies, will adopt their own decision making process.
- d) In special situations when the consensus cannot be reached, the Chairperson of the Global Agenda may request that an issue be solved by a voting process. The quorum for a vote shall be at least half plus one of the total number of Clusters entitled to vote. The decisions will be taken by a simple majority, counting one vote per Cluster.

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

- a) The Global Agenda bodies will report to the GG about the coordination, collaboration and support activities of The Global Agenda.
- b) Operationally, the Chairperson shall report to the Guiding Group according to tasks agreed in the Action Plan.
- c) The AST will technically and operationally support these coordination processes in order to report these matters to the GG.

Article 16: Observers

- a) Upon request, the Guiding Group may offer Observer status to the following:
 1. Cluster group coordinators (if not already a bona fide member of GG)
 2. Action Network Chairs (if not already a bona fide GG member)
 3. Representative from LEAP
 4. GACSA
 5. Livestock Research Group of the GRA
- b) Observer status would lapse after two years, but would be renewable by application.
- c) It would be clear that Observers would not take part in decision-making and would not form part of any consensus. Although flexibility would be observed, in general the GG would follow normal convention of Observers speaking after GG members have spoken on each agenda item.
- d) The Global Agenda would not provide financial assistance to the observers.
- e) Observership will apply to face-to-face meetings of the GG, and to conference calls.
- f) The agenda and documents for GG meeting would be distributed to Observers.

Article 17: Amendments

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

Annex 1- The Global Agenda for Sustainable Livestock Consensus Document

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



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

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

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

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

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

The signatories to this consensus agree to:

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

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

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

Annex 2 - Agenda Technical Support Team – Terms of Reference

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

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

1 Project staff manager

1 Livestock sector analyst

1 Communications consultant

1 Operational consultant

It can be complemented on a needs driven basis and subject to available funding.

The AST provides progress reports on the use of the Agenda's trust fund resources to its donors, and to the Guiding Group. The reporting includes financial reporting, understanding that a separate financial reporting would be done towards donors of The Global Agenda Trust Fund in accordance with FAO reporting rules.



Annex 8: List Of Guiding Group Members

Chair:

Fritz Schneider, Fritz.schneider@bfh.ch

Public Sector:

Thomas Cherenet, thomascherenet@gmail.com; Policy Advisor, Ministry of Agriculture and Livestock Resources, Ethiopia

Robin Mbae, robinmbae@yahoo.com; Deputy Director Livestock Production (Climate Change), Ministry of Agriculture, Livestock and Fisheries, Kenya

Jambaltseren Tumur-Uya, jambaltseren.t@gmail.com, jambaltseren@mofa.gov.mn; Director General of State Administration and Management Department, Ministry of Food, Agriculture and Light Industry MoFALI; or Jambaldorj Tserendorj, rome@mfa.gov.mn; Mongolian Ambassador at FAO in Rome

Jorge Esteban SeguraGuzmán, jsegura@mag.go.cr, Gerente de Ganadería, Ministerio de Agricultura y Ganadería (MAG), Costa Rica

Marcelo Gonzalez, vganaderia@mag.gov.py, paratodomag@gmail.com; Viceministro Ganadería, Ministerio de Agricultura y Ganadería (MAG), Paraguay (Cluster Coordinator); or Claudia Gonzalez, clau_gm1809@hotmail.com, Head, Livestock and Climate Office, MAG

Private Sector:

Hsin Huang, Hsin.huang@meat-ims.org; Secretary General, International Meat Secretariat (Cluster Coordinator)

Alexandra De Athayde, alexandra.athayde@ifif.org; Executive Director, International Feed Industry Federation

Marília Rangel, marilia.rangel@ubabef.com.br; Secretary General, International Poultry Council

Caroline Emond, DG@fil-idf.org, CEmond@fil-idf.org; Director General, International Dairy Federation (IDF); or María Sánchez Mainar, MSanchezMainar@fil-idf.org; Technical communication manager, IDF

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y Ganadería (MINAG), Cuba

Peter Bradnock, pbradnock@britishpoultry.org.uk; Policy Affairs consultant, International Poultry Council;



Annex 9: List of GASL 108 Members (per cluster)

Public Sector (PuS) – 18

Coordinator: Marcelo Gonzalez, Vice Minister of Livestock, Paraguay

PARTNER	DATE OF JOINING	FOCAL POINT NAME	FOCAL POINT POSITION	FOCAL POINT CONTACT
Directorate of Livestock Production, Busia County, Kenya	23.06.2016	Bonfacenyongesa Wafula	Director of Livestock Production	bonfacewafula2007@yahoo.com
Government of Argentina, Instituto Nacional de Tecnologia Agropecuaria (INTA)	09.03.2017	Ing. Agr. Juan Balbin	President of INTA	balbin.juan@inta.gob.ar
Government of Brazil, Embrapa	03.11.2017	Dra. Fabiana Villa Alves	Zootecnista Pesquisadora A Grupo de Pesquisas em Sistemas de Producao Embrapa Gado de Corte – Cmapo Grande/MS	fabiana.alves@embrapa.br
Government of Costa Rica, Ministry of Agriculture and Livestock	23.06.2016	Jorge SeguraGuzmán	Gerente de Ganadería	jsegura@mag.go.cr
Government of Cuba, Ministry of Agriculture and Livestock	21.06.2016	Arán Gutierrez Velazquez	Director General de Ganadería	dirganaderia@oc.minag.gob.cu



Government of Dominican Republic , Ministry of Agriculture		Dr. Duarte Contreras	Director General de Ganadería	digeganaderia@gmail.com
Government of Ecuador , Subsecretaría de Producción Pecuaria, Ministerio de Agricultura y Ganadería	17.01.2019	Ing. Diego Bastidas	Analista de la Dirección de Productividad y Nutrición Pecuaria	dbastidas@mag.gob.ec
Government of El Salvador , Ministry of Environment and Natural Resources	24.06.2016	Silvia de Larios	Directora de Ecosistemas y Vida Silvestre	slarios@marn.gob.sv
Government of Ethiopia , Ministry of Agriculture	21.06.2016	Thomas Cherenet	Policy Advisor, Ministry of Agriculture and Livestock Resources, Ethiopia	thomascherenet@gmail.com
Government of Kenya , Ministry of Agriculture, Livestock and Fisheries	23.06.2016	Robin Mbae	Deputy Director Livestock Production (Climate Change)	robinmbae@yahoo.com
Government of New Zealand , Ministry for Primary Industries	19.03.2013	Don Syme	Deputy Perm. Rep., Rome FAO Mission, New Zealand	Don.Syme@mfat.govt.nz
Government of Mongolia , Ministry of Food, Agriculture and Light Industry MOFALI	24.02.2017	Jambaltseren Tumur-Uya Jambaldorj Tserendorj	Director General of State Administration and Management Department, MoFALI Mongolian Ambassador at FAO in Rome	jambaltseren.t@gmail.com , jambaltseren@mofa.gov.mn rome@mfa.gov.mn



Government of Panama , Ministry of Agricultural and Livestock Development	21.01.2016	Dr. Rolando Tello J.	Director de Ganadería Nacional	rthello@mida.gob.pa
Government of Paraguay , Ministry of Agriculture and Livestock	23.06.2016	Marcelo Gonzalez	Vice-minister of Livestock	vganaderia@mag.gov.py , paratodomag@gmail.com
Government of Rwanda , Ministry of Agriculture and Animal Resources		Dr. Theogene Rutagwenda	Director Animal Resources	rutagwendat2006@yahoo.com
Government of Uganda , Uganda Bureau of Statistics	23.06.2016	Patrick Okello	Director, Agriculture and Environment Statistics	pokellop@gmail.com
Kamutjonga Inland Fisheries Institute, Namibia	11.05.2017	Renier David Burger	Deputy Director	renier.burger@mfmr.gov.na
Ministry of Livestock, Agriculture and Fishery, Uruguay	08.03.2018	Walter Oyhantcabal	Director of the Sustainability and Climate Change Unit	woyhantcabal@mgap.gub.uy , woyhantcabal@gmail.com +59899661524



Private Sector (PrS) – 22

Coordinator: Hsin Huang, Secretary General, IMF

PARTNER	DATE OF JOINING	FOCAL POINT NAME	FOCAL POINT POSITION	FOCAL POINT CONTACT
Canadian Cattlemen's Association	12.03.2013	Fawn Jackson	Environment and Sustainability Manager	jacksonf@cattle.ca
C.B.P.S., Centro Brasileiro de Pecuaria Sustentavel	11.05.2017	Mr. Mauroni Cangussú	Director	mauroniac@hotmail.com
Country Carbon, Australia	06.06.2016	Leanne Wheaton	Office Manager	copier@countrycarbon.com.au
Dairy Sustainability Framework	10.05.2017	Donald Moore	Executive Director	Donald.Moore@globaldairyplatform.com
European Livestock and Meat Trading Union, Brussels, Belgium	09.09.2013	Jean-Luc Mériaux	Secretary General	info@uecbv.eu +32 2 230 46 03
KLPA, Kenya Livestock Producers Association	01.11.2017	Patrick N. Kimani	Chief Executive Officer	klpakenya@yahoo.com , ceo@klpakenya.org
GIZ, Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany	17.10.2013	Carola Von Morstein	Program Manager	carola.morstein-von@giz.de
Global Initiatives, Singapore	08.05.2014	Sarah Anderson	Program Director	social@globalinitiatives.com
GRSB, Global Roundtable for Sustainable Beef	05.02.2014	Ruaraidh Petre	Executive Director	Ruaraidh.petre@grsbeef.org
International Dairy Federation	08.03.2013	Caroline Emond María Sánchez Mainar	Director General Technical Manager	DG@fil-idf.org , CEmond@fil-idf.org MSanchezMainar@fil-idf.org



International Egg Commission	01.03.2013	Peter Bradnock Marília Rangel	Policy Affairs consultant, International Poultry Council Secretary General, International Poultry Council	pbradnock@britishpoultry.org.uk marilia.rangel@ubabef.com.br
International Feed Industry Federation	11.03.2013	Alexandra De Athayde	Executive Director	alexandra.athayde@ifif.org
International Meat Secretariat		Hsin Huang	Secretary General	Hsin.huang@meat-ims.org
International Poultry Council	20.11.2014	Marília Rangel	Secretary General	marilia.rangel@ubabef.com.br
Kenya Dairy Board	23.06.2016	Margaret Jemutai Rugut	Managing Director	kibogymr@kdb.co.ke
Novus International, United States of America, Novus Europe SA/NV, Brussels, Belgium				info.europe@novusint.com +32 2 778 1441
Ranch 4 International Ltd, Canada	08.03.2013	Ted Haney	President	ted.haney@ranch4.com
Savory Institute, United States of America	03.08.2013	Bobby Gill	Director	bgill@savoryinstitute.org
Swissgenetics	23.08.2017	Alizée Sauron	Project Manager International	asu@swissgenetics.ch
Turkey Farmers of Canada				info@tfc-edc.ca Tel. 905.812.3140



Van Drie Group		Jacques de Groot		jde groot@vandriegroup.com
VetEffect, Bilthoven, The Netherlands				info@veteffect.nl +31-30-2258865

Academia & Research (A&R) – 25

Coordinator: Nancy Bourgeois, Bern University of Applied Sciences

PARTNER	DATE OF JOINING	FOCAL POINT NAME	FOCAL POINT POSITION	FOCAL POINT CONTACT
Agri Benchmark, Germany	11.03.2013	Ernesto Reyes	Environment and Sustainability Manager	ernesto.reyes@agribenchmark.net
AgResearch, New Zealand	25.03.2013	Liz Wedderburn		liz.wedderburn@agresearch.co.nz
Bangladesh Livestock Research Institute, Dhaka, Bangladesh	11.05.2017	Nathu Ram Sarker	Principal Scientist	sarkernr62@yahoo.com
HAFL, Bern University of Applied Sciences, Switzerland	12.03.2013	Nancy Bourgeois	Lecturer & researcher in international livestock systems	nancy.bourgeois@bfh.ch
CATIE, Centro Agronómico Tropical de Investigación y Enseñanza, Costa Rica	17.07.2014	Muhammad Ibrahim	Director General	mibrahim@catie.ac.cr
CIAT, Centro Internacional de Agricultura Tropical, Colombia	02.08.2017	Michael Peters	Program Leader Tropical Forages	m.peters-ciati@cgiar.org
CIPAV, Centro para la Investigación en Sistemas	06.05.2016	Julian Chara	Research Coordinator	julian@fun.cipav.org.co



Sostenibles de Producción Agropecuaria				
CIRAD, Centre de Coopération Internationale en Recherche Agronomique pour le Développement, France	26.02.2013	Alexandre Ickowicz	Director Research Unit	alexandre.ickowicz@cirad.fr
CONICET, Consejo Nacional de Investigaciones Científicas y Técnicas, Argentina	23.06.2016	Pablo Luis Peri	Head Researcher	peri.pablo@inta.gob.ar
DBARC, Debre Birham Agricultural Research Center, Ethiopia	11.05.2017	Ayele Abebe Abiebie	National Sheep Research Coordinator	yemichaeld@gmail.com
ECOSUR, El Colegio de la Frontera Sur, Mexico	05.05.2016	Guillermo Jimenez-Ferrer	Investigador Titular/Ganadería y Cambio Climático	gjimenez@ecosur.mx
Feed the Future Innovation Lab for Livestock Systems, Institute of Food and Agriculture Sciences, University of Florida	14.02.2018	Adegbola Adesogan	Director	adesogan@ufl.edu
IFCN Dairy Research Network		Torsten Hemme	Managing Director	Torsten.hemme@ifcndairy.org
INRA, Institut National de la Recherche Agronomique, France	16.04.2013	Jonathan Levine	International Officer	jonathan.levin@inra.fr
Institut de l'Elevage, France	19.03.2013	Jean Baptiste Dolle	Chef du service Environnement - Bâtiment	jean-baptiste.dolle@idele.fr



Instituto Plan Agropecuario, Uruguay	06.03.2013	Gonzalo Becoña	Extension/Research Officer	gbecona@planagropecuario.org.uy
Kansas State University, College of Veterinary Medicine	27.06.2016	Keith Hamilton	Executive Director, College of Veterinary Medicine	keithhamilton@ksu.edu
ATB, Leibniz Institute for Agricultural Engineering and Bioeconomy	01.09.2013	Simone Kraatz	Academician/ Researcher	sikraatz@atb-potsdam.de
Leibniz Institute for Farm Animal Biology, Germany	09.04.2014	Prof. Dr. Klaus Wimmers	Director	wimmers@fhn-dummerstorf.de Tel. +49 38208-68 600
National Institute of Animal Sciences, Vietnam	12.03.2013	Huyen Le Thi Thanh	Research Fellow	lehuyen1973@yahoo.com
Royal Veterinary College, University of London	31.10.2014	Steven van Winden	Senior Lecturer	svwinden@rvc.ac.uk
SLU, Swedish University of Agricultural Sciences	14.03.2013	Ulf Magnusson	Professor, Department of Clinical Sciences, Division of Reproduction	ulf.magnusson@slu.se
UFSJ, Universidade Federal de São João del-Rei, Brazil	12.03.2013	Rogerio Mauricio	Researcher	rogeriomauricio@ufs.edu.br
UNPA, Universidad Austral de la Patagonia, Argentina	23.06.2016	Pablo Luis Peri	Head Researcher	peri.pablo@inta.gob.ar
University of Melbourne	28.08.2018	Rebecca Doyle	Animal Welfare Scientist	rebecca.doyle@unimelb.edu.au



Donors (Do) – 9

Coordinator: Alwin Kopse, Switzerland

PARTNER	DATE OF JOINING	FOCAL POINT NAME	FOCAL POINT POSITION	FOCAL POINT CONTACT
CNE, Confédération Nationale de l'Élevage, France	27.02.2017	Emanuel Coste		e.coste@interbev.fr
GDP, Global Dairy Platform	19.05.2016	Donald Moore	Executive Director	Donald.Moore@globaldairyplatform.com
Government of Canada, Agriculture and Agri-Food Canada	Donation 31.03.2017	Patti Negrave	Deputy Director, Red Meat Section	patti.negrave@agr.gc.ca
Government of France, Ministry of Foreign Affairs		Lionel Launois	Policy Officer, Ministry of France	lionel.launois@agriculture.gouv.fr
Government of Ireland, Department of Agriculture, Food and the Marine	19.12.2014	Edwina Love	Climate Change and Bioenergy Policy Division	Edwina.Love@agriculture.gov.ie
Government of Switzerland, Swiss Federal Office for Agriculture FOAG	18.03.2013	Alwin Kopse	Head of the International Sustainable Agriculture Unit	alwin.kopse@blw.admin.ch
Government of The Netherlands, Ministry of Economic Affairs		Kim van Seeters	Senior policy officer, Ministerie van Economische Zaken en Klimaat, Netherlands	K.vanSeeters@minez.nl



USAID-Ethiopia	11.05.2017 (has not donated yet)	Dr. Yirgalem Gebremeskel	Senior Advisor, Livestock and Dairy	ygebremeskel@usaid.gov
The Bill & Melinda Gates Foundation	29.03.2018	Shannon Mesenowski	Program Officer Livestock / Agriculture Development Team	Shannon.mesenowski@gatesfoundation.org

NGOs (NGO) – 24

Coordinators: Margherita Gomarasca, VSF and Nitya Ghotge, ANTHRA, India

PARTNER	DATE OF JOINING	FOCAL POINT NAME	FOCAL POINT POSITION	FOCAL POINT CONTACT
Animal Task Force, European Union	12.11.2013	Susana De Magalhaes		susana.de.magalhaes@animaltaskforce.eu
ANTHRA, India	10.05.2017	Nitya Ghotge	Director	nitya.ghotge@gmail.com
Compassion in World Farming, United Kingdom	07.03.2013	Wendy Smith	Engagement Manager	wendy@ciwf.org
Fundación CoMunidad, Panama	09.05.2016	Alberto Pascual		apascual@mail.com
Fundación Produce Michoacán, Mexico	23.06.2016	Marta Xochitl Flores Estrada		dramxfe@fupromich.com
Heifer International		Martha Hirpa		Martha.Hirpa@heifer.org
Humane Society International	12.03.2013	Wendy Higgins		whiggins@hsi.org
Inter Eco Center, Ukraine				InterEcoCentre@gmail.com



KYEEMA Foundation, Australia	17.05.2017	Celia Grenning	CEO	celiag@kyeemafoundation.org
LPP, League for Pastoral Peoples	19.03.2013	Ilse Köhler-Rollefson		ilse.koehlerroll@gmail.com
LIFE, Local Livestock for Empowerment of Rural People, South Asia	19.03.2013	Lokhit Pashu-Palak Sansthan		lpps@sify.com
LIFLOD, Livestock Farming and Local Development Network	07.03.2013	Aboubakar Njoya	Director of Research, Board Chair	nfo@liflod.org
Mercy Corps, Ethiopia	12.05.2017	Michael Jacobs	Program Manager	mjacobs@mercykorps.org
Pacto Caquetá, Cero Deforestación y Reconciliación Ganadera, Colombia	21.09.2016	Rafael Torrijos		rafatorrijos@gmail.com
SAVES, Society of Animal, Veterinary and Environmental Scientists, Pakistan		Abdul Raziq	Expert	raziq2007@gmail.com
Senaapathy Kangayam Cattle Research Foundation	11.05.2017	Karthikeya Sivasenapathy	Mnaging Trustee	kartikeyaks@gmail.com
SOS Sahel Ethiopia	09.05.2017	Feyera Abdi		feyerabdi@yahoo.com
TAFS Forum, Switzerland	14.03.2013	Ulrich Sperling	Exec. Director	ulrich.sperling@tafsforum.org
The Donkey Sanctuary	08.03.2017	Valentina Riva	Advocacy Manager	valentina.riva@thedonkeysanctuary.org.uk
The Nature Conservancy		Brian Mcpeek Mark Tercek	Chief Conservation Officer Director General	+1 (703) 841-5300
Vétérinaires Sans Frontières VSF International	10.05.2017	Margherita Gomarasca	Coordinator	coordinator@vsf-international.org



World Animal Protection	25.03.2013	Arjan van Houwelingen	Director	houwelingen@worldanimalprotection.org
World Horse Welfare	06.02.2018	Jessica Stark	Director of Communications and Public Affairs	JessicaStark@worldhorsewelfare.org
WWF, World Wildlife Fund	22.06.2016	Ian McConnel		imcconnel@wwf.org.au

Social Movements (SM) – 3

Coordinator: Pablo Frere, Redes Chaco, WAMIP, Argentina

PARTNER	DATE OF JOINING	FOCAL POINT NAME	FOCAL POINT POSITION	FOCAL POINT CONTACT
APESS, Association pour la Promotion de l'Elevage au Sahel et en Savane	18.03.2013	Barry Boubakary	General Seretary	barry.boubakary@gmail.com
Redes Chaco, WAMIP, Argentina	07.10.2016	Pablo Frere	Coordinator	pablofrere@gmail.com
WAMIP North Africa	01.08.2016	Fagouri Said	Coordinator	fagouris@gmail.com



Intergovernmental (IntG) – 7

Coordinator: Berhe Tekola, FAO Rome

PARTNER	DATE OF JOINING	FOCAL POINT NAME	FOCAL POINT POSITION	FOCAL POINT CONTACT
African Development Bank	23.06.2016	Mr. Bouchaib Boulanouar		bboulanouar@gmail.com
African Union – Inter-African Bureau for Animal Resources (AU-IBAR)	22.03.2012	Bruce Mukanda		bruce.mukanda@au-ibar.org
Food and Agriculture Organization of the United Nations (FAO)	28.05.2013	Berhe Tekola	Director, Animal Production and Health Division	Berhe.Tekola@fao.org
International Fund for Agricultural Development	15.07.2018	Antonio Rota	Lead Technical Specialist, Livestock Policy and Technical Advisory Division	a.rota@ifad.org
International Livestock Research Institute (ILRI)	15.03.2013	Shirley Tarawali	Assistant Director General	s.tarawali@cgiar.org
The World Bank (WB)	16.05.2016	Francois Legall Franck Berthe	Livestock Advisor	flegall1@worldbank.org fberthe1@worldbank.org
World Organization for Animal Health (OIE)	18.10.2016	Jean-Jacques Soula	Coordinator for OIE for the Global Peste Des Petits Ruminants Control and Eradication Programme	jj.soula@oie.int



Annex 10: Cluster and Action Network Work Plans

Public Sector Cluster's contribution to the GASL Action Plan 2019-2021

What is the benefit for the cluster to be part of GASL?

The existence of a Government Cluster within GASL offers multiple-way benefits. For governments, it ensures the design of modern policies, applying the latest generation methodology and science approach, that helps ensure effectiveness in its application. On the other hand, the other clusters provide key information to validate the pertinence of their points of view, feeding their approach with practical information, in a way that contributes to the implementation of projects, programs and methodologies. GASL is a forum that allows the joint construction of a proposal for an inclusive sustainable livestock approach that recognizes cultural or biophysical differences and therefore manages to create a general framework and a vision of the way forward for the livestock value chain.

The government cluster is very instrumental in ensuring policies, legislations and programmes developed by governments are in tandem with the GASL objectives. It is therefore important that decisions and information shared in these forums and meetings are cascaded to the respective member states. GASL serves as the learning and knowledge exchange forum that better addresses challenges in the livestock industry.

Roles of specific members in Action Networks

The member states need to link up with the networks within the country and those within the GASL structure to formulate a framework of coordination spearheaded by the public sector.

Cross cutting issues

- Gender and youth inclusivity

Greater value (economic and inclusive) within the livestock production. Access to financing according to their realities due to limitations such as access to land, lack of education and work in the home.

Due to this, government intervention should be considered through policies that will involve the development of appropriate strategies for effective implementation.

Strategies to reach others

Comment on the activities of the cluster through the GASL, develop and implement dissemination plans in which all members of the public sector present the conclusions of the cluster to local and regional authorities.

Contribution of the cluster to the Action Plan

The parties represented can isolate certain activities that need to be communicated to their respective governments. Most of the issues could come from recommendations of the specific networks like AMR, Animal Welfare, Silvopastoral, etc.



Possibly, the cluster can be instrumental in formation of regional forums for the GASL to enable other parties appreciate and embrace the GASL initiatives.

Contribution and vision of the Government Cluster in relationship to the GASL's Ways we Work.

The Ways we Work	Comment
Global Multi-stakeholder partnership activities  GLOBAL AGENDA FOR SUSTAINABLE LIVESTOCK	<p>The meetings could be planned by regions of interest applying criteria defined by GASL in order to fulfill the two objectives: to influence at the regional level and to hold discussion on relevant topics. This implies that when defining a region, the governments related to the territory begin their work of articulation of a network that is consolidated during the MSP. The reason for selecting a country or region can be to address with evidence a problem or challenge of global application, for example climate, in this case the previous planning seeks to recover evidence, articulate governments, institutes and private sector to show results and contribute to the territory In the solution of the problem, the results are shared in the MSP. Along the governments and regional institutions linked to the issue work prior to the MSP to make the contribution and consolidate their links. A budget could be generated for a previous meeting between governments, institutes and host organizations.</p>
Support the development of national and regional multi-stakeholder partnerships 	<p>The governments cluster could collaborate identifying existing platforms in the regions and contribute to the integration to the GASL, these platforms can be governments with formal carater (Agricultural Councils), of multiple parties promoted by international organizations (CODEGALAC), thematic (LEDSLAC), and others. With the evidence generated in the action networks the Cluster can support the consolidation of the development approach, contribute to the solution of problems or support the design of public policies with scientific basis.</p>
Link GASL to global public and private institutions, fora and research networks 	<p>Regional action plans (g.e. dry corridors), or sectoral forums (g.e., FEPALE), could have an impact through the management of the cluster governments, usually there are spaces for technical discussion in the regions.</p>
Facilitate policy dialogue, policy development and sharing of experience	<p>Important to establish a connection with policy developers of FAO and other international organizations. GASL should be valued as an instance of multiple participation that provides a comprehensive vision of livestock activity. From these global instances, the cluster can influence regional and national policies. Dialogue on policies should exist in every livestock platform, since it is an element that gives sustainability to processes and programs. GASL must provide information and support to</p>



	government representatives to ensure the attendance of other institutions and counterparts.
Strengthen communication and networking 	GASL develops and implements a modern, efficient and effective communication strategy. Governments must open channels of communication within their countries to facilitate the dissemination of results, and consolidate the image of livestock as a means to achieve the SDGs. With two-way communication, the system could be fed with the identification of successful practices by country in the development of financial, political and technical instruments.

Areas of potential action of the government cluster.

While it is true that government action applies to all forms of GASL action and affects the four sustainability domains, it can be concluded that the greatest potential for action is around the issues of public policy development. It is considered that promoting political dialogue and ensuring the impact of the MSP could be the center of action of the government cluster.

Work plan	2019	2020	2021
Participate in meetings	x	x	x
Inform the authorities of each country about the conclusions obtained in the cluster.	x	x	x
Share knowledge to technicians so that the information obtained reaches the field.	x	x	x
Obtaining financing to implement a pilot plan.		x	
Evaluation and conclusion			x



NGO Cluster's contribution to the GASL Action Plan 2019-2021

1. What is the benefit for the cluster to be part of GASL

The NGO cluster brings together organisations with an expertise on specific areas relevant to livestock production such as environment, smallholder livestock farming, pastoralism, animal health and welfare, integrated service delivery for poverty reduction and resilient livestock-based livelihoods.

Within the GASL partnership, the NGO cluster **complements the Civil Society cluster** (integrated by social movements and community-based organizations), which represents farmers, pastoralists, indigenous groups and other groups with a direct link or involvement in small-scale livestock production. These organisations bring first-hand producers' perspective into the dialogue on sustainable livestock with national, regional and a global focus. This representation of people, the environment and animals not otherwise represented in other clusters is a vital and necessary ingredient in creating robust and positive policies and development opportunities. Synergies between the NGO and Social Movement clusters are therefore beneficial for both to mutually strengthen their advocacy capacities.

The NGO cluster also has the potential to play a role as a key **partner to the Research cluster**. NGOs can help bring in evidence and data to answer research questions from diverse smallholder livestock rearing communities. They can also help validate, road-test and make operational some of the tools developed by the Research cluster. NGOs can also improve the quality of their own programmes by constantly learning from the results of the research programmes.

By participating in the Global Agenda, NGOs get the opportunity to:

- be represented and heard at the multi-stakeholder platform offered by GASL;
- meet, discuss and interact with other NGOs who are working on sustainable livestock;
- engage in joint advocacy work with other NGOs and CSOs.
- take back learnings and tools from Action Networks and Research cluster and make them operational in the field

2. Roles of specific members in Action Networks

Action Networks offer the opportunity to aggregate and communicate evidence on some of the critical issues that require both change in policy as well as practice. However, as the AN don't exhaustively cover all the topics linked to sustainable livestock development, the NGO cluster and its members are **open to collaborate with other clusters and/or ad hoc task forces on specific emerging topics and key issues**.

Thus far, WWF has been associated with LEAP. The Donkey Sanctuary and other animal welfare organizations have been closely associated with the Animal Welfare AN. VSF and LIFE-network are discussing a possible involvement in the Livestock for Social Development AN.

Although members of the NGO cluster do not have the resources to coordinate the creation of new Action Networks, the cluster supports the establishment of new Action Networks to address important challenges for the smallholder sector, and remains open to contribute to other possible new Action Networks.

3. Cross cutting issues

The NGO cluster focuses its expertise around 5 main topics: Environment; Animal Welfare; Smallholder Farming; Pastoralism; Poverty Reduction and Resilience Building. The cluster is open to increase its membership to include consumer groups and/or NGOs specialized in the role consumers play in food systems, in order to address challenges related to SDG 12 (responsible consumption and production).



The NGO cluster will oversee that gender equality and women empowerment are consistently included as priorities or as crosscutting issues at all levels of the work of GASL. The Cluster will work closely with ILRI to develop good practices to include gender equality in GASL's activities in a systematic way.

4. Strategies to reach others

The NGO cluster commits to:

- Be the reference group for new NGOs that join GASL;
- Strengthen channels for transparent communication (mailing list to be created);
- Promote communication to and from the Guiding Group on relevant issues;
- Share information about GASL with other partners (NGO and other) and, when appropriate, encourage them to become members of GASL;
- Facilitate exchanges and participation of cluster members with a view to maximize contribution to, and benefits from, the GASL.

5. Contribution of the cluster to the Action Plan

The Ways we Work	Description
Global multistakeholder partnership activities	The NGO cluster will make efforts to increase the engagement of a broad range of relevant NGOs to enrich and feed into the GASL dialogue. In order to do so, the cluster will need to identify synergies, strengthen channels for communication and promote dialogue between NGO members and with other clusters and other stakeholders that are not (yet) members of GASL.
Support the development of national and regional multi-stakeholder partnerships	The NGO members of the cluster are willing to get involved in national and regional multi-stakeholder partnerships in countries where they are present.
Link GASL to global public and private institutions, fora and research networks	NGO members of the cluster will help facilitate contacts with relevant stakeholders in the countries they work in.
Facilitate policy dialogue, policy development and sharing of experience	In order to contribute to the policy dialogue supported by GASL, the NGO cluster will start producing and publishing policy briefs to cover critical topics linked to sustainable livestock and the SDGs. Ideally, the cluster will produce at least one policy brief per year, which will be used as an input for the global MSP meeting. The paper will be therefore inspired by the main topic of the annual MSP, and will bring the NGO perspective on how to address pressing livestock-related issues at different levels (global, regional, national).



Actions and interactions of Clusters and Action Networks	<p>The NGO cluster will work towards establishing synergies with the Research cluster and the Civil Society cluster, and will explore possibilities of reaching new members with an expertise on responsible consumption.</p> <p>The cluster is also willing to contribute more to the existing Action Networks and provide case studies or implement pilot projects to road-test the tools developed by ANs.</p>
Strengthen communication and networking	<p>Members of the NGO cluster can provide case studies and evidence of sustainable livestock rearing systems from their region of operation. This will help enrich the webpage and make it an effective and easy tool for information sharing.</p>

6. Areas of potential action of the cluster

At this point only expenditure items are mentioned.

Work plan main activities	2019		2020		2021	
		Budget		Budget		Budget
Attend meetings	x	<ul style="list-style-type: none"> Travel for NGO participants²² 	x	<ul style="list-style-type: none"> Travel for NGO participants 	x	<ul style="list-style-type: none"> Travel for NGO participants
Produce policy brief on the topic of the MSP meeting	x	<ul style="list-style-type: none"> Worktime (in-kind contributions by members of NGO cluster) Graphic layout and Printing²³ 	x	<ul style="list-style-type: none"> Worktime (in-kind contributions by members of NGO cluster) Graphic layout and Printing 	x	<ul style="list-style-type: none"> Worktime (in-kind contributions by members of NGO cluster) Graphic layout and Printing
Mainstream gender equality in GASL	x	<ul style="list-style-type: none"> Worktime (in-kind contributions by members of NGO cluster) 	x	<ul style="list-style-type: none"> Worktime (in-kind contributions by members of NGO cluster) 	x	<ul style="list-style-type: none"> Worktime (in-kind contributions by members of NGO cluster)
Strengthen participation of NGOs in GASL	x	<ul style="list-style-type: none"> Worktime (in-kind contributions by members of NGO cluster) 	x	<ul style="list-style-type: none"> Worktime (in-kind contributions by members of NGO cluster) 	x	<ul style="list-style-type: none"> Worktime (in-kind contributions by members of NGO cluster)
Total						

²² Support from GASL is required.

²³ Kindly covered by GASL



Action Network 1 – Closing the Efficiency Gap
Work Plan 2019-2021

1. Background information

Increasing population and consumption are placing unprecedented demands on agriculture and natural resources. Consequently, the livestock must significantly increase its natural resource use efficiency to meet society's growing food, socioeconomic and environmental needs. Standard productivity programs and methods have tended to focus on improving and measuring the efficiency with which conventional production inputs are used. However, improved productivity does not assure improved natural resource efficiency. To develop a strategy to enhance natural resource efficiency and at the same time increase profitability in the livestock sector is needed to understand the role of efficiency gains in the use of both conventional and natural resources.

The main objective of the this AN needs to outline targets for natural resource use efficiency (NRUE). AN1 has been working on the application of the concept of natural resource use efficiency (NRUE), by exploring the main factors that cause gaps in efficiency at regional levels, and by identifying those initiatives which are currently working on NRUE.

AN1 has developed The Efficiency Matrix (EM), a framework and metrics to quantify the impact of specific interventions on NRUE (pilots). It aims to provide a harmonized method for evaluating NRUE. Within the context of the Global Agenda's activities, the EM provides a methodology to test and assess practice change opportunities. Such projects, or 'pilots' will become a major instrument to illustrate proof of concept of the benefits of practice change, and to demonstrate real examples of how to narrow the efficiency gap.

Evidence, practice change and Piloting has been major activities performed during the last action plan (2015-2018). Together with the AN, Global Network of Silvopastoral Systems, case studies of sustainable livestock options (mainly cattle ranching) have been evidenced, measured and illustrated. A publication is foreseen on 2019.

Recent changes on the governance of the AN have taken place such as the resignation of the previous chair and the conformation of a Task Force, conformed from different representatives of each Global Agenda' clusters, to carry out the current Action Plan.

2. Main elements of the Action plan – The way forward

Pioneering the 2nd phase of the EM and continue providing evidence base for solutions will be the main objectives to achieve during the next period. Prove of evidence on livestock sustainability at regional level will be the main message to deliver. Testing and completing the metrics for livestock sustainability will be an open and an ongoing exercise. The second phase of the EM is to illustrate models that can harmonize and standardize the metrics provided in the 1st phase. The AN will make a call for models, methodologies and tools which are currently measuring the elements of the EM. Some efforts were made in the 2017 MSP in Ethiopia (bringing case studies and some models); however, the AN would need to approach these models and tools in a more structured way. The AN will also participate in structuring a portfolio of evidence from successful cases of sustainable livestock options by production systems and regions. In the future, AN1 can support incubation of projects which can reveal solutions and catalyze actions for livestock sustainability.



3. Elements of the Action Plan (AP)

The AP proposed contains 5 elements:

- I. AN1 operational management
 - Defining and selectin a new model of governance
 - Meetings and organization
 - Visibility strategy for attracting more stakeholders
 - Participation in the governance bodies of the Global Agenda
- II. Efficiency Matrix exercise
 - Planning exercise for phase 2 (models, methodologies and tools)
 - Implementing Phase 2 (including social and environmental evaluation)
 - Exploring at a concept level, low carbon – neutral livestock production systems and regions
- III. Piloting, projects and evidence
 - Selecting case studies for evidencing practice change of NRUE
 - incubation of projects which can reveal solutions and catalyze actions for livestock sustainability
 - Creating a portfolio of successful evidence of sustainable livestock options
- IV. Communication strategy
 - Aligning with the Global Agenda's communication strategy
 - Central portal of information

4. Funding and budget

To be defined once the governance process (Task Force) is solved.



Action Network 2 – Restoring value to Grasslands
Work Plan 2019-2021

1. Background information

The Goal of AN2: The environmental and economic values of grasslands are maintained, restored and enhanced, while promoting their social and cultural functions globally,

The Long term Outcomes AN2 contributes to:

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.

This Action Network has been in place since the start of the Global Agenda for Sustainable Livestock and has developed a data base of global grassland focused case studies. Several best practice guidelines have been produced along with a framework describing the multiple functions derived from grassland livestock systems built from evidence derived through global on the ground case studies. The AN acknowledges the financial support from the French government and the time in kind provided by a number of individuals and their associated organisations.

2. Main elements of the Action plan – The way forward

To demonstrate the utility of the multi-functional framework

We will continue with the development of our multi functional Ontology model ensuring that it will represent the diversity of global grazing systems, recognising extensive grazing of natural pastures, and grazing of introduced and modified pastures including nomadic pastoralists, settled small holders and larger farms. We will continue with our cases where we are applying the ontology: Vietnam, Argentina, Senegal, Brazil, France, Uruguay. We will work with the clusters to identify future cases

Facilitate dialogue

AN2 needs to work closer with the clusters. The clusters have a large range of on the ground initiatives taking place and we need to access these so that we can document and profile best practice. We also would like to have closer links with the clusters to get their input into the multi functional Ontology and the DELTA model so that we can understand their expectations and we can in turn test our thinking with them. Members of clusters are invited to our April 2019 workshop on multi-functionality. AN2 have participated on the 2019 Multi Stakeholder Partnership Meeting (MSP) Pre-Meeting Workshop

GASL assembles and communicates evidence on sustainable livestock

AN2 will provide evidence of sustainable grazing systems looking at this system through the lens of valuing grassland systems. The focus of this AN is on multi-functions delivered from grassland based systems. We will build on identification of the multiple values attained by adding to our existing ontology with a diversity of systems and world views. We will also have access to the development of the DELTA model that can be used to design future scenarios of different food systems including AFS and looking at the multiple outcomes that these systems deliver. The two different types of modelling rely on the interaction of stakeholders with the models and the resulting dialogue will generate more evidence for use in informing the wider community of the contribution AFS and grassland based livestock systems deliver.



AN2 hosts a data base of cases where grazing systems are demonstrating best practice and informing change on the ground. We will continue to grow the data base and utilise the cases to demonstrate the value of the ontology and to generate stories related to good practice and the contribution of livestock to multiple outcomes. These cases range from farm based to whole of value chain. We are targeting cases where we have grazed based systems not feedlots and we have a global focus.

3. Elements of the Action Plan (AP)

Output 1 : Support Analysis - Document and standardized information
Activity 1.1 :
<ul style="list-style-type: none"> - Populate the standardised template/Matrix and web-site database on pilot sites developed in 2017-2018 - Check and validate information - Proactively encourage clusters to send in information on their case studies to populate data base
Activity 1.2 :
<ul style="list-style-type: none"> - Interrogate the data base for case studies where on the ground practice change has occurred - Synthesis lessons demonstrating practice change - Look for funding for an intern to undertake the interrogation of the data base, synthesis and dissemination of results
Output 2 : Define values associated with Grassland Systems/ Development of integrated assessment methodologies to quantify the benefit and trade-offs associated with grassland grazing systems
Activity 2.1 :
Demonstrating the value of the grassland grazing system ontology
<ul style="list-style-type: none"> - Hold a workshop first quarter of 2019 to <ul style="list-style-type: none"> o Report on results of 7 case studies o Prepare a synthesis of results for GASL and partners o Identify AN2 products to communicate on our activities o Prepare a side event on AN2 activities for the next Xlth International Rangeland Congress (IRC) which will be held in Kenya together with the "Grassland" Congress (IGC) in 25-30 October 2020.
Activity 2.2 :
DELTA model development. An integrated assessment model that allows interactive participation of multiple stakeholders to explore different food system scenarios, including grazing livestock systems.
<ul style="list-style-type: none"> - Demonstrate DELTA model to GASL GG and 2019 MSP - Identify clusters that would be willing to work with the DELTA model - Develop a plan for using the DELTA model with global multi-stakeholders - Identify synergies between attributes in the Delta model and the Ontology of grassland grazing systems
Output 3 : Build Capacity and align institutions
Activity 3.1 :
<ul style="list-style-type: none"> - Greater engagement with clusters to look at what needs are for capacity building - In conjunction with clusters development of a plan to increase engagement of a greater number of people with the ontology and the Delta model -
Overall outputs:
Outputs expected from AN2:
<ul style="list-style-type: none"> - Paper describing the multi-function ontology for grazed livestock systems;



- internet version of book from the Saskatoon workshop;
- Development of a paper on a synthesis of the cases that are currently applying the ontology,
- videos of farmer practice related to multiple functions;
- development of simulation model using the ontology for potentially two cases,
- further development of the DELTA model.
- One workshop with cluster and AN members to explore the use of the ontology,
- potential workshop for exploring the use of the DELTA model

AN2 are developing interactions with other AN (Closing the efficiency gap and Silvopastoral system network) and also Cluster (Academia & Research) by integrative analysis of grassland system based on silvopastoral practices and peer review publications on diversity tools and cases that could contribute for GASL.

AN2 has submitted 2 cases for GASL (Anna Grun)

Impact of milk collection In Pastoral Rangelands in the Sahel (Laiterie du Berger)

Natural regeneration of native trees for the implementation of silvopastoral system for cattle production in Brazil

4. Funding and budget

Currently under development.

**Action Network 4 – FAO LEAP Partnership****Work Plan 2019-2021
(condensed from the original)****1. Background**

Livestock are a major contributor to food security and provide livelihoods to a large part of the world's poor. The increase in demand for animal products, driven by growing populations and incomes is stronger than for most other food items. Global production of meat is projected to more than double from 229 million tonnes in 1999/2001 to 465 million tonnes in 2050, and that of milk to increase from 580 to 1043 million tonnes. The bulk of the growth in meat and milk production will occur in developing countries, with China, India and Brazil already representing two thirds of current meat production. At the same time, the livestock sector places pressure on many ecosystems and contributes to global environmental impacts. Greenhouse gas emissions from livestock production are important contributors to climate change. The widespread presence of livestock affects biodiversity and water quality in both developed and developing countries. The natural resource base within which production must be accommodated is finite, so the continuing expansion of the global livestock sector will, therefore, need to be accompanied by substantial efficiency gains. This need is increasingly recognized among producers, civil society and governments and initiatives have been put in place to effectively improve the efficiency of natural resource use by the sector. The lack of broadly recognized frameworks, including both, metrics and methods for monitoring environmental performance is however a bottleneck to effective action.



Initial consultations with stakeholders, in October 2010 and March 2011, confirmed that there was demand for a Multi-stakeholder Partnership on benchmarking and monitoring the environmental performance of the livestock sector. Overall objectives, key functions and deliverables of the partnership were identified, and it was agreed that representatives of Private Sector, NGOs and Countries should be involved. Consultations with these groups continued over the following months, towards the development of this document, which purpose is to outline the scope, activities and management arrangements of the Partnership.

In July 2012, the FAO Livestock Environmental Assessment and Performance (LEAP) Partnership²⁴, initially known as the Partnership on the environmental benchmarking of livestock supply chains, was set up and formally launched²⁵. FAO LEAP technical activities started in early 2013, when the Technical Advisory Groups (TAGs) on Small Ruminants, Poultry and Feed were formed, and continued into the following two years with additional TAGs on Large Ruminants, Biodiversity and Pigs.

FAO LEAP through its work programme 2012-2015, also known as LEAP1, has been a front runner in developing consensual environmental assessment tools to support stakeholders understand the environmental performance of feed and livestock production, and to support environmental improvement of livestock supply chains.

Important progress and results have been achieved within a short time span. More than 300 experts from all world regions have been involved in the development of the LEAP technical guidance documents²⁶. To ensure their soundness, 12 external technical reviewers were appointed, and 2 public reviews of LEAP products were conducted. In addition, a task force of 7 experts led the work on the development of the LEAP database on feed crops²⁷.

LEAP1 has largely focused on the harmonization of accounting rules for the quantification of GHG emissions from livestock supply chains. However, measurements of GHG emissions are only partial metrics, and can lead to misleading conclusions if not placed within the proper context of the wider relationship between livestock and the environment. Environmental improvement measures solely selected on a single criterion (i.e. climate change) are likely to result in the shifting of burdens from one environmental impact category to another and poor policy choices.

²⁴ <http://www.fao.org/partnerships/leap/en/>

²⁵ The list of FAO LEAP members and participants is available from: <http://www.fao.org/partnerships/leap/partners/en/>

²⁶ LEAP1 guidelines are available from: <http://www.fao.org/partnerships/leap/publications/en/>

²⁷ The FAO LEAP database is available from: <http://www.fao.org/partnerships/leap/database/ghg-crops/en/>



In early 2015, a task force composed of FAO LEAP Steering Committee clusters representatives was formed to evaluate FAO LEAP achievements and to identify thematic areas where global consensus on was required. This gap analysis was conducted in view of positioning FAO LEAP as a valuable mechanism to assess progress towards achieving the Sustainable Development Goals, and to catalyze action within the livestock sector. In particular, the task force identified the key tasks necessary to make LEAP guidelines and data “the tools” to both monitor the environmental performance of livestock supply chains, and to support with evidence dialogue and decision making for environmental improvement and increased sustainability. The findings of this evaluation were condensed in the business case for a second phase of the FAO LEAP project, whose work programme 2016-2018 was referred to as LEAP+ or LEAP2. In the engagement meeting held in October 2015, stakeholders welcomed LEAP2 and encouraged FAO and its partners to build global consensus on additional environmental performance indicators and models for inclusion in FAO LEAP guidelines and databases. In addition, the road testing of the LEAP1 guidelines it was deemed necessary to evaluate their robustness and facilitate their adoption.

Started in January 2016, LEAP2 succeeded in expanding the scope of the FAO LEAP Partnership in a 3-year-work programme. 5 new TAGs on Nutrients Cycles, Water Use, Soil Carbon Storage, Feed Additives and Biodiversity were formed. Circa 200 experts participated in new technical guidance development. Experts came from all world regions and contributed to the development of 5 new technical guidance documents. Systematic external reviews involving up to 6 experts per guideline were arranged in order to receive feedback from all relevant scientific communities. 3 public review were conducted alerting stakeholders, academia and those initiatives FAO LEAP networks with. Bugs of the FAO LEAP database were fixed. Extension services, countries, business associations and companies involved in the FAO LEAP Partnership started to road test LEAP1 guidelines. FAO initiated a project to test LEAP guidelines to pastoralist systems. Besides technical LEAP 1 and 2 outputs, FAO LEAP has also developed communication tools such as a brochure, public website and visual identity of the Partnership.

In September 2017, a new task force composed of representatives from the three clusters in the FAO LEAP Steering Committee and the Secretariat was formed and, after having evaluated progress in LEAP2, identified action areas to complete LEAP work and consolidate current guidance through road testing and dissemination. A short concept note for an FAO LEAP work programme 2019-2021 (hereafter referred to as LEAP3) was presented in the 20th meeting of the LEAP Steering Committee and was refined and approved in late 2018 after having heard from partners, donors and stakeholders.

2. Work programme 2019-2021 (LEAP3)

a. Objectives

LEAP3, FAO LEAP work programme 2019-2021, will capitalize on the momentum built in LEAP1 and LEAP2 in order to support the livestock sector and its supply chains towards improving the sustainability of production practices through the application of FAO LEAP guidelines.

In particular, a third phase of the FAO LEAP Partnership will:

- Intensify road testing efforts to refine guidelines for those mainstream applications allowing to continuously improve sectoral environmental performance whilst ensuring its economic and social viability.
- Enhance awareness raising activities to establish and make operational the FAO LEAP community of practice with the aim of accelerating use of the guidelines.
- Sharing lessons-learned across stakeholders to stimulate dialogue for environmental improvement (eco-innovation and best environmental management practices)
- Develop new FAO LEAP guidelines allowing to assess the full spectrum of significant environmental burdens and benefits associated with livestock production, and to improve the eco-efficiency of livestock supply chains over time.

LEAP3 will also complete the FAO LEAP guidelines developed in Phase 2, and will continue implementation in GLEAM of FAO LEAP guidelines.



b. Activities

LEAP3 is composed of 2 major components, namely:

- *Road testing of LEAP guidelines*
- *Development, revision and dissemination of LEAP Guidelines*

The FAO LEAP Steering Committee has mandate to prioritize project activities and to review the work programme on annual basis.

c. Tentative Gantt chart 2019-2021

Activities and Deliverables	2019	2020	2021
<i>Road testing of LEAP guidelines</i>			
1.1. Road testing strategy document			
1.2. Road testing work plan			
1.3. Protocols for road testing			
1.4. Data collection sheets			
1.5. Catalogue of applications			
2.1. Report on inconsistencies and gaps			
3.1. Two workshops for road testing			
3.2. Two Project proposals a year			
3.3. Translation of the guidelines			
3.4. LEAP guidelines road testing reports			
4.1. 4 training workshops			
4.2. LEAP guidelines road testing reports			
<i>Development, revision and dissemination of LEAP guidelines</i>			
5.1. New Guidelines development			
5.2. Guidelines revision plan			
5.3. Revised version of guidelines			
5.4. LEAP website regularly updated			
5.5. LEAP monthly newsletter			
5.6. Communication kit			
5.7. Use of FAO social media channels			



3. Tentative budget

With an initial budgeted USD 1,243,100 and USD 1,603,970 for LEAP1 and LEAP2, respectively, the Partnership received USD 806,514²⁸ and USD 1,039,789 in cash from its donors, and also benefitted from some support through in-kind contributions from LEAP partners. During LEAP1 Switzerland and the Netherlands earmarked funding to LEAP through the budget of the Global Agenda for Sustainable Livestock. An overview of the FAO LEAP budget is provided in tables 1 and 2. The FAO LEAP Partnership has a separate governance and trust fund. Funding have been raised in an autonomous manner so far by the LEAP Secretariat. To date, pledges cover less than 50% of the budgeted expenditures in 2019. More funding are currently sought to conduct LEAP3 in full.

Table 1. FAO LEAP overall budget summary in USD

LEAP1	LEAP2	LEAP3	TOTAL
806,514	1,039,789	2,516,811	4,363,114

Table 2. LEAP3 tentative budget in USD

	2019	2020	2021	Total
Road testing	420,000	360,000	360,000	1,140,000
Development, revision and dissemination of LEAP guidelines	152,000	30,000	154,000	336,000
Project management, admin support, steering	185,000	185,000	185,000	555,000
Outreach	71,000	41,000	71,000	183,000
Project evaluation	0,000	0,000	50,000	50,000
Total	828,000	616,000	820,000	2,264,000
FAO ICRU, PSC	99,219	63,664	89,928	252,811
Total	927,219	679,664	909,928	2,516,811

4. Focal point

Camillo De Camillis, FAO LEAP manager, Camillo.DeCamillis@fao.org | Livestock-Partnership@fao.org

²⁸ Almost USD 50,000 out of USD 806,514 received were a contribution paid in advance for LEAP2.



Action Network 5 – Global Network of Silvopastoral Systems
Work Plan 2019-2021



1. What is the benefit for the AN to be part of GASL?

Participating in a MSP of Global importance provides the opportunity of interacting with stakeholders from different sectors and regional origins and to discuss emergent issues that affect livestock sustainable development and people. It also helps to create synergies with other AN and clusters, and to broaden the impact of the activities developed by the AN.

The participation in GASL also increases the possibilities of delivering the message to groups of interest that could use of the information generated for sustainable livestock production under silvopastoral systems (SPS). Also, it gives us the chance to exchange information with local groups from different parts of the world.

2. Roles of specific members in Clusters

The AN has a great interaction with the Academic/Research Cluster since several members of the AN belong to universities and research centers. Also, the AN has interactions with members of the Public Sector, Private Sector and Social Movements mainly through their involvement in case studies of SPS (real production systems) in several regions and the participation of members from those clusters in the activities we develop.

3. Strategies to reach others

At a broader level, the AN participates actively in the promotion of global and regional events on different topics of silvopastoral systems. For example, in 2018 we participated in the organization of the *International Leucaena Conference* in Australia and now we are organizing the *X International Congress on Silvopastoral Systems* in 2019 in Paraguay. The AN works also in the generation of written material such as papers, books and book chapters that present results of the work carried out to a wider audience demonstrating the benefits of SPS for sustainable management. These activities will be complemented in the near future with the creation of mailing lists to distribute information as well as an electronic platform to share information related to silvopastoral systems. The information will be designed to different interest groups such as scientists, farmers and technicians, policy makers and consumers.

4. Contribution of the AN to the Action Plan

Contribution and vision of the AN in relationship to the GASL's Ways we Work taken into account the four sustainability domains of GASL's Action Plan

The Ways we Work	Description
Global multistakeholder partnership activities  <small>GLOBAL AGENDA FOR SUSTAINABLE LIVESTOCK</small>	As GASL, the Global Network on Silvopastoral Systems stimulates the participation of different stakeholders in their activities and participates in local and regional platforms with multiple stakeholders.



<p>Support the development of national and regional multi-stakeholder partnerships</p> 	<p>The GNSPS has been working with different institutions in Latin America to promote silvopastoral systems as an alternative to increase efficiency and reduce environmental impacts of cattle. This has been done through the participation in local MSP initiatives and the organization of the International Silvopastoral Congress that involves public institutions, academia, farmers and investors. We are growing by including institutions from Europe, Africa, Asia and Oceania with commitments to produce meat, milk and fibers from silvopastoral systems.</p>
<p>Link GASL to global public and private institutions, fora and research networks</p> 	<p>The GNSPS is working with different public and private institutions to promote silvopastoral systems.</p>
<p>Facilitate policy dialogue, policy development and sharing of experience</p> 	<p>The GNSPS is working in order to promote SPS as part of the Nationally Appropriate Mitigation Actions (NAMA) related to livestock and as part of the portfolio of options to increase efficiency and sustainability in several countries.</p>
<p>Actions and interactions of Clusters and Action Networks</p>	<p>Since its beginnings, the GNSPS had an active interaction with AN 1, members of the Academic Cluster, Private sector and NGOs to develop together the activities. In the next few years we expect that this interaction will increase to achieve the outputs defined in the Action Plan in relation to practice and communication strategy directed to governments and policy makers.</p>
<p>Strengthen communication and networking</p> 	<p>One of the main activities proposed in the GNSPS Action Plan is the creation of a platform to exchange information among stakeholders in particular to connect silvopastoral initiatives in different parts of the world and to provide tools and information to different stakeholders including governments, producers, academia and consumers.</p> <p>It will also work in the documentation and dissemination of information related to silvopastoral systems using written and audiovisual material.</p>

5. Areas of potential action of the AN.

Work plan main activities	2019			2020			2021		
	Activities	Budget	In Kind contribu tion	Activities	Budget	In Kind contribu tion	Activities	Budget	In Kind contribu tion
1. Develop a strategy for strengthening the future operation of the Network	X	12,000	2,000	X	4,000	1,000	X	4,000	2,000
2. Establish an electronic platform to exchange information for different stakeholders.	X	10,000	2,000	X	5,000	1,000	X	4,000	1,000



3. Analysis of the state of knowledge of SPS worldwide and of strategies to promote them	X	6,000	2,000	X	6,000	2,000		
4. Case studies characterizing the most common silvopastoral models utilizing a standard protocol	X	15,000	2,000	X	10,000	3,000		
5. Develop a strategy to inform public policy at different levels in order to include SPS as an alternative to be scaled up to contribute SDGs	X	8,000	2,000	X	8,000	2,000	X	6,000
6. General meeting with stakeholders representing academia, producers and technicians and policy makers.	X	12,000	5,000	X	8,000	3,000	X	8,000
6. Create a portfolio of study cases to include grass-shrub-tree combinations in line to the GRA best practice guidelines (E)	X	3,000	2,000					
7. Generation of a consensus note on "Benefits of grass-fed' or produced under trees' livestock" (D)				X	10,000	2,000		
8. Generation of a consensus note on tools and models for measuring sustainable performance of SLPS (D)				X	10,000	2,000		
9. Generation of a consensus note on "Meeting demand for ASFs in an environmentally sustainable manner: facilitating dialogue between key players to identify suitable ways (D)							X	10,000
10. Create portfolio with sustainable livestock production options for different scales and systems and their possibilities to reduce emissions in the NAMA (D)	X	8,000	5,000	X	3,000	1,000		
11. Report on study cases on the implications on using Animal Welfare (AW) indicators under silvopastoral systems (E, PPC)							X	10,000
Total, US\$		74,000	23,000		64,000	17,000		42,000
								12,000



Action Network 7 – LAMP

Work Plan 2019-2021

1. Preamble

In 2018 LAMP received a contribution from the French Government which enables the AN to arrange a meeting for consolidating an executive group for the network. Also, in 2018, the website for LAMP was moved to SLU and expanded. On that website there are revised forms for reporting good practices and the reported ones are displayed. The current and coming activities within LAMP are within Sustainability Domain 3 (Animal health and animal welfare) in the GASL Action Plan. The activities will directly feed into the One health – dimension of the AMR issue. LAMP – given its unique multi- stakeholder arrangement is exceptionally well placed to move the Livestock AMR agenda forward in a sound way.

Main activities in support of the GASL AP 2019

- In the coming years good practices for reducing the use of antimicrobials and maintain good health and productivity will be collected. Potential contributors, farmers organization's, intergovernmental organization's and farm companies/industry will be approached for this purpose within and outside GASL.
- The collected practices will be analyzed and synthesized and distributed. There will be considerations about the format and scope of these synthesized reports: should they be by livestock species, by farming system, by geographical region etc. These are elaborations/tasks for the executive group, but they will all be in the form of peers recommendations. Also, a general statement/recommendation/declaration from LAMP/GASL will be considered.
- The produced material will be freely available mainly distributed via the various stakeholders' networks or channels.
- If sizable funding is raised the LAMP will, through its members, also start to conduct pilot studies to test if good practices functioning somewhere also will work in other places.

2. Expected funds raised outside GASL and expected from GASL:

SLU will continue to support the coordination of LAMP by in-kind contribution including updating of the AN's website. From GASL it would be very much appreciated to get support for one physical meeting of an executive group, estimated cost for this is 5 000 USD per year. For running costly pilots, there is a need for substantial funding – which we are working for – but it is hard to use the word "expected" for this process and the amount money.

Investments from donors apart from GASL 2017-2018

SLU: 11 000 USD

French Gov: 5 000 USD

In kind professional days 2016-18:

40 days (SLU professor)

10 days (others providing materials to the web)



**Action Network 8 – Livestock for Social Development
Work Plan 2019-2021**

1. Background information

Livestock stakeholders at all levels are unable to consistently measure the value of livestock, including dairy, to social development. There are several reasons for this, among which we can highlight: (i) little and incomplete information on the number of people that depend on livestock for their livelihoods (ii), no consistent methodology to assess the socioeconomic benefits derived from livestock activities (e.g. income, job creation, capital generation, gender impact, children nutrition, noncash incomes, etc.). As a result, the opportunities that livestock provides to contribute to social development remain untapped. Closely related to this is the framework that the Sustainable Development Goals (SDGs) have provided for reporting advancements on the three dimensions of sustainability (economic, social and environmental) on which there is clear need to deliver elements for a consistent assessment, in this case, for economic and social dimensions.

The Action Network on Livestock for Social Development aims to enhance social development through a more enabling environment and more sustainable investments in the livestock sector. The initial focus will on dairy (cows and buffaloes) to start with and motivate other livestock groups to present their proposals. The main framework to use is the contribution of the livestock sector to meet some of the SDGs (those related to the socio-economic dimension mainly). The AN has agreed to develop 3 focus areas:

- Evidence of socio-economic impact
- Guidelines and tools for measuring impact
- Conceptual development of the livestock's social dimension

For bringing evidence, recently the AN has published a prospective paper entitled Dairy Development's Impact on Poverty Reduction. In providing guidelines and tools the AN has been working in refining framework and main elements for Diary Impact Methodology. During the last GASL, MSP's meeting in Mongolia (2018), the AN has been also working in defining which elements to analyze for defining its conceptual framework.

2. Objectives and expected outcomes of the Action plan (AP)

One of the main objectives of the AP is to generate awareness among livestock and non-livestock stakeholders of: (i) the importance of livestock for social development; and (ii) the returns on investments in livestock for social development. To achieve these objectives, the action network considers the following outcomes:

- Reports that provides robust evidence on the role of livestock for social development.
- Tools / Guidelines that assist stakeholders in (i) assessing the current contribution of livestock to desirable societal dimensions; (ii) measuring the benefits of investing in livestock to improve the sector contribution to social development.
- Livestock for social development platform for continuous stakeholder engagement, cross-learning and cross-fertilization

3. Elements of the Action Plan

The AP proposed contains the following elements:

- I. Providing robust evidence



- A series of publications demonstrating the relationship between livestock and the social SDGs
 - Dairy and Poverty Reduction (produced in 2018)
 - Dairy and Ending Hunger and Food Security (Foreseen for 2019)
 - Dairy and Gender and youth (Foreseen for 2020)
 - Dairy and Decent and Economic growth (2021)
 - A series of case studies that illustrate the social role of livestock in different regions and production systems
 - Pastoralism in Asia, Africa and Latin America (2019)
 - Backyard poultry production in Africa (2019)
 - Small ruminants (2020-21)
- II. Guidelines and tools for measuring socioeconomic impact
- Basic prototype for measuring dairy impact at the farm level (2019)
 - Task Force (external experts) for guiding Dairy Impact Methodology approach (2019)
 - Prototype for measuring dairy impact (current contribution and return on investment – 2019-20)
 - Testing and adjusting methodologies in 3 different regions (2020-21)
- III. Conceptual development of the livestock social dimension
- Workshop for defining main elements of the conceptual framework (2019)
 - Defining scope of the social dimension (2019)
 - Re-define and shaping actions for the AN (2020)
- IV. Communication strategy
- Aligning with the Global Agenda's communication strategy
 - Creating a portfolio of successful evidence of livestock contribution to social development

4. Funding and budget

As it was defined and agreed when founding the AN, an institutional set of organizations (FAO, IFCN Dairy Network, Global dairy Platform) will provide seed capital for the basic actions defined on the AP. For full implementation of the actions defined in the AP, it has been agreed to frame them in a project proposal to potential donors.

On the other hand, it is foreseen in this AP, to provide additional funding (to be requested to the Guiding Group) for implementing the actions to support:

- A series of case studies that illustrate the social role of livestock in different regions and production systems
 - Pastoralism in Asia, Africa and Latin America (2019)
 - Backyard poultry production in Africa (2019)
 - Small ruminants (2020-21)

The seed capital foreseen for the following actions is as follows:



Evidence: A set of prospective papers

Action	Budget	Comment
Dairy and Ending Hunger and Food Security (Foreseen for 2019)	65000 - 75000 USD	Provided by the institutional framework (GASL, IFCN and GDP)
Dairy and Gender and youth (Foreseen for 2020)	65000 - 75000 USD	Provided by the institutional framework (GASL, IFCN and GDP)
Dairy and Decent and Economic growth	65000 - 75000 USD	Provided by the institutional framework (GASL, IFCN and GDP)

A series of case studies that illustrate the social role of livestock in different regions and production systems

Action	Budget	Comment
Pastoralism in Asia, Africa and Latin America (2019)	70000 - 90000 USD	Co-finance schemes requesting 50% to GASL (35000 – 45000 USD)
Backyard for poultry production in Africa (2019)	70000 - 90000 USD	Co-finance schemes requesting 50% to GASL (35000 – 45000 USD)
Small ruminants (2020-21)	70000 - 90000 USD	Co-finance schemes requesting 50% to GASL (35000 – 45000 USD)

Other actions

Action	Budget	Comment
Dairy Impact methodology /year	45000 USD	
Task force and workshops/year	20000 USD	
Project proposals to potential donors	24000 USD	

Coordinating Action Network

Action	Budget	Comment
AN coordination per year	30000 USD	
Travelling costs/year	10000 USD	
Other (GG – task forces)/year	40000 USD	



**Action Network 9 – Animal Welfare
Work Plan 2019-2021
(condensed from the original)**

1. Objectives and overview

The objectives of the GASL's Animal Welfare Action Network are to:

1. Understand and demonstrate animal welfare's role in delivering the SDGs²⁹
2. Increase adoption of good practices and improve animal welfare conditions on farm that support the delivery of the SDGs in line with the Global Agenda's identified priorities³⁰
3. Increase the profile of animal welfare in sustainable livestock
4. Reflect and enhance the reputation of livestock production by demonstrating its work to achieve good animal welfare in practice

The inception of the animal welfare action network (AWAN) in August 2017 developed a strategy, guidelines and steering group to work towards these objectives. Since late 2017, action on the network has stalled with the previous chair, Dr Lesley Mitchell, moving institutions and so out of the chairperson's role. The original GASL AWAN plan is provided below. This document gives a comprehensive overview of the history and focus of the AWAN and has been endorsed by a broad number of stakeholders and the steering group.

Dr. Rebecca Doyle, from the University of Melbourne, joined the network as the new chair in September 2018 and will restart work with the steering group and new members to continue the work of the AWAN as planned.

The AWAN will work to communicate and demonstrate the role of animal welfare in sustainable livestock production and how it can contribute to the SDGs, and to encourage practice and policy change to reflect these goals. The work of AWAN will be evidence based, and will seek conduct and encourage research where knowledge gaps exist. Planned progress towards these objectives are outlined in the

²⁹ More information on the SDGs and targets can be found here: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>. A useful resource exploring linkages between livestock and the SDGs has been developed by the FAO and can be found here: http://www.livestockdialogue.org/fileadmin/templates/res_livestock/docs/2016/Panama/global-goals_wheel.pdf.

³⁰ See GASL document on SDG priorities (in press 2017).



2. Planned activities: 2019 - 2021

Activity	2019	2020	2021	Planned actions and progress to date
<i>Resources and management</i>				
1. Broaden membership base	✓	✓	✓	SPANA, as a part of the ICWE ³¹ , will join the AWAN (Apr 19).
<i>Programme activity</i>				
1. Develop targeted publications on animal welfare and the SDGs	✓			RD ³² to share an outline for the peer-reviewed publication; end of April
2. Identify and share case studies for animal welfare and sustainability	✓	✓		Starting with partners, then broadening to other groups, and finally extending to targeted/commissioned activities as needed. RD to circulate case studies from WHW ³³ and the template to other partners to collect existing case studies
3. Work towards promoting the use of common animal welfare indicators.			✓	Initiate the process by holding a workshop to promote the use of AW indicators in 2021
<i>Communications and promotion</i>				
1. Revise the website to communicate the goals of the AWAN and the role of animal welfare in sustainable animal production	✓			RD to contact GASL about what support is available for online comms RD to re-work the blurb for the website and circulate for comment Share resources and case studies here as they're developed
2. Promote AWAN within GASL and in selected external meetings	✓	✓	✓	
3. Present case studies and animal welfare & SDGs work in different forums	✓	✓	✓	
<i>Monitoring and evaluation</i>				
1. Review, evaluate and report on AW network progress	✓	✓	✓	

3. Resources and Participation

Through a consultation, several leading organisations have expressed an active interest in being members of the network, such as *agri benchmark* and a number of significant national and regional dairy producer organisations which have offered to contribute resources to support the network, case studies, and resources to develop pilot projects. The primary resource provided is likely to be in kind.

³¹ International Coalition for Working Equids

³² Rebecca Doyle

³³ World Horse Welfare

