01. Preface

Sustainable development is only possible in a world without hunger and poverty. Agriculture, including livestock, is important to feed the world. The mission of the Global Agenda for Sustainable Livestock is to enhance livestock stakeholders’ commitment and investments in support of the UN 2030 Agenda by facilitating dialogue, generating evidence and supporting the adoption of good practices and policies.

Our planet faces multiple and complex social, environmental and economic challenges. The Sustainable Development Goals (SDGs) are the universally endorsed framework accepted by all and applicable to all countries to address these challenges. Livestock has a major role to play in achieving the SDGs. However, ensuring the successful implementation of the SDGs will require innovative cooperation approaches. The Global Agenda for Sustainable Livestock (GASL) is a multi-stakeholder partnership hosted by FAO’s Division of Animal Production and Health (AGA), committed to the sustainable development of the livestock sector along three major lines: Food Security and Health, Equity and Growth and Resources and Climate Change. Its more than 100 institutional partners worldwide constitute seven stakeholder clusters and nine technical action networks, which represent all sectors of society and address several dimensions of sustainable livestock development. The Global Agenda engages in stakeholders’ policy dialogue, produces tools, shares experiences, and agrees on action. It recognizes the multiple social, economic, and environmental dimensions, their contributions, synergies and trade-offs, and advocates an integrated perspective to problem solving. GASL provides an important global platform to demonstrate solutions and best practices in the livestock sector. It also offers a space to discuss emerging issues by including a wide range of stakeholders while developing appropriate measures in support of sustainable livestock-sector development. Its approach to sustainable livestock integrates considerations of livelihoods, economic and social impacts, public health, animal health and welfare, environmental impacts, and land use and tenure as well as biodiversity. It predicates that all livestock production systems can be more sustainable, independently of their geographical location. As Chair I thank all the stakeholders for their continuing support of the mission, vision and activities of the Global Agenda.

FRITZ SCHNEIDER  
Chair, Global Agenda for Sustainable Livestock
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02. Executive summary

The mission of the Global Agenda is to enhance livestock stakeholders’ commitment and investments in support of the UN 2030 Agenda by facilitating dialogue, generating evidence and supporting the adoption of good practices and policies.

In the reporting period, the Global Agenda has been successful in making the case for an integrated approach towards sustainable livestock-sector development through consulting and networking through two Multi-Stakeholder Partnership (MSP) meetings; by conducting analyses and assessments to aid joint work; by discussing important issues and building consensus; by guiding and helping implement partnership processes that facilitate and support innovation; and by providing tools and guidelines.

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.

MAJOR ACHIEVEMENTS IN 2016 AND 2017

- Consolidation of a Multi-Stakeholders Partnership aligned with the Sustainable Development Goals of the UN 2030 Agenda.
- Formalization of an organizational structure to support and guide the Global Agenda with approved Rules and Procedures. This organizing structure and governance structure includes a Guiding Group and its supporting constituencies (stakeholder clusters), and a growing number of Action Networks.
- 2016 FAO Committee on Agriculture (COAG) support. One hundred 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.
- Multi stakeholder partnership (MSP) meetings in 2016 and 2017 (Panama and Ethiopia). Two MSP meetings have been held, building consensus, sharing knowledge and developing a shared vision around the contribution of the livestock sector to the SDGs.
- Development of existent Action Networks. Several Action Networks have achieved tangible results in Latin America, Europe, Africa and Asia, developing methodologies that have been disseminated among many stakeholders and supporting several pilot projects worldwide.
- Establishment of three additional Action Networks. The new networks approved by the Guiding Group are the Livestock Antimicrobial Resistance Partnership (LAMP), Livestock for Social Development, and Animal Welfare. The topic of promoting investments in sustainable livestock is currently under consideration.
- Advocacy on the importance of the sustainable livestock sector in the process of developing the 2030 Agenda and at policy level. In the reporting period, the Global Agenda’s partners and stakeholders actively participated in important events around the world.
- Expansion of the membership, which has almost doubled since December 2015. As of March 2018, the Global Agenda had 105 official partners, including 21 governments. The list of official members is shown in Annex 1.
- Strengthening of the Agenda Support Team. The Secretariat was strengthened with a Livestock Policy Officer as the operations manager in 2017 and two Associate Professional Officer (APO) pledges, one from Switzerland (effective 1 February 2018) and Germany (in process) to support GASL Action Networks in 2018. France has also offered a secondment position.
- FAO’s Support to GASL COAG’s 25th Session 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, and ensure a better regional balance.
CHALLENGES AHEAD

➔ The livestock sector as part of food security and nutrition and the importance of animal-based food for healthy diets has been on the agenda of important international conferences (HLPF, New York 2017; COP23, Bonn 2017; GFFA, Berlin 2018). To keep this momentum, the Global Agenda has to improve its visibility through better and more intensive communication.

➔ To secure the necessary funds to continue the multi-stakeholder process of the Global Agenda will be a major challenge for the period 2019-2021.

➔ GASL as a space where all clusters have same weight in decision-making has challenged the perception of a sector of civil society and parts of FAO that believe a multi-stakeholder partnership can only be structured the way United Nations bodies are organized. These concerns have been addressed transparently through open dialogue and invitations to participate in the consensus processes of the Global Agenda.

OUTLOOK

In 2018, the Global Agenda will organise and conduct its 8th MSP meeting in Mongolia under the 8th title: “Towards sustainability, livestock on the move”.

The Global Agenda will start supporting regional and national initiatives towards sustainable livestock development.

The Global Agenda will develop a new Action Plan for the period 2019-2021. 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 the Global Agenda will improve its visibility and impact with better and more intensive communication activities.
## 03. Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>ADB</td>
<td>African Development Bank</td>
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<tr>
<td>AN</td>
<td>Action Network</td>
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<tr>
<td>AP</td>
<td>Action Plan</td>
</tr>
<tr>
<td>AST</td>
<td>Global Agenda Technical Support Team (Secretariat)</td>
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<tr>
<td>BMGF</td>
<td>Bill and Melinda Gates Foundation</td>
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<td>CCAFS</td>
<td>Research Program on Climate Change, Agriculture and Food Security</td>
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<tr>
<td>CFS</td>
<td>Committee on World Food Security, foremost intergovernmental and international platform dealing with food security and nutrition (FAO-IFAD-WFP)</td>
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<tr>
<td>CGIAR</td>
<td>Consultative Group for International Agricultural Research</td>
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<td>COAG</td>
<td>FAO Committee on Agriculture</td>
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<td>COP22</td>
<td>2016 United Nations Climate Change Conference</td>
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<td>COP23</td>
<td>2017 United Nations Climate Change Conference</td>
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<tr>
<td>GACSA</td>
<td>Global Alliance on Climate-Smart Agriculture</td>
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<tr>
<td>GASL</td>
<td>Global Agenda for Sustainable Livestock</td>
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<tr>
<td>GFFA</td>
<td>Global Forum for Food and Agriculture</td>
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<tr>
<td>GG</td>
<td>Guiding Group of the Global Agenda for Sustainable Livestock</td>
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<tr>
<td>GIZ</td>
<td>German Society for International Cooperation</td>
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<td>GLAD</td>
<td>Global Livestock Advocacy for Development</td>
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<td>GNSPS</td>
<td>Global Network for Silvopastoral Systems</td>
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<td>GRA</td>
<td>Global Research Alliance on Agricultural Greenhouse Gases</td>
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<tr>
<td>HLPE</td>
<td>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)</td>
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<tr>
<td>HLPF</td>
<td>High Level Political Forum on Sustainable Development, main United Nations platform dealing with sustainable development</td>
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<td>IADG</td>
<td>Inter-Agency Donor Group</td>
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<td>IDF</td>
<td>International Dairy Federation</td>
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<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
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<td>IFIF</td>
<td>International Feed Industry Federation</td>
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<td>ILRI</td>
<td>International Livestock Research Institute</td>
</tr>
<tr>
<td>INTA</td>
<td>Instituto Nacional de Tecnología Agropecuaria, Argentina</td>
</tr>
<tr>
<td>MSP</td>
<td>Multi-Stakeholder Partnership</td>
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<tr>
<td>OIE</td>
<td>World Organisation for Animal Health</td>
</tr>
<tr>
<td>SDGs</td>
<td>Sustainable development goals of the UN 2030 Agenda for Sustainable Development</td>
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<tr>
<td>WAMIP</td>
<td>The World Alliance of Mobile Indigenous Peoples</td>
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<tr>
<td>WAP</td>
<td>World Animal Protection</td>
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<tr>
<td>WFP</td>
<td>World Food Programme</td>
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04. General progress in 2016-2017

In the reporting period, the Global Agenda for Sustainable Livestock (GASL) was successful in making the case for an integrated approach towards sustainable livestock-sector development through:

- consulting and networking through two Multi-Stakeholder Partnership (MSP) meetings;
- analysing and informing by conducting analyses and assessments to aid joint understanding and consensus building;
- guiding and piloting through partnership processes that facilitate and support innovation and provide tools and guidelines.

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.

Main outputs achieved over the last two years include:

1. **Consolidation of a Multi-Stakeholders Partnership aligned with the Sustainable Development Goals of the UN 2030 Agenda**

   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.
2. **Formalization of an organizational structure to support and guide 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.

### BOX 2. **GOVERNANCE STRUCTURE OF THE GLOBAL AGENDA**

The Global Agenda facilitates dialogue, generates evidence and supports change in practices.

- **The Guiding Group** consists of five representatives of each of the seven clusters. It is supported by an Agenda Support Team and an elected Chair.

- **Clusters** assure an inclusive participation of society in a manner that is open and voluntary, inclusive and oriented towards consensual change, while being knowledge-based and showing respect for a diversity of views.

- **Action Networks** are thematic technical expert groups, creating evidence, designing available tools and guidelines and enhancing practice change.

- **Rules and Procedures** approved by the Guiding Group form the institutional reference frame for the Global Agenda.

- **The Secretariat** is hosted by FAO in Rome.
3. **2016 FAO Committee on Agriculture (COAG) support**

One hundred 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.

**BOX 3. THE SEVEN CLUSTERS OF THE GLOBAL AGENDA**

The Global Agenda has seven clusters representing the entire spectrum of society involved in livestock value chains.

The main tasks of the clusters are to:

- ensure a balanced representation in the multi-stakeholder processes
- develop and implement the strategic direction of the Global Agenda
- support communication within and between clusters
- support the Global Agenda financially
- support fundraising

Each cluster has five representatives in the Guiding Group.
4. Multi stakeholder partnership (MSP) meetings in 2016 and 2017

Two MSP meetings were held, building consensus, sharing knowledge and developing a shared vision around the contribution of the livestock sector to the SDGs Two MSP meetings–Panama 2’16 and Ethiopia 2017.

In the Panama MSP meeting, held in Panama City from 20 to 24 June, the stakeholders committed to the Panama Declaration, and in particular to:

– support the Sustainable Development Goals and recognize them as the overarching framework of the Global Agenda for Sustainable Livestock;
– engage in multi-stakeholder dialogue for consensus building from local to global levels, and in stakeholder initiatives and action networks;
– take 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;
– build tools for integrated decision-making that reflect livestock systems’ diversity and different contexts and priorities;
– contribute to policy reforms, institutional development and investments for sustaining practice change;
– continue to review progress on a regular basis.

In the 7th MSP meeting, held in Addis Ababa from 8 to 12 May 2017, the partners and stakeholders:

– showcased livestock-based solutions that have the potential to contribute to sustainable development around the world;
– provided an opportunity to reflect on the initiatives that have been undertaken;
– highlighted the lessons that may be applied to successful sustainable livestock development and clarified the tools that can be used to assess the sectors’ multiple benefits and identify those areas that still require further work;
– confirmed the unique roles of the Global Agenda in bringing together different types of stakeholders to explore tools and models to measure sustainability in the livestock sector, to consider lessons from diverse initiatives at global, regional and local level and to see on the ground examples of livestock-based solutions applied in Ethiopia;
Progress Report 2016-2017

– conducted a policy forum, engaged ministers and other high-level actors from across the African continent;
– conducted a share fair at the ILRI Campus that provided opportunities for all participants to examine a wide range of different initiatives in greater depth.

5. Development of existent Action Networks
Several Action Networks have achieved tangible results in Latin America, Europe, Africa and Asia through methodology developments that have been disseminated among a wide range of stakeholders:
– environmental assessment guidelines;
– efficiency analysis;
– guidelines for grassland management;
– knowledge transfer by Dairy Asia;
– knowledge transfer by the Silvopastoral Systems network.
They have supported several pilot projects worldwide. See also Ethiopia 7th MSP Meeting Report* for the livestock-based solutions presented. The Waste to Worth Action Network (targeting feed use of waste and productive use of livestock waste) has been rather inactive since the Panama MSP meeting, waiting for a champion that would pursue its development again.

6. Establishment of three additional Action Networks
The new Action Networks approved by the Guiding Group are the Livestock Antimicrobial Resistance Partnership (LAMP), Livestock for Social Development, and Animal Welfare. The issue of promoting investments in sustainable livestock is currently under consideration.

7. **Advocacy on the importance of a sustainable livestock sector in the process of developing the UN 2030 Agenda and at policy level**

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

In the reporting period, the Global Agenda’s partners and stakeholders actively participated in important events around the world and significant advocacy work is in progress through coordination with the GLAD initiative led by ILRI.

### EVENTS WITH GASL PRESENCE IN 2016

- International Conference: Steps to Sustainable Livestock. Global Farm Platform, Bristol UK
- Dairy Asia, Launch and Steering Committee meetings, Bangkok
- 6th Greenhouse Gas and Animal Agriculture Conference, Melbourne
- Global Forum for Innovation in Agriculture, Abu Dhabi
- International Dairy Federation (IDF) Symposium on Technology and Spray Dried Dairy Products, St Malo, France
- Fifth Global Feed and Food Congress (organized by IFIF), Antalya, Turkey
- IDF/ISO Analytical Week, Copenhagen
- GACSA Annual Forum, Rome
- International Rangelands Congress, Saskatoon, Canada
- FAO Committee on Agriculture (COAG), Rome
- World Congress on Silvopastoral Systems, Portugal
- Global Conference on Sustainable Beef, Banff Springs, Canada
- IDF business meetings preceding World Dairy Summit
- World Food Day, Land O’Lakes event: Livestock markets, animal source foods and human nutrition, Washington, USA
- Committee on Food Security (CFS), Rome
- IDF World Dairy Summit, Rotterdam
- World Meat Congress, Uruguay
- COP22, ILRI side event: Tracking NDC progress: MRV for agricultural emission reductions, mitigation, Morocco
- COP22, CCAFS-led event on Adaptation of Agriculture in Africa, Marrakech, Morocco

### EVENTS WITH GASL PRESENCE IN 2017

- Silvopastoral System Symposium at the Ninth Agroforestry Congress, Colombia
- International Livestock Congress: Balancing Livestock and Water Use for Sustainable Nutrition, Houston, USA
- LAMP Action Network Proposal Workshop, Uppsala, Sweden
- World Milk Day, Rome
- Ninth Silvopastoral Systems International Congress, Manizales, Colombia.
- Global Livestock Advocacy for Development (GLAD) Workshop, Nairobi, Kenya
- GASL co-organized CFS Side Event: Is low-carbon meat possible? Rome
- IDF World Dairy Summit 2017, Belfast
- HLPF of the UN. New York, USA
- Dairy Asia’s Second MSP meeting, Myanmar
- COP23, Bonn, Germany
- XIV Livestock Development Commission for Mesoamerica (CODEGALAC), San José, Costa Rica.

In addition GASL conducted six Guiding Group Meetings and participated regularly in meetings of the LEAP Steering Committee.

8. **Expansion of the donor base**

Stakeholders supported the Global Agenda actively and, after the COAG session on 27 September 2016, important pledges from donors ensured operations were funded until December 2018. More pledges are in progress. Switzerland, the Netherlands, Ireland, the Global Dairy Platform (GDP), Canada, France 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 specific Action Networks.

Contributions of the Global Agenda donors amounted to USD 800 000 in 2016 and USD 1 210 000 in 2017. Switzerland remains the main donor by far followed by the
Netherlands and France (for details see Financial Situation section of this report). Special thanks are due to the Panama private sector, the Panama Canal Authority and to the Government of Panama for supporting the 6th MSP Meeting. Special thanks as well go to the Government of Ethiopia, the Swiss Development Corporation (SDC), GIZ and Heifer International for supporting the 7th MSP meeting.

9. Expansion of the membership
Membership has almost doubled since December 2015. As of 1 January 2018, the Global Agenda has 105 official partners, including 20 governments. The list of official members of the Global Agenda is shown in Annex 2.

10. Strengthening of the Agenda Support Team
The Secretariat was strengthened with a Livestock Policy Officer as the operations manager in 2017 and two Associate Professional Officer (APOs) pledges from Switzerland and Germany to support GASL Action Networks in 2018.

BOX 6. GLOBAL AGENDA MEMBERSHIP PER CLUSTER
The membership of the Global Agenda is structured in seven clusters.

- **Public Sector Cluster (17)**
  There are 17 members from governments, one of them from a local government in Kenya.

- **Private Sector Cluster (23)**
  Members of the private sector cover the dairy, beef, poultry and egg industries, as well as feed and animal health, and international development agencies.

- **Academia and Research Cluster (23)**
  This cluster contains a broad variety of research institutions as well as scientific service providers in the livestock sector.

- **Non-Government Organisations (23)**
  NGOs with a wide range of objectives e.g., environmental, animal welfare and pastoralist, as well as development agencies.

- **Donors (10)**
  Members donating to the Global Agenda’s budget are listed in the Donor Cluster on p. 18. Three of them are national governments.

- **Social Movements (3)**
  Participation of civil society organizations is still rather weak. But existing members are playing an important role in the Global Agenda.

- **Multilateral and Intergovernmental Organizations (6)**
  Major intergovernmental and multilateral organizations form part of this cluster.
11. FAO’s Support to GASL
COAG’s 25th Session called on FAO to play a greater role as an intergovernmental stakeholder and as a programmatic collaborator in providing technical expertise. COAG also asked FAO to strengthen its role as the Secretariat, promote stronger cooperation among countries and improve regional balance. The following is an assessment of the Secretariat regarding FAO in each of these roles.

- **FAO as an intergovernmental stakeholder:** FAO has continued its active role in the 7th Cluster of GASL, advocating for transparency and openness in the operation of the cluster.

- **FAO as a programmatic collaborator:** budget constraints, and divergent perceptions on what a multi-stakeholder partnership should be, keep preventing FAO from providing better technical and administrative support and expertise to GASL. An encouraging development is the cooperation offered by FAO to the new GASL Action Network on Livestock for Social Development regarding dairy development.

- **FAO as a promoter of a stronger GASL Secretariat:** FAO used its good offices to secure offers for two Associate Professional Officers (APOs), one from Switzerland and the other from Germany, to support GASL Action Networks in 2018. Negotiations are also in progress for a secondment from France.

- **FAO as a promoter of stronger cooperation among countries:** FAO is playing an important role in this respect through its national and regional offices in Panama, Addis Ababa, Bangkok and Mongolia, Turkey and Ukraine. A good example is the role FAO Mongolia is playing in the development of the Mongolian Agenda for Sustainable Livestock. However, when cooperation involves private sector stakeholders, all processes become slower and more complicated.

- **FAO as a promoter of better regional balance:** FAO is helping ensure regional balance in the representation of the Global Agenda’s Guiding Group Members (especially from the Public Sector) and stakeholders in general.

**CHALLENGES AHEAD**

The livestock sector as part of food security and nutrition and the importance of animal-based food for healthy diets has been on the agenda of major international conferences (HLPF, New York 2017; COP23, Bonn 2017; GFFA, Berlin 2018). To keep this momentum the Global Agenda has to improve its visibility through improved, more intensive communication.

Securing the necessary funds to continue the multi-stakeholder process of the Global Agenda will be a major challenge for the period 2019-2021.

The Global Agenda has been designed as a space where all clusters have the same weight in decision-making through a consensus mechanism (in line with Sustainable Development Goal 17, Partnerships for the Goals). This notion has challenged the perception of some Civil Society Members and part of FAO staff who believe a multi-stakeholder partnership can only be structured the way United Nations bodies are organized, with governments
acting as the sole decision makers and the rest of the stakeholders playing complementary/advisory roles. They also disagree with the fact that Global Agenda donor’s participate in the partnership’s decision-making. These concerns have been addressed transparently through open dialogue, and regular and timely invitations to participate in the consensus processes the Global Agenda leads in the livestock sector. Sharing the same discussion table is the way to overcome suspicion and doubts.

OUTLOOK

In 2018, the Global Agenda will organize and conduct its 8th MSP meeting in Mongolia under the title: “Towards sustainability, livestock on the move”. The Global Agenda will start supporting regional and national initiatives towards sustainable livestock development. It will develop a new Action Plan for the period 2019-2021. This Plan will work towards an improved focus of the Global Agenda on advocacy and support of the adoption of good practices and policies. Furthermore the Global Agenda will improve its visibility and impact with better and more intensive communication activities.
Key achievements

THE GLOBAL AGENDA FOR SUSTAINABLE LIVESTOCK IS AN EXPERIMENT THAT HAS GROWN AND DEFINED ITSELF STEP BY STEP THROUGH LEARNING, EVALUATING AND IMPLEMENTING LESSONS LEARNED.

KEY ACHIEVEMENTS/STRENGTHS

The most relevant achievements in 2016 were the 6th Global MSP Meeting in Panama during the first semester and the resolution from FAO’s Committee of Agriculture to support the Global Agenda in the second semester. The 6th Multi-Stakeholder Partnership meeting of the Global Agenda in Panama (20-24 June 2016) made the links between sustainable livestock-sector development and achieving the Sustainable Development Goals (SDGs) of the UN 2030 Agenda obvious and visible. The meeting in Panama also showed that the Global Agenda is well placed to provide a platform to showcase solutions and best practices in the livestock sector. It also provides space to discuss emerging issues by including a wide range of stakeholders while developing appropriate measures in support of sustainable livestock-sector development. Its approach to sustainable livestock integrates considerations of livelihoods, economic and social impacts, public health, animal health and welfare, resource use efficiency, environmental impacts, land use and tenure as well as biodiversity. It starts out from the fact that all livestock production systems can be more sustainable, independently of their geographical location.

One hundred and fifteen governments present at the 7th session of 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 thus far. The Committee on Agriculture was invited to consider the appropriateness of the governance structure of the Global Agenda and its linkage to the SDGs and to consider the four roles of FAO as convener, stakeholder, programmatic collaborator and secretariat. After a very interesting discussion, in which most governments expressed their decisive support to the Global Agenda (only one observer expressed opposition), the Committee
concluded that both the governance and the linkages to the SDGs are appropriate and that FAO should strengthen its roles as stakeholder, programmatic collaborator, and secretariat, acknowledging that the role of convener should be one for the Chair and the Guiding Group to develop.

The most relevant achievements of 2017 were the 7th Global MSP Meeting in Ethiopia and the key developments in the global livestock sector following the COP23 meeting in Bonn.

The 7th Global MSP Meeting, held in Addis Ababa from 8 to 12 May, provided an opportunity to reflect on the initiatives that have been undertaken, highlighted the lessons that may be applied to successful sustainable livestock development, served to clarify the tools that can be used to assess the sector’s multiple benefits, and helped to identify those areas that still require further work. It was organized to reinforce the unique roles of the Global Agenda in bringing together different types of stakeholders to explore tools and models to measure sustainability in the livestock sector, to consider lessons from diverse examples at global, regional and local level and to see on the ground examples of livestock-based solutions applied in Ethiopia. A policy forum engaged ministers and other high-level actors from across the African continent and a share fair at the ILRI Campus provided opportunities for all participants to examine a wide range of initiatives at greater depth.

During COP23, held in November in Bonn, the important contribution animal products make to nutrition and the fight against poverty was recognized. Livestock products also have an impact on the environment and human health. The COP23 draft conclusions on issues relating to agriculture, at the 47th session of the Subsidiary Body for Scientific and Technological Advice (SBSTA) in Bonn, state six issues that all are highly relevant to the vision, mission and work of the Global Agenda (process, adaptation, soil fertility and water, nutrients and manure, livestock systems, and food security). The Global Agenda decided to participate and prepare its offer to the SBSTA on 31 March 2018. Lives and livelihoods the world over hinge on livestock, and future diets of human populations will still include meat, milk and eggs, especially in low- and middle-income countries. It is now widely recognized that the global livestock sector requires special attention and investments to make it more sustainable, responsible and efficient, thereby contributing to human well-being worldwide in a sustainable, healthy way. This event offered an opportunity of promoting the sustainable livestock development principles and aspirations that the Global Agenda has been fostering since 2011.

The interventions of the Global Agenda’s Partner Clusters and Action Networks on topics related, but not limited, to climate change, sustainable consumption, anti-microbial resistance, animal welfare, livestock and systems have been empowered. A global framework is now in place to work on livestock sustainability.

Additionally, in 2017 three new Action Networks, the Antimicrobial Resistance Partnership (LAMP), Livestock for Social Development and Animal Welfare, were approved by the Guiding Group and became active through the efforts of their coordinating champions (the Swedish University of Agricultural Sciences, the Global Dairy Partnership and Donkey Sanctuary) and partners in helping implement their work plans and governance mechanisms. Finally, intensive efforts to add new resource partners, with renewed support from Switzerland and the Netherlands, have brought the Government of Germany and the Gates Foundation closer to the Global Agenda.

In the reporting period, the partners benefiting from the Global Agenda’s actions were:
PARTICIPANTS OF MSPS

- 6th MSP Meetings in Panama City, Panama, 2016
  190 participants, from 45 countries, five continents and all seven clusters of the Global Agenda.

- 7th MSP meeting in Addis Ababa, Ethiopia, 2017:
  293 participants, from 50 countries, five continents and all seven clusters of the Global Agenda.

ACTIONS NETWORKS

- Action Network on Restoring Value to Grasslands (global).
- Action Network on Global Silvopastoral Systems (global).
- Action Network on Closing the Efficiency Gap (global).
- The Livestock AntiMicrobial Resistance Action Network (LA MP) (global).
- Dairy Asia Action Network (Asia Pacific and South and West Asia).
- Livestock for Social Development Action Network (global).
- Action Network on Livestock Environmental Assessment and Performance (LEAP) (global).
- Action Network on Animal Welfare (global).

CLUSTERS

- Public Sector Cluster (Governments of Panama, Ethiopia, Mongolia, Kenya, Brazil, Costa Rica, Cuba, Dominican Republic, New Zealand, Paraguay, Rwanda).
- The Intergovernmental and Multilateral Organizations Cluster (FAO, IFAD, ILRI, World Bank, OIE, AU-IBAR).
- Social Movements Cluster (pastoralists, WAMIP and APESS).
- Private Sector Cluster (International Meat Secretariat (IMS), Global Dairy Platform (GDP), International Dairy Federation (IDF), International Poultry Council (IPC), International Egg Commission (IEC), Centro Brasileiro de Pecuária Sustentável (CBPS), Dairy Sustainability Framework (DSF), GIZ, Global Roundtable for Sustainable Beef (GRSB), International Feed Industry Federation (IFIF), Kenya Dairy Board (KDB)).
- Academia/Research Cluster (Agri benchmark, AgResearch, Bangladesh Livestock Research Institute, Bern University of Applied Sciences, CATIE, CIPAV, CIRAD, IFCN Dairy Research Network, Instituto Plan Agropecuario, Universidade Federal de São João del-Rei, Universidad Austral de la Patagonia).
- Donor Cluster (Switzerland, Netherlands, France, Confédération Nationale de l’Élevage (CNE), Swedish University of Agricultural Sciences (SLU)).
Tracking Results of the GASL Action Plan

THE PROJECT’S LONG-TERM IMPACT IS TO FACILITATE DIALOGUE, GENERATE EVIDENCE AND SUPPORT THE ADOPTION OF GOOD PRACTICES AND POLICIES IN FAVOUR OF THE UN 2030 AGENDA TARGETS AND OBJECTIVES RELATING TO LIVESTOCK.

Performance and assessment of the results of the 6th and 7th Global MSP meetings in Panama in June 2016 and Addis Ababa in May 2017 have progressed well. The planning of the 8th Global MSP meeting in Mongolia for June 2018, along with the search for venues for the Ninth and Tenth Global MSP meetings is in progress. Support to regional GASL MSP meetings was extended in the context of Dairy Asia. Steps have been taken to expand support to other regions in 2018, such as Mesoamerica and Eastern Europe, Caucasus and Central Asia (Multi-stakeholder GASL meeting in Uman, Ukraine in April 2018, and first contacts in South America in May 2018).

A central theme of the Panama MSP meeting was an exploration of the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda and what these goals mean to the various stakeholders. An innovative and novel “pizza game” (an activity for GASL stakeholders to reflect on how they could contribute to the SDGs through the Clusters, Action Networks and as individuals) proved to be a successful and stimulating way of generating active engagement in discussing, learning and sharing different perspectives concerning the roles of livestock in implementing the SDGs, and their place in the development of the overarching sustainability framework of the Global Agenda for Sustainable Livestock. These sessions further cemented the SDGs as a beacon for the strategic framework of the Global Agenda, and highlighted the lead role that the Global Agenda could play as a recognized platform to help achieve the livestock dimensions of the SDGs.

The showcase of livestock-based solutions in the Addis Ababa MSP meeting showed the multiple tools GASL partners and stakeholders are producing in favour of sustainable livestock development, and cases of their application. The Academia/Research cluster proposed a process to assess the practical usefulness of the various livestock-based solutions and multiple tools presented.

The consolidation of Action Networks’ research towards production of publications of collaborative work among Global Agenda partners has advanced according to plan. These products will be published in 2018.

The steps taken for establishing a GASL Quality Control/Editorial Committee and intensifying fundraising have also progressed, although not as fast as planned.

For a detailed description of the project’s progress according to the outcomes and outputs of the GASL Action Plan, please see the table starting on p. 20. The current work plan of the project has three outcomes, 14 outputs and 53 activities. Outcome number 1 has 6 outputs and 25 activities; outcome number 2 has four outputs and 15 activities; and outcome number 3 has four outputs and 13 activities.
<table>
<thead>
<tr>
<th>RESULTS CHAIN</th>
<th>INDICATORS</th>
<th>BASELINE</th>
<th>PROGRESS TO DATE</th>
<th>PERCENTAGE ACHIEVED VS REPORTING PERIOD TARGET</th>
<th>END TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact</td>
<td>UN 2030 Agenda targets and objectives related to livestock</td>
<td></td>
<td>Indicators per output</td>
<td>(expected value at project completion)</td>
<td></td>
</tr>
</tbody>
</table>

**OUTCOME 1 MSP Processes**

<table>
<thead>
<tr>
<th>Output 1.1</th>
<th>Representative MSP Platform (2017-2018)</th>
<th>Documented priorities / Documented joint opportunities / Proceedings of the annual MSP meetings (global, regional, national) / Annual progress reports</th>
<th>One Global MSP meeting / year</th>
<th>Two Global meetings and proceedings reports (Panama, 20-24 June 2016 and Addis Ababa, 8-12 May 2017)</th>
<th>100%</th>
<th>Three Global Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1.2</td>
<td>Guiding Group actions (2017-18)</td>
<td>GG meeting minutes / AN and Cluster minutes and documentation / GASL annual progress reports / Meetings’ attendance</td>
<td>Two GG meetings and minutes per year/ One cluster report per year</td>
<td>Six GG meetings and minutes / Six cluster and AN reports in GG meetings and MSPs / 30-40 attendance at GG meetings</td>
<td>300% / 100% / 100%</td>
<td>Six Guiding Group Meetings / Six Cluster and AN Oral Reports / Two GASL Progress Reports</td>
</tr>
<tr>
<td>Output 1.3</td>
<td>Cluster Development (2017-2018)</td>
<td>Cluster minutes, position papers / Regional chapters formed / Quality of engagement and contributions</td>
<td>Seven clusters open for development</td>
<td>NGO, Public Sector and Intergovernmental and Multilateral Clusters’ reorganizations / Other clusters called to act/No regional chapters formed yet</td>
<td>43%</td>
<td>All clusters revised and strengthened</td>
</tr>
</tbody>
</table>
## PROGRESS TOWARDS TARGETS

<table>
<thead>
<tr>
<th>RESULTS CHAIN</th>
<th>INDICATORS</th>
<th>BASELINE</th>
<th>PROGRESS TO DATE</th>
<th>PERCENTAGE ACHIEVED VS REPORTING PERIOD TARGET</th>
<th>END TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1.4</strong> umbrella services (may 2017-2018)</td>
<td>Cross-partnerships meeting and workshop report / Global Agenda cross-partnership activity annual report (part of GASL annual rep.)</td>
<td>No umbrella project</td>
<td>Attempt to have GASL umbrella project started in FAO in 2017</td>
<td>50%</td>
<td>Umbrella project gives specific services to partners and stakeholders</td>
</tr>
<tr>
<td><strong>Output 1.5</strong> Action Network development (2017-2018)</td>
<td>Number of active Action Netw. (ANs) / Published analysis and review documents / Implemented incubation activities supported by GASL / Seed capital invested to support AN activities / Implemented and documented up-scaling activities / Available specific guidelines</td>
<td>Five Active Action Networks</td>
<td>Eight Action Networks active and reporting progress through presentations in GG meetings and Global MSP Meeting / Three new ANs approved by GG (LAMP, Liv.Soc.Dev. and Animal Welfare) / USD 173.5K for ANs 1, 2, 4 and Dairy Asia in 2016-17 /USD 14.6K for LAMP AN, USD 20K support for Dairy Asia AN and USD 10.5K for Grasslands AN in 2017. Total: USD 219K</td>
<td>80%</td>
<td>At least ten ANs active, reporting, publishing on research and scaling-up activities</td>
</tr>
</tbody>
</table>
### PROGRESS TOWARDS TARGETS

<table>
<thead>
<tr>
<th>RESULTS CHAIN</th>
<th>INDICATORS</th>
<th>BASELINE</th>
<th>PROGRESS TO DATE</th>
<th>PERCENTAGE ACHIEVED VS REPORTING PERIOD TARGET</th>
<th>END TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1.6</strong> Advocacy through internal and external communications (May 2017-2018)</td>
<td>Number and type of influential organisations engaged in GASL / Geographic, scale and issue diversity of actively participating members / Extent of active cross-sector engagement ongoing through GASL activities and comm. / Uptake of GASL comm. products within external policy dialogues and their reflection in policy priorities and content / Presence of sustainable livestock in global and regional development processes and implementation plans / Resources committed to sustainable livestock due to sustainable livestock advocacy strategy</td>
<td>84 partners</td>
<td>105 partners as of March 2018 (20 new partners in 2017) / Mongolia, first Asian Govt., joined in Feb. 2017 / Advocacy work in progress through coordination with GLAD initiative led by ILRI this semester / Intensive promotion of the Global Agenda in many events during the year (see General Progress, point 7, for the detailed list of events) / Uptake of GASL advocacy messages by stakeholders in FAO Region of Eastern Europe and Central Asia (an MSP regional meeting supported by GASL scheduled for April 2018) and Mesoamerica (CODEGALAC) / Germany and Gates Foundation have increased interest in investing in GASL</td>
<td>80%</td>
<td>At least 125 partners, from all five continents, geographically balanced and very active. Cross-sector organizational engagement consolidated through GASL comm. products supporting policy dialogue and priorities. Regional implementation plans in place and ongoing. Three new resource partners committed due to GASL advocacy strategy</td>
</tr>
</tbody>
</table>
## PROGRESS TOWARDS TARGETS

<table>
<thead>
<tr>
<th>RESULTS CHAIN</th>
<th>INDICATORS</th>
<th>BASELINE</th>
<th>PROGRESS TO DATE</th>
<th>PERCENTAGE ACHIEVED VS REPORTING PERIOD TARGET</th>
<th>END TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTCOME 2</td>
<td>Tools and Analytical Evidence</td>
<td></td>
<td>Not due for reporting in this period</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Output 2.1
Capacities to monitor/assess the role of livestock in the UN 2030 Agenda (Jan-Dec. 2018)

- Proceedings from workshop and seminar about the role of livestock in the UN 2030 Agenda / GASL technical paper about role of livestock in UN 2030 Agenda drafted / GASL presentation on livestock’s role in UN 2030 Agenda developed and delivered at high-level events / Key variables and indicators on contribution of livestock sector to UN 2030 Agenda / Data and information to monitor and analyze changes in livestock’s contribution to the UN 2030 Agenda / Cross-country comparable indicators to monitor contribution changes of livestock to UN 2030 Agenda / Global and regional assessment by 2018 of attainment of performance indicators set for Output 2.1
## Progress Towards Targets

<table>
<thead>
<tr>
<th>Results Chain</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Progress To Date</th>
<th>Percentage Achieved vs Reporting Period Target</th>
<th>End Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 2.2</strong></td>
<td>Short-term and long-term livestock sustainability contributions, synergies, trade-offs and options for resolution (2017-18)</td>
<td>Proceedings from workshop and seminar about sustainability contributions, synergies, trade-offs and options for resolution / Technical paper on livestock sustainability contributions, synergies, trade-offs and options for resolution / Technical presentation about livestock short-term and long-term sustainability contributions, synergies, trade-offs and options for resolution developed and delivered at high-level events</td>
<td>Not available</td>
<td>FAO started research activities for the publication <em>World Livestock 2017</em> on the links between livestock and SDGs. It is wholly a FAO effort with no multi-stakeholder involvement. The Global Agenda has not started its own effort on this. It should be addressed by Guiding Group in March 2018</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Output 2.3</strong></td>
<td>Setting emerging issues (SOA assessments) (January-December 2018)</td>
<td>Three papers on sustainable livestock priorities and emerging policy issues / Global MSP agenda item and report on sustainable livestock priorities and emerging policy issues / GASL working paper on sustainable livestock priorities and emerging policy issues</td>
<td>Not due for reporting in this period</td>
<td>Several presentations were developed by ILRI and presented in global fora. Additionally, a presentation was developed by the Chair of the Global Agenda for the Global Forum for Food and Agriculture, January 2018, Berlin</td>
<td>80%</td>
</tr>
</tbody>
</table>
### PROGRESS TOWARDS TARGETS

<table>
<thead>
<tr>
<th>RESULTS CHAIN</th>
<th>INDICATORS</th>
<th>BASELINE</th>
<th>PROGRESS TO DATE</th>
<th>PERCENTAGE ACHIEVED VS REPORTING PERIOD TARGET</th>
<th>END TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 2.4</strong> Practice and Policy Change (PPC) support to start national MSP processes (July 2017- Dec. 2018)</td>
<td>Country assessment reports on PPC relevant issues / Report per country on support provided to at least two countries per year / GASL working paper on lessons learned from national MSP processes started each year</td>
<td></td>
<td>Negotiations with Mongolia as a first country assessment case have continued to support a Mongolian Agenda for a Sustainable Livestock process. Change of Minister of Agriculture in Mongolia has delayed talks, which will continue in first semester 2018</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td><strong>Outcome 3</strong></td>
<td><strong>Local Practice and Policy Change</strong></td>
<td>N.A</td>
<td>Not due for reporting in this period</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 3.1</strong> General livestock sustainability principles, guidelines and tools (May-Dec. 2018)</td>
<td>Global Agenda livestock principles and guidelines document drafted, discussed, validated, finalized and communicated</td>
<td></td>
<td>Not due for reporting in this period</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 3.2</strong> On-the-ground validation of sustainability guidelines (Aug.- Dec. 2018)</td>
<td>Reports on validation of guidelines / Guidelines to facilitate the adoption of validated approaches / Number of Action Networks involved in on-the-ground validation of sustainability guidelines</td>
<td></td>
<td>Not due for reporting in this period</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESULTS CHAIN</td>
<td>INDICATORS</td>
<td>BASELINE</td>
<td>PROGRESS TO DATE</td>
<td>PERCENTAGE ACHIEVED VS REPORTING PERIOD TARGET</td>
<td>END TARGET</td>
</tr>
<tr>
<td>---------------</td>
<td>------------</td>
<td>----------</td>
<td>-----------------</td>
<td>-----------------------------------------------</td>
<td>------------</td>
</tr>
</tbody>
</table>
| **Output 3.3**  
Global assessment of natural resource use and food security and nutrition as related to livestock supply chains (Jun.-Dec. 2018)  
Report on global assessment on natural resource use and food security and nutrition related to livestock  
Report on MSP with chapter on global assessment on natural resource use and food security and nutrition related to livestock |  |  | Not due for reporting in this period |  |
| **Output 3.4**  
Sustainable livestock investments (Jan.-Dec. 2018)  
Report on investor meeting / Medium and long-term investment plan for livestock-sector investment  
Report on livestock sector investment meeting |  |  | Not due for reporting in this period |  |
Financial situation and fundraising activities

OVERALL FINANCIAL SITUATION

Tables 1 to 3 show the financial situation of the Global Agenda. In comparison to the Action Plan 2016-2018, the budgets of the Global Agenda had to be reduced and adjusted to the funds available. In 2016 and 2017, available funds sufficed. For 2018 a deficit of USD 94,628 continues to persist.

Sponsorship for the 8th MSP in Mongolia is going well. There is a chance of reducing the deficit somewhat. Table 1 shows the detailed real expenses in 2016 and 2017 and the draft minimum budget for 2018.

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2016</th>
<th>2017</th>
<th>MINIMUM BUDGET 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECRETARIAT</td>
<td>150,955</td>
<td>271,751</td>
<td>253,883</td>
</tr>
<tr>
<td>MSP PROCESS</td>
<td>163,500</td>
<td>388,095</td>
<td>333,460</td>
</tr>
<tr>
<td>TRAVEL</td>
<td>253,897</td>
<td>161,968</td>
<td>82,000</td>
</tr>
<tr>
<td>ACTION NETWORKS</td>
<td>57,000</td>
<td>131,960</td>
<td>98,010</td>
</tr>
<tr>
<td>PPC</td>
<td>-</td>
<td>-</td>
<td>20,000</td>
</tr>
<tr>
<td>EVALUATION</td>
<td>-</td>
<td>35,000</td>
<td>15,000</td>
</tr>
<tr>
<td>FAO FEE 7%</td>
<td>43,775</td>
<td>69,214</td>
<td>57,813</td>
</tr>
<tr>
<td>TOTAL</td>
<td><strong>669,127</strong></td>
<td><strong>1,057,988</strong></td>
<td><strong>860,166</strong></td>
</tr>
</tbody>
</table>

Table 1. 2016 and 2017 Detailed Expenses and 2018 Draft Minimum Budget (USD)
Table 2 specifies the contributions by donor to the core budget and to the Action Networks budget in 2016 and 2017 and year-end balances.

### Table 2. Funds Available. Donor Contributions 2016 and 2017, Pledges 2018

<table>
<thead>
<tr>
<th>Contributions</th>
<th>2016</th>
<th>2017</th>
<th>Pledges 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To Core Budget</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Switzerland</td>
<td>680 000</td>
<td>1 146 220</td>
<td>702 028</td>
</tr>
<tr>
<td>Balance Previous Year</td>
<td></td>
<td>130 873</td>
<td>146 573</td>
</tr>
<tr>
<td>Switzerland</td>
<td>550 000</td>
<td>743 822</td>
<td>160 005</td>
</tr>
<tr>
<td>Netherlands</td>
<td>110 000</td>
<td>117 000</td>
<td>123 000</td>
</tr>
<tr>
<td>Swiss Devt. Cooperation</td>
<td></td>
<td>52 051</td>
<td></td>
</tr>
<tr>
<td>Ireland</td>
<td></td>
<td>47 700</td>
<td></td>
</tr>
<tr>
<td>Global Dairy Platform</td>
<td></td>
<td>20 000</td>
<td>34 000</td>
</tr>
<tr>
<td>CNE (Conf. Nat. Elevage)</td>
<td></td>
<td>17 710</td>
<td>18 450</td>
</tr>
<tr>
<td>France</td>
<td></td>
<td>20 000</td>
<td>17 065</td>
</tr>
<tr>
<td>Contr. Gov. Mong. MSP 2018</td>
<td></td>
<td></td>
<td>95 000</td>
</tr>
<tr>
<td>Expected Spons. MSP 2018</td>
<td></td>
<td></td>
<td>125 000</td>
</tr>
<tr>
<td><strong>To Action Networks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>120 000</td>
<td>39 817</td>
<td>15 000</td>
</tr>
<tr>
<td>Canada</td>
<td></td>
<td>18 524</td>
<td></td>
</tr>
<tr>
<td>Swedish Ag. University (SLU)</td>
<td></td>
<td>5 500</td>
<td></td>
</tr>
<tr>
<td>Global Dairy Platform</td>
<td></td>
<td></td>
<td>48 510</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>800 00</td>
<td>1 210 061</td>
<td>765 538</td>
</tr>
</tbody>
</table>

### Table 3. Financial Situation as of 30 April 2018

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Expenses 2018</td>
<td>860 166</td>
</tr>
<tr>
<td>Expected Pledges 2018</td>
<td>765 538</td>
</tr>
<tr>
<td>Balance (Deficit)</td>
<td>- 94 628</td>
</tr>
</tbody>
</table>
COSTS OF THE MULTI-STAKEHOLDER PARTNERSHIP MEETINGS (MSPs) IN PANAMA AND ETHIOPIA, ESTIMATES FOR THE 8TH MSP IN MONGOLIA

Table 4 shows the cost of the MSPs in Panama 2016 and Ethiopia 2017. Net MSP cost to GASL was 162% higher in Ethiopia than in Panama. The more interactive approach required more facilitation experts and reporters and implied greater logistics to support the innovative share fair. In addition, hotel accommodation and meeting facilities were more expensive than in Panama. In Mongolia the cost to GASL will be considerably lower, since we have a substantial financial contribution from the Mongolian Government and good prospects for other sponsors.

<table>
<thead>
<tr>
<th>MSP ELEMENTS (USD)</th>
<th>PANAMA 2016</th>
<th>ETHIOPIA 2017</th>
<th>MONGOLIA 2018 (estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL COST</td>
<td>260,582</td>
<td>416,850</td>
<td>290,000</td>
</tr>
<tr>
<td>SPONSORING PARTICIPANTS</td>
<td>113,283</td>
<td>116,029</td>
<td>60,000</td>
</tr>
<tr>
<td>MEETING COST</td>
<td>147,299</td>
<td>300,821</td>
<td>230,000</td>
</tr>
<tr>
<td>CONTRIBUTION HOST GOVERNMENT</td>
<td>-75,450</td>
<td>-13,000</td>
<td>-95,000</td>
</tr>
<tr>
<td>CONTRIBUTION PRIVATE SPONSORS</td>
<td>-69,397</td>
<td>-101,331</td>
<td>-125,000</td>
</tr>
<tr>
<td>NET COST FOR GASL BUDGET</td>
<td>115,735</td>
<td>302,519</td>
<td>70,000</td>
</tr>
</tbody>
</table>

FUNDRAISING

The 2016 fundraising drive yielded less than half the amount projected in the 2016-2018 Action Plan. Nonetheless, available funds covered the minimum needs of the Global Agenda in 2016 and 2017. Given the disappointing 2016-2018 fundraising results, additional funds will be required to meet the basic requirements of the 2016-2018 Action Plan. In order to strengthen the AST and the Chair in their funding efforts, a Guiding Group Task Force has been established. Table 5 summarizes fundraising options.
The fundraising results of 2017 and early 2018 show that GASL in 2018 will have to manage with the funds pledged and available at the end of 2017. The organization and financing of the 8th MSP in Mongolia promises lower cost to GASL than the previous two meetings. With additional cost reductions GASL will complete 2018, as shown in the minimum budget 2018 in table 1.

### TABLE 5. FUND RAISING OPTIONS

<table>
<thead>
<tr>
<th>OPTION</th>
<th>ACTIVITIES</th>
<th>POTENTIAL / LIMITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuation of present strategy</td>
<td>Addressing GASL members with letters and meetings. Intensifying efforts together with GG Task Force</td>
<td>This was done in November 2017 and in early 2018, with very little or no response</td>
</tr>
<tr>
<td>Soliciting voluntary contributions from all members</td>
<td>The chair wrote to all members (105) and solicited voluntary contributions for the core funding of the Global Agenda were proposed</td>
<td>All members addressed with very little or no response</td>
</tr>
<tr>
<td>Targeted fundraising among GASL members</td>
<td>The GG Task Force together with AST and Chair developed a shortlist of GASL members to be approached for funding</td>
<td>Shortlist established and letter sent in December 2017. Very little or no response</td>
</tr>
<tr>
<td>Introduction of an annual membership fee</td>
<td>The GG discussed criteria for an annual membership fee for its members. Proposed fees would need to be defined for each cluster and possibly also within a cluster. Not all members would have to pay the same fee</td>
<td>On the one hand, GASL should not give preference to members who can pay a high membership fee. On the other hand, membership fees paid would indicate an appreciation of the work GASL is doing. The GG finally decided against membership fees</td>
</tr>
<tr>
<td>Targeted approach of potential donors, development banks, foundations, etc.</td>
<td>The GG Task Force together with AST and Chair developed a shortlist of potential donors to be approached for funding</td>
<td>Shortlist established and letter sent in February 2018. Very little or no response</td>
</tr>
</tbody>
</table>

The fundraising results of 2017 and early 2018 show that GASL in 2018 will have to manage with the funds pledged and available at the end of 2017. The organization and financing of the 8th MSP in Mongolia promises lower cost to GASL than the previous two meetings. With additional cost reductions GASL will complete 2018, as shown in the minimum budget 2018 in table 1.

### ADMINISTRATIVE AND FINANCIAL CHALLENGES

A challenge arose when a GASL Umbrella Programme was proposed by the FAO administration to enable ear-tagged contributions to the Global Agenda, using the approved Project Document from December 2016 for the new Core Funding Project. However, the FAO’s Strategic Programme 2 (SP2) requested the GASL Umbrella Programme to undergo additional screenings, revisions and FAO regional approval from around the world, although the Project document had been approved before by SP2 to support the opening of the current project (MTF GLO 787 MUL).

Financially, Global Agenda Core Funding has not collected the required funds to develop the full action plan (USD 2 million a year), although it has managed to add five new donors to the core budget since December 2016. Missing funds have delayed the implementation of certain consultancies (mapping tool of stakeholders, innovative emerging-issue papers), and is limiting the potential of GASL to sponsor MSP participation. For the next Action Plan period, 2019 to 2021, improved and innovative fundraising mechanisms and procedures will need to be decided and implemented.
Recommendations

The following recommendations are derived from the 2016-2017 project implementation and are aimed at improving some practices of the Global Agenda for Sustainable Livestock:

- Continue and improve open communication with stakeholder representatives who are not getting enough out of multi-stakeholder processes.

- Keep increasing the donor base and develop innovative fundraising mechanisms.

- Involve GG members and cluster representatives in fundraising. Develop a sense of responsibility in financial matters regarding the Global Agenda.

- Strengthen support to Cluster and Action Network development.

- Critically analyze, modify or foster implementation of outputs that are behind schedule, especially:
  - cluster development (2017-2018);
  - umbrella services (May 2017-2018);
  - short and long-term livestock sustainability contributions, synergies, trade-offs and options for resolution (2017-18);
  - practice and policy change (PPC) support to start national MSP processes (July 2017- Dec. 2018).

- Prepare the ground with selected partners for the monitoring and evaluation of livestock contributions to achieve Sustainable Development Goals (Output 2.1) (to be evaluated in 2018).

- Continue offering Guiding Group support and feedback to the initiative led by the World Bank on Investing in Sustainable Livestock.

- Keep improving quality and scope of communication with FAO units that influence the Global Agenda’s administrative performance.

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[as of 23.02.2018]

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Social Movements (SM) – 3

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1. INTRODUCTION

During 2017, the Closing the Efficiency Gap Action Network continued working together with the Global Network of Silvopastoral Systems. This joint venture consolidated two main outcomes: a refined version of the Efficiency Matrix (EM), and the implementation of ten case studies of silvopastoral systems (SPSs), applying the EM for measuring and reporting sustainable livestock options. In 2017, the AN focused its activities on implementing three more case studies (in the Colombian Amazonian region and the Misiones region in Argentina). The object was to model, measure and standardize the results of the main case studies.

2. AN OBJECTIVES

The AN has been continuously working with a special focus on:

a. building up a comprehensive approach for improving efficiency across the livestock sector;
b. promoting regional/local interventions through efficient practices across the livestock sector;
c. facilitating exchange of information and linkages between stakeholders, livestock initiatives and projects.

3. REPORTING ACTIVITIES (2017)

Additional case studies implemented. Two regions were selected for completing the SPS case studies. The Amazonian region in Colombia and Misiones and Corrientes in Argentina. The first had important connotations for sustainability as this region reports high deforestation indices, with livestock implications. The second illustrated issues regarding land use and monoculture (forestry production). An online report is available (http://www.agribenchmark.org/fileadmin/Dateiablage/B-Beef-and-Sheep/Working-Paper/AW_Report_Caquetà.pdf). Posters, briefings and videos were prepared and presented in Addis Ababa during the MSP meeting.

Stakeholders implicated. Case studies were implemented by the Agri Benchmark Beef and Sheep Network and the Centre for Research on Sustainable Agricultural Production Systems (CIPAV). Locally, an important institutional representation participated in the case studies. For the Amazonian Region, The Caquetá Agreement (a stakeholder regional agreement) groups all multilateral organizations, development agencies, national and regional government representatives, farmers’ unions, NGOs and universities, both at national and international level. In the case of Argentina, the National Institute of Agricultural Technology (INTA) and CREA groups helped with the development of SPS case studies. As a result of this joint venture, Caquetá Agreement and INTA, are now members of the Global Agenda.

Methodological improvement for analyzing sustainable livestock options. A methodological approach was developed during the case studies implementation. Focus group discussions were among the methods used for characterizing

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Annex

Action Network reports

A. Closing the efficiency gap*
baseline and alternative scenarios. For modeling and comparing scenarios, Agri Benchmark Network’s models and tools were used. (http://www.agribenchmark.org/fileadmin/Dateiablage/B-Beef-and-Sheep/Misc/Other-Articles-Papers/Conceptual_background_information_2.pdf). An important methodological approach for measuring animal welfare was put into practice during the case study in the Amazonian region.

**Fundraising.** For case studies during 2017, around USD 60 000 was budgeted, without taking into consideration in-kind contributions from international and national stakeholders. For Global Agenda activities, the sum of USD 20 000 was allocated for participation in the meetings and the time devoted to them.

### 4. OUTLOOK

Two main activities are foreseen for 2018. Publication of a report on ten SPS case studies and the refinement of the methodology for measuring and comparing baseline and alternative sustainable options. Publication of the SPS report will make it possible to apply several principles of the Global Forum for Food and Agriculture (GFFA) resolutions such as **Ensuring Food Security and Nutrition**

- by promoting better dissemination and application of technologies and innovations, in particular regarding breeding, feeding and livestock husbandry.

Regarding **Conserving natural resources, protecting the environment and addressing climate change**, the report also:

- promotes sustainable and resource-efficient livestock production, including through innovations, integrated systems, agro-ecological methods and organic farming, inter alia by phasing out unsustainable policies and practices.

- Supports international research collaboration on reducing the intensity of GHG emissions from livestock production systems, including by pasture restoration and soil carbon sequestration.

Further, major focus will be placed on models and tools for assessing sustainable options, with special emphasis on **Methods and approaches for assessing adaptation, adaptation co-benefits and resilience** (COP 23).

For both activities we will continue with the support of The Agri Benchmark Beef and Sheep Network, IFCN Dairy Network and the Centre for Research on Sustainable Agricultural Production Systems (CIPAV).

Further actions, such as proposing regional projects for natural resource-use efficiency under the framework of the International Climate Initiative (IKI) and the Bill & Melinda Gates Foundation (jointly with other ANs), will also be explored.

Significant support from the Global Agenda is required for the following actions:

- allowing funding of AN stakeholders in the MSP meetings. This will reinforce South-South cooperation and allow the consolidation of several processes for the AN;

- jointly develop regional project proposals in order to provide evidence of sustainable livestock alternative options.
1. INTRODUCTION AND OBJECTIVES OF THE AN

The main objective of this AN is to promote the strengthening and scaling up of silvopastoral systems worldwide, wherever there are technical, economic, environmental, and cultural options for supporting livelihoods and business activities with sustainable livestock farming. Specifically, it does this through the generation, exchange and dissemination of knowledge, the documentation of public policies in countries and/or subregions, and the facilitation of dialogue to address the challenges associated with climate change and the global market.

The long-term outcomes of the AN are to:
- Identify the relevant stakeholders and initiatives in silvopastoral systems (SPSs) at global level and the areas where there is demand for knowledge, advice or information about silvopastoral processes.
- Serve as a neutral forum to facilitate exchanges between strategic stakeholders in the silvopastoral field, including lead producers, private companies, public policy makers, scientists and communicators, to stimulate changes in local practices in silvopastoral systems.
- Serve as a multi-stakeholder platform to find consensus in the methodologies of evaluation, transfer of information and development of policies to promote the scaling up of silvopastoral systems.

2. ACTIVITIES AND PROGRESS DURING 2017

During 2017, the AN carried out an analysis of SPS initiatives in the Amazonas region of Colombia, the state of Michoacán (Mexico) and Misiones in Argentina. These analyses were carried out jointly with the AN Closing the efficiency gap and included a refinement of the Efficiency Matrix developed by that AN, and its use in the analysis of the sustainability of different SPSs. The system studied in Colombia was oriented towards the, not a sustainable intensification of production in order to halt deforestation and restore natural ecosystems in that important region. In Mexico, the evaluations were carried out in an intensive SPS based on Leucaena and used for dairy production and processing. In Argentina the SPS was oriented towards the production of beef and timber using pine species.

The results of the study were presented at the 7th MSP Meeting in Addis Ababa and the Ninth International SPS Congress in Colombia, and will be included in a book about SPSs due to be published in 2018. In addition to GASL, the main partners in this initiative are Agri Benchmark, Fundacion Produc Michoacan (Mexico), INTA and CREA from Argentina and CIPAV.

In September, the AN organized its 9th International Silvopastoral Congress with the participation of 528 SPS stakeholders, including scientists, farmers, technicians and government institutions from 18 countries. This was a good opportunity to increase interaction among stakeholders, to strengthen the links between network participants and to gain new members from United States, Portugal, Australia...
and the Uruguay, among others. During 2017, the network increased its representation in particular, from Africa, Asia and Oceania, and now has a total of 150 members from 35 countries.

Regarding fundraising, the AN obtained the funds to organize the congress and has managed to secure in-kind contributions to carry out several of the above-mentioned activities from member institutions. At the end of 2017, the AN presented a proposal to the International Climate Initiative to promote SPS as an option for reducing emissions and helping to fulfil the Nationally Determined Contributions from the cattle sector in several countries in line with COP 23 resolutions. No answer has been received about the proposal yet.

3. PLANNED ACTIVITIES FOR 2018

During 2018 the AN is working jointly with the Closing the Efficiency Gap AN towards consolidating the information produced in the assessment of SPS in Colombia, Mexico and Argentina in a book that will contain information about the Efficiency Matrix and the socioeconomic and environmental indicators of several SPS models, and will also explore the implications of these models in accomplishing SDGs. In order to continue improving coverage and interaction with members from other continents, the AN is participating in the organization of the International 2018 Leucaena Conference to be held in Indonesia at the end of October. The Network is also progressing in the organization of the 10th International Silvopastoral Congress in Paraguay in 2019 and the Second World Silvopastoral Congress planned for 2021 in Argentina. The International Leucaena Conference is being largely organized with the University of Queensland, Meat and Livestock Australia, the Leucaena Network (Australia) and INTA, and will be a major opportunity to share information about this plant, which is the backbone of intensive SPS activities in countries like Australia, Indonesia, Colombia and Mexico, among countries.

The AN will also work in the consolidation of a platform for exchanging of information among stakeholders to contribute to the dissemination of information produced in different parts of the world and in the documentation of alternatives and information about the role of SPS in the contribution to the COP23 and GFFA resolutions. This will include contributions to the initiative Investing in Sustainable Livestock, currently in development. These activities are consistent with the GASL Action Plan and the AN objectives and expected outcomes.

The AN will require support from the GASL to enable participation in MSP meetings to promote interaction with other members, in particular from Africa and Asia, and the consolidation of processes already in progress.

The support of GASL is also important in the development of funding proposals that could be carried out with other ANs as has happened in the past.
1. INTRODUCTION

The AN on Livestock for Social Development was presented as a proposal during the Global Agenda’s MSP meeting in Addis Ababa, Ethiopia. It was approved during the Global Agenda’s Guiding Group meeting (Addis Ababa, 12 May 2017). The AN aims to enhance social development through a more enabling environment and more sustainable investments in the livestock sector. The initial focus will be 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 meeting some of the SDGs (those related to the socio-economic dimension mainly).

Action Network objectives and working areas

The AN will be focusing mainly on:

- generating 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;
- contributing to increase the capacity – through the generation of guidelines and appropriate tools – to assessing the impact of investments in the livestock sector on social development.

MAJOR WORKING AREAS

- gathering robust evidence on the role of livestock for social development. A set of reports and publications is foreseen;
- developing 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’s contribution to social development.

2. REPORTING ACTIVITIES (2017)

Two reports are expected to be published in 2018:

- Prospective paper on Dairy and Poverty Alleviation. A systematic literature review was conducted. It was limited to studies providing quantitative information and supporting causal inference on the various potential impacts of dairying on poverty reduction and socio-economic development.
- Technical report on Global Dairy Farm Numbers. This presents a statistical review of several datasets from FAO and IFCN Dairy Network for better understanding of the farms’ evolution dynamics at regional levels.

Some advances have been implemented regarding Dairy Impact Methodology (DIM). Scope and essential elements of a DIM have been discussed and there is a basic draft (on Excel) of a prototype for measuring economic impact (not yet available). This prototype will serve as a basic input for further discussions.

PROJECT PROPOSAL OUTLINE

A 3-4 year project proposal outline for boosting working areas (evidence, guidelines and tools) has been discussed. The main idea is to present this proposal to potential donors.

FUNDS RAISED

During 2017 the budget executed for these activities was around USD 145,000.
3. OUTLOOK

The general idea is to move the Action Network ahead in three directions: robust evidence of the social role of livestock; livestock impact methodologies (guidelines and tools); and conceptual framework. Under the first heading, the main outcomes would be case studies and reports that illustrate livestock’s socio-economic role. With impact methodologies, the plan is to develop tools and guidelines for impact assessment (with a long-term vision and a step-by-step approach). As for the conceptual framework, this is intended to frame the AN’s scope and explore, discuss and define main content lines. The following are the activities the AN foresees for 2018-19.

- publication of the dairy reports (Prospective paper on Dairy and Poverty Alleviation and Global Dairy Farm Numbers);
- workshop session for defining the AN’s work plan (March 08/2018);
- forming a task force (workshop session) to guide the Dairy Impact Methodology exercise (Q2-Q3-18);
- presenting a 3-4 year project proposal to potential donors (Q2-Q4-18);
- case study implementation on pastoralism (TBC).

The main potential contribution of this AN to COP 23 is in the field of the Socioeconomic and food security dimensions of climate change in the agricultural sector. Regarding the GFFA, the Forum calls for action in several directions. In response, the AN could contribute to the Policy recommendations of the Committee on World Food Security (CFS) at its 43rd session on “Sustainable Agriculture Development for Food Security and Nutrition: What Roles for Livestock?”, as the prospective paper on Dairy and Poverty reduction recognizes and underlines the important role of dairy in poverty alleviation.

The GFFA also calls for fostering responsible public and private investment in the livestock sector to improve productivity, strengthen value and distribution chains and enhance access to local, regional and global markets. This AN will contribute by providing guidelines and tools for assessing the potential role of livestock in social development.

For 2018, the AN has budgeted around USD 263 000 for its activities, with special focus on dairy. Other actions, such as implementing other sectors’ case studies and funding travel costs for some AN members who cannot afford them to attend meetings and workshops, are also required (to be requested from the Global Agenda).
D. Animal Welfare

The Animal Welfare Action network was mandated in September 2017. It aims to maximize delivery of the SDGs through improved livestock care and welfare. Over the strategic period to 2020, it will:

1. **OBJECTIVES**
   - understand and demonstrate animal welfare’s role in delivering the SDGs;
   - increase adoption of good practices and improve on-farm animal welfare conditions that support the delivery of the SDGs in line with the Global Agenda’s identified priorities;
   - increase the profile of animal welfare in sustainable livestock;
   - reflect and enhance the reputation of livestock production by demonstrating its work to achieve good animal welfare in practice.

2. **OUTPUTS**
   1. Collating and reporting on globally and regionally relevant examples of interlinkages between animal welfare and the SDGs.
   2. Good practice case studies demonstrating how to improve delivery of SDG-related metrics through improved animal welfare.
   3. Incorporation of animal welfare measures in projects with different priority focuses (e.g. climate, social impact through other action networks).
   4. Briefing/research notes on linkages between animal welfare and the SDGs.
   5. Tools for knowledge transfer to producers to increase adoption of good practices – such as good practice notes and models.
   6. Advisory tools to assist in policy knowledge and development on welfare and the SDGs.
   7. Pilot projects identified for commencement, to further develop, scale or replicate good practice.
   8. Promotion of network outputs through GASL workshops and external fora, workshops and conferences.

3. **MANAGEMENT AND GOVERNANCE**

   Confirmation of a core steering group was completed in Q4 2017, currently representing stakeholders from industry, academia and NGO clusters.

   Terms of reference and a working plan were agreed by the steering group. The chair/manager liaised with representatives of other major institutions and processes to seek opportunities for alignment and coordination. They included the World Organisation for Animal Health (OIE) animal welfare secretariat and the Global Roundtable for Sustainable Beef.

4. **ACTIVITY PROGRESS**

   Priority has been given to developing the first two activity streams outlined above:
   1. Development of an evidence-based briefing on animal welfare and its role in the delivery of sustainable livestock in support of the SDGs.
The briefing will be published at the GASL global meeting in June 2018 and will be available via the GASL website.

2. Development of a range of case studies, solutions and approaches to inclusion of animal welfare in sustainable livestock, for presentation at the GASL global meeting in June 2018.

3. Criteria for case studies and an outreach document to potential contributors were developed in Q4 2017. A call for case studies was issued in January 2018 and continues. So far, stakeholders have offered to develop 12 case studies, with more to follow. These offer a wide range of solutions and approaches, from the welfare framework approach of a major global food service company, to on-farm solutions delivering economical and productive farming while incorporating good welfare requirements. The case studies are relevant to a range of SDGs, from climate action, to resilience, to responsible production. They will be presented at GASL in June in the context of their ability to contribute to specific SDGs.

5. RESOURCES

The network is chaired and managed by Lesley Mitchell, Good Food Futures Ltd, under the strategic oversight of the GASL guiding group. Resources in terms of steering group activity are currently provided in kind by its members. Stakeholders will contribute their case studies and associated resources “in kind”. An outline budget was developed in 2017. The completion of a funding proposal has been held back to Q2-3 2018, to prioritize development of network activity.

6. FUTURE PLANS

The network will review and report on progress one year from its initiation, in September 2018. It will develop work plans and budget and operating proposals for presentation at that time.
E. Restoring Value to Grassland

1. OBJECTIVES OF THE ACADEMIA AND RESEARCH (A&R) CLUSTER

AN2 Objective: “To maintain, restore and enhance environmental and economic value of grasslands, while promoting their social and cultural functions globally”. This objective contributes to the following SDGs: 1, 2, 3, 5, 8, 13, 15, 17.

2. REPORT FOR 2017 PROGRESS

Current members of AN Restoring Value to Grassland: 95

How we communicate: email, developing joint proposals, participating in workshops, taking advantage of meetings, info on GASL website. Financial contributions in cash come from the French Government-USD 120 000. Time in kind is given by each participating organization. It totalled 50 days for 2017.

3. PROGRESS

Output 1: Document, standardise and share information on lessons learned.

Output 2: Design/test an integrated assessment framework.

Output 3: Document/test capacity-building needs and approaches.

Output 1
- database on the GASL website (due mid-2017 now min-2018); share knowledge and lessons (webmaster);
- synthesis of case studies: lessons and evidence for sustainable grassland management. Five cases were presented in Addis Ababa.

Output 2
Participative conceptual model (ontology) development:
- platform built from literature review;
- workshop May 2016, 2017 participants, research, policy, agribusiness
  Methodologies to gain many world views to populate ontology:
  - participative film;
  - forum theatre;
  - on farm interviews (10 farms);
  - feedback from a workshop at the Tenth Int. Rangeland Congress (IRC) in Saskatoon, Canada (16-17th July 2016).

Case studies from Brazil, Uruguay, Argentina, Mongolia, Senegal, France, New Zealand, Vietnam.

Uses of the outputs
Rich background of knowledge and diverse world views give confidence in ontology robustness:
- to assist in the identification of the cross-cutting disciplines required to carry out the work;
- as a database of information, gathered from global cases;
- as the basis for simulation models to explore the impact of “what if” strategies and scenarios across the system in identifying trade-offs and synergies;
- guide policy design;
- educate students.

Output 3
Extension officers in Uruguay (Plan Agropecuario) have been trained as facilitators for beef family farmer groups. A course in Spanish has been produced and is being shared with Colombian colleagues (Corpoica) for use with small dairy farmers. Further such cases will be explored with the clusters.
Partners supporting the work: AgResearch New Zealand, CIRAD, France.

Additional activities
The AN produced a policy brief for the World Bank from the outputs of the workshop held at the 2016 Rangeland Congress in Saskatoon, Canada.

OUTLOOK

Output 1
- Continue to collate information regarding pilot sites and work with FAO to get onto the GASL website. If this fails, then we will look to another organization to host the database.
- Document up to 20 of the cases in the database according to the Best Practice templates and have them distributed through the network and on the GASL website.

Output 2
- Finalize a generic conceptual model ontology and publish a paper.
- Develop applications: guidelines; an analysis framework; simulation models.
- Synthesize and communicate on multiple functions and values of grassland.
- We will undertake field work on pilot sites and undertake a synthesis of outputs.

Output 3
- Document and collate activities related to the training of extension personnel in grazing systems. Identify a range of initiatives via the network and clusters.

Main innovative approaches to be applied
Development of the ontology will allow us to demonstrate the different values obtained from grasslands. We will now be able to identify the indicators that integrate the system.

Expected growth in membership
As we develop Output 3 around capacity building, we can expect to become more relevant. Aligning with the the Global Research Alliance on Agricultural Greenhouse Gases (GRA) and FAO’s Pastoral Knowledge hub will also be effective in raising awareness and adding members.

Potential contribution to COP23 and GFFA resolutions
Improving livelihoods, particularly as related to linking grazing systems to value networks and local development; conserving natural resources and protecting the environment while addressing climate change. Our approach is to take a systems view and focus on the relationships between social, economic, environmental and cultural outcomes and to identify where to place interventions that will strengthen these simultaneously.

Required GASL support
- Financial support to help those organizations that cannot afford travel costs to participate in MSP meetings. Selection of candidates must be based on a certain criteria (delivering and presenting work and being active members of the Global Agenda).
- Access to cluster networks that will enable the wider sharing of initiatives and lessons learned in scaling out beyond pilots.
- Assistance with getting the database onto the website.
- Access to donors and investors.
Dairy Asia is a multi-stakeholder platform committed to catalyzing sustainable growth in the Asian dairy sector through building consensus and practice change. Its core functions include facilitation of knowledge and information exchange, and coordination of action.

### ACTIVITIES IN 2017

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTIVITIES/ RESULTS</th>
<th>PARTNERS INVOLVED</th>
<th>PROGRESS IN 2017</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve communication</td>
<td>1. Publish bi-monthly newsletters highlighting network activities and related recent developments  2. Create annual report for 2017  3. Maintain and update website</td>
<td>1. Secretariat  2. Progress reports from the member countries feed into the annual report  3. Secretariat</td>
<td>2. Drafted content and compiled input for annual report (to be published in February 2018)</td>
<td>3. Website will need major work to attract, inform, update the bigger public and to be instrumentalized as knowledge platform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTIVITIES/ RESULTS</th>
<th>PARTNERS INVOLVED</th>
<th>PROGRESS IN 2017</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop knowledge products</td>
<td>1. Expand Working Paper Series  2. Create country snapshots – two-pagers providing overview of dairy sectors in the country</td>
<td>1. One paper written by members of technical working group; two commissioned by the Secretariat  2. The Secretariat and the National Dairy Development Board of India</td>
<td>1. Publish two working papers, draft 1  2. Created template and example</td>
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<tr>
<td>Promote good practices</td>
<td>Develop guiding instruments to align actions</td>
<td>Develop collaborative R&amp; D partnerships</td>
<td>Strengthen and expand membership and partnerships</td>
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<tr>
<td>1. Good Practices compilation</td>
<td>Determining priority working areas in each country under the sustainability framework</td>
<td>Establish a working group on dairy genetics</td>
<td>1. Increase visibility through communication products, exhibitions</td>
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<tr>
<td>2. Dairy Asia Award</td>
<td></td>
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<td>2. MoUs</td>
<td></td>
</tr>
<tr>
<td>1. Secretariat together with task group within the membership</td>
<td>National Focal Points held the meetings, inviting diverse groups of stakeholders</td>
<td>Focal Points as main communication channel, geneticists in member countries</td>
<td>3. National multi-stakeholder meetings</td>
<td></td>
</tr>
<tr>
<td>2. Secretariat drove the process, but winner was selected by full membership</td>
<td></td>
<td></td>
<td>4. Platform meetings.</td>
<td></td>
</tr>
<tr>
<td>1. Identification of task group</td>
<td>Twelve out of 13 national meetings in member countries to identify priority working areas.</td>
<td></td>
<td>1. Driven by Secretariat</td>
<td></td>
</tr>
<tr>
<td>2. Twenty-one entries, five pre-selected presented to membership at open platform meeting: one winner</td>
<td></td>
<td></td>
<td>2. Dairy Sustainability Framework, IFCN, Dairy Farming Promotion Organization of Thailand, Myanmar Dairy Association</td>
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<td></td>
<td></td>
<td></td>
<td>3. Twelve out of 13 national meetings in member countries to present Dairy Asia and solidify the role of the National Focal Points</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>4. National Focal Points held the meetings, inviting diverse groups of stakeholders</td>
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<tr>
<td></td>
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<td></td>
<td>1. Two exhibitions, one large open meeting, one national focal point meeting</td>
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<td></td>
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<td></td>
<td>2. Two MoUs at platform level and 1MoU at member level</td>
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<td></td>
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<td></td>
<td>3. Twelve out of 13 national meetings in member countries to present Dairy Asia and solidify the role of the National Focal Points</td>
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<td></td>
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<td></td>
<td>4. One open-platform meeting and one National Focal Points Meeting</td>
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<tr>
<td></td>
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<td></td>
<td>Not yet identified how we would measure progress with regard to the working areas</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Still not fully operational</td>
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### F. Dairy Asia

#### FUNDING IN 2017 TO SUPPORT SECRETARIAT ACTIVITIES AND MEETINGS

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAO</td>
<td>Cash USD 85 000, in-kind USD 60 000</td>
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<tr>
<td>APHCA</td>
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<tr>
<td>GASL</td>
<td>USD 20 000</td>
</tr>
<tr>
<td>DSF</td>
<td>USD 10 000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>USD 190 000</strong></td>
</tr>
</tbody>
</table>
## ACTIVITIES IN 2018

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTIVITIES/RESULTS</th>
<th>PARTNERS INVOLVED</th>
<th>RESOURCES</th>
</tr>
</thead>
</table>
| Improve communication                              | 1. Annual report 2017 and 2018  
2. Develop communication strategy  
3. Improve website                      | 1. Secretariat and National Focal Points  
2. ILRI  
3. Possibly post it to the FAO website | 1. Not yet identified  
3. Not yet identified                    |
| Promote good practices                             | 1. Compile good practices  
2. Dairy Asia Award 2018                                        | 1. Dairy Asia task force  
2. Will need to determine the selection process. | Not needed                     |
| Develop collaborative R&D partnerships             | 1. Meeting of the technical working group on dairy genetics                       | 1. Secretariat and Indian NDDB                               | Available (FAO + NDDB)         |
| Strengthen and expand membership and partnerships   | 1. Meeting of private sector representatives  
2. Preparing value propositions for target groups  
3. Open-platform meeting in Mongolia          | 1. To be determined  
2. Dairy Asia Task force (lead by DSF)  
3. GASL                                        | 1. Available (FAO)  
2. Not needed  
3. Available (FAO)                           |
### FUNDING IN 2018 TO SUPPORT SECRETARIAT ACTIVITIES AND MEETINGS

<p>| | |</p>
<table>
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<tr>
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</thead>
<tbody>
<tr>
<td><strong>FAO</strong></td>
<td>Cash USD 85 000, in-kind USD 30 000</td>
</tr>
<tr>
<td><strong>NDDB</strong></td>
<td>In-kind USD 5 000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>USD 120 000</strong></td>
</tr>
</tbody>
</table>

### MAIN INNOVATIVE APPROACHES

- Technical working groups composed of experts from various countries and institutional backgrounds devoting their time to developing public goods.

- Champions volunteering to lead activities at platform level member-driven.

- A regional multi-stakeholder platform that is also an umbrella for collaborating national multi-stakeholder groups.

### POTENTIAL CONTRIBUTION TO COP23 AND GFFA RESOLUTIONS

- Dairy Asia strives to make the Asian dairy sector more sustainable, contributing to increased nutrition and food security and reducing the environmental footprint and public health threats. In this sense it has the same goals as COP23 and GFFA.

### MAIN WORKING MODALITIES THAT ARE ALSO SUPPORTED BY THE GLOBAL FORA

- Identifying and promoting the upscaling of innovative approaches and best practices.

- Multi-stakeholder dialogue and aligning actions.

- Collaborative research and development.

- Fostering responsible investment.

- Promoting institutions and supporting and incentivizing policies.

### REQUIRED GASL SUPPORT

- We have been, and are still, struggling to sustain the platform. And we would hope to receive further support to ensure that it survives and thrives.

- One big issue is that the Secretariat is currently only manned by one FAO officer (about 5-10 percent of his time) and a consultant (on a 50 percent time basis), which means that we have very limited capacity. We would like to request some additional capacity support.

- Dairy Asia needs to stimulate some more action on the ground. In this context, we would like to request:
  - active guidance in shaping the platform as members of the steering committee;
  - support in strengthening Dairy Asia’s position within FAO;
  - financial support for meetings, the development of knowledge products, projects in the field and for the secretariat;
  - support to connect to possible donors for longer-term financial solutions.
INTRODUCTION

LAMP seeks to achieve a prudent and effective use of antimicrobials by focusing on good practices within the areas of 1) incentives for change, 2) education and training, and 3) animal management and livestock husbandry systems. LAMP collects good practices from different parts of the various livestock sectors and from different stakeholders, and analyzes and synthesizes them before they are piloted or tested.

The year 2017 has been a start-up year, with extensive collegial consultations and some minor funding for the LAMP secretariat at SLU Global. Launching the process of collecting good practices (diagram on p. 69), together with fundraising, has been the main focus. Progress in 2017 is shown in the table below:

PROGRESS 2017

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACTION</th>
<th>PARTNERS</th>
<th>PROGRESS</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scoping the role for GASL to contribute to the reduction of AMR</td>
<td>Working meeting in Uppsala, 20-22 March (Jointly funded by GASL and SLU)</td>
<td>Twenty participants for the different clusters of GASL from Asia, Africa, Latin America and Europe</td>
<td>Proposal for an Action Network</td>
<td></td>
</tr>
<tr>
<td>Endorsement of LAMP as a new action network</td>
<td>Presentation at the MSP in Addis Ababa in May</td>
<td>LAMP became a new Action Network</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broaden the network</td>
<td>Oral and email invitation</td>
<td>Multiple kinds of stakeholders enrolled</td>
<td>Some 15 persons on an email list</td>
<td></td>
</tr>
<tr>
<td>Collecting good practices among GASL members</td>
<td>Preparing (and consulting about) a template for good practices</td>
<td>Multiple kinds of stakeholders enrolled</td>
<td>Final draft tested with stakeholders</td>
<td>Final version posted on the website Feb 2018.</td>
</tr>
<tr>
<td>Providing funds.</td>
<td>Contacting potential donors</td>
<td></td>
<td>Some funding from SLU Global</td>
<td>Continuous and positive dialogue with other donors</td>
</tr>
</tbody>
</table>
OUTLOOK 2018-2019

This year LAMP will focus on four aspects:
1. expanding the network, and forming an executive committee (EC);
2. collecting good practices (Secretariat);
3. analysing and synthesizing the collected good practices (work by the secretariat and the EC);
4. continuing with fundraising.

In 2019 (or late 2018) the “aim is to conduct some piloting and testing in selected sites. For now, we are not searching for additional innovative approaches but using those described in the proposal for LAMP at the 2017 MSP. We are not aware of any other initiative working in the same arena and with the same approach as LAMP.

We expect some 20 organizations in different parts of the world from all the different clusters in GASL to be members of LAMP by the end of 2018.

Regarding contributions to the COP23 resolution, LAMP’s area no.3 (animal management and livestock husbandry systems) relates directly to paragraph 2(e) of the resolution (Improved livestock management systems).
H. LEAP
Livestock Environmental Assessment and Performance Partnership

INTRODUCTION
As a GASL Action Network, the Livestock Environmental Assessment and Performance (LEAP) Partnership is a multi-stakeholder association of Governments, the Private Sector, NGOs and CSOs, and other stakeholders united by a shared commitment to the environmental management and sustainable development of the livestock sector. LEAP works with its partners around the world to build credible, effective and robust accounting methods and metrics that serve as a foundation to address the sustainability challenges faced by the livestock sector. LEAP focuses on four urgent global challenges:
• climate
• water
• nutrient use efficiency
• biodiversity.

MISSION
LEAP’s mission is to support the transition towards more sustainable food and agriculture by improving the environmental performance of livestock supply chains while ensuring social and economic viability.

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

THE LEAP PROCESS
The LEAP Partnership addresses the urgent need for a coordinated approach to developing clear guidelines for environmental performance assessment based on international best practices. Three groups contributed to their development: the LEAP Steering Committee, the LEAP Secretariat and ad hoc Technical Advisory Groups (TAGs).

- The LEAP Steering Committee, composed of private sector, governments and civil society/non-governmental organizations, each with an equal say in defining work plans, provides overall guidance for the activities of the Partnership and helps review and clear the guidelines for public release.

- The LEAP Secretariat, hosted at the Food and Agriculture Organization (FAO) of the United Nations, coordinates and facilitates the work of the TAGs, guides and contributes to content development and ensures coherence among the various guidelines.

- The Technical Advisory Groups (TAGs) work to reach consensus on the technical content and prepare a draft guidance document. The role of each TAG is to: review existing methodologies and guidelines for the assessment of environmental impacts from sector-specific supply chains and identify gaps and priorities for further work; develop methodologies and sector-specific guidelines for the Life Cycle Assessment (LCA) and complementary approaches for assessing resource efficiency and biodiversity from cradle-to-primary processing of animal products; and provide
guidance on future work needed to improve the guidelines and encourage greater uptake. Each of the draft documents is reviewed by the Steering Committee and three external, independent technical experts. The TAG incorporates or rebuts these reviews, and then the guidance document is made available for public comment. Ultimately, the public comments are adopted or rebutted and the final version made publicly available. LEAP technical outputs are living deliverables that are subject to changes and improvement as soon as new science becomes available.

**INTENDED USERS**

LEAP methodology and guidance documents can be used by stakeholders in all countries and across the entire range of production systems. In developing the guidelines, it was assumed that the primary users will be individuals or organizations with a good working knowledge of LCA or other environmental assessment methods. The guidelines are relevant to a wide range of livestock stakeholders including: livestock producers who wish to develop inventories of their on-farm resources and assess the performance of their production systems; supply chain partners, such as feed producers, farmers and processors, seeking a better understanding of the environmental performance of products in their production processes; and policy makers interested in developing accounting and reporting specifications for livestock supply chains. Life-cycle thinking is a fundamental concept underpinning LEAP’s work. Its approach to the development of guidance to measure environmental performance means that all inputs and outputs across the life-cycle stage of investigation are taken into account. Life-cycle thinking also avoids burden shifting – where impacts are shifted to other parts of the product life cycle in order to minimize the impact elsewhere.

**FURTHER INFORMATION**

LEAP has its own governance, its own financing and its own secretariat at FAO in Rome.

For further information and access to LEAP publications please visit:

1. OBJECTIVES OF THE ACADEMIA AND RESEARCH (A&R) CLUSTER

Rationale
Over the past few years, traditional donors have reduced livestock research and programme funding just as the issues of livestock and the environment and sustainable livestock development were gaining momentum.

Since 2006 and the publication of Livestock’s Long Shadow, livestock has been extensively written about (e.g. FAO, 2009; Gerber et al., 2013; HLPE, 2016). Academia and research institutions therefore play a crucial role in generating and/or gathering scientific, evidence-based information on livestock, and disseminating it further.

The Academia and Research cluster is one of the seven constituent stakeholder clusters of the GASL. It comprises representatives from research organisations and universities and aims at highlighting the multidimensional roles of livestock through past, current and future academic and applied research.

The Academia and Research cluster also provides support to the Action Networks (if required) by complementing reviews of the evidence of practice change and assessment methodologies (case studies, reports, models and tools).

Specific objectives of the A&R cluster:
– to communicate with the GG and seek mandates from cluster members;
– to collect information on current developments in the livestock sector and to propose relevant research;
– to promote the agenda and highlight the value of being part of it, while aiming for balanced participation.

2. 2017 PROGRESS REPORT

Twenty-Five cluster members attended the annual meeting held in Addis Ababa. The proposal to appoint Ms. Nancy Bourgeois Lüthi from Bern University of Applied Sciences as the new Academia and Research Cluster Coordinator, and M. Rogerio Martins Mauricio as the co-Coordinator to take over the coordinating function from Fritz Schneider was approved by cluster members.

Minutes of the Addis Ababa meeting were subsequently drafted and shared with all cluster members.

In May, the Cluster Coordinator co-authored a publication (together with Fritz Schneider and Alwin Kopse) on the role of Switzerland in the GASL and made a presentation based on this publication at the 2017 Spring Conference hosted by the Swiss Federal Institute of Technology (ETH) in Zurich. General topic of the Conference was the interaction
between climate change and livestock.

Inputs to of activities were requested for the GG meeting held in September in Rome, which was attended by the five GG members of the A&R cluster (Liz Wedderburn, Ulf Magnusson, Alexandre Ickowicz, Ernesto Reyes and Nancy Bourgeois). The cluster was entrusted with the task of drafting TORs to review the 14 tools and 13 cases presented in Addis Ababa. The TORs were drafted by Alexandre Ickowicz and further elaborated by the Coordinator and co-Coordinator.

TORs were commented and amended by the other GG members, before being submitted to the GASL Chair and Manager in February 2018.

3. PROGRESS 2017

No specific objectives and activities exist for the Academia and Research cluster in the Action Plan.

4. ADDITIONAL ACTIVITIES 2017

– No active fundraising was carried out.

– Two new members were formally registered in 2017 at the Addis Ababa meeting and one was added in 2018.

– After the Addis Ababa meeting, 41 persons were registered as members of the A&R cluster.

– Although, A&R Cluster membership was actively promoted with La Molina University in Peru, no one has signed up yet.

Outlook

– Developing a framework to review the 14 cases and 13 tools presented in Addis Ababa, reviewing these cases and tools, and publishing the results of this review are the main activities to be implemented in the first half of 2018. Progress will be presented at the MSPM in Mongolia in June.

– A budget entailing 40 working days (USD 12 600 for senior experts with up to eight years’ experience and USD 18 900 for senior experts with 12 years’ experience) has been proposed by GG Cluster members to the GASL Chair and Manager to cover the costs of reviewing and writing the publication. Further steps will be discussed during the GG meeting scheduled in March in Rome.

Main innovative approaches

– A framework to review the tools and cases will be developed to assess their past and current applications and contribution to support the development of policies and practices for sustainable livestock. The framework will focus on SDGs 1, 2, 3, 5, 8, 12, 13, 15 and 17 and take into consideration latest policy development related to climate change and agriculture (COP23 and GFFA).
The A&R Cluster aims at meeting specific points of the GFFA through the following:

<table>
<thead>
<tr>
<th>FOCUS AREAS</th>
<th>TOOLS OR CASES</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENSURING FOOD SECURITY AND NUTRITION</td>
<td></td>
</tr>
<tr>
<td><strong>Point 2</strong> Promote better dissemination and application of technologies and innovations.</td>
<td>e.g. CLEANED</td>
</tr>
<tr>
<td>IMPROVING LIVELIHOODS</td>
<td></td>
</tr>
<tr>
<td><strong>Point 5</strong> Provide women and men with equal access to education and training in order to facilitate the dissemination of knowledge, technologies, including digitalization, and practices.</td>
<td>e.g. gender capacity development tool (ILRI-ICARDA)</td>
</tr>
<tr>
<td>CONSERVING NATURAL RESOURCES, PROTECTING THE ENVIRONMENT AND ADDRESSING CLIMATE CHANGE</td>
<td></td>
</tr>
<tr>
<td><strong>Point 6</strong> Foster site-specific and traditional animal husbandry systems such as pastoral farming.</td>
<td>e.g. CIPAV</td>
</tr>
<tr>
<td>IMPROVING ANIMAL HEALTH AND WELFARE</td>
<td></td>
</tr>
<tr>
<td><strong>Point 1</strong> Promote good animal husbandry practices, biosecurity and biosafety, innovations, technologies, practices and knowledge exchange.</td>
<td>e.g. PEG (ILRI)</td>
</tr>
</tbody>
</table>

(This list is not exhaustive and is intended only as an example.)

**Expected growth in membership**
Growth in membership can be expected after the results of the review have been published. Figures are, however, difficult to estimate as the journal hosting the publication has not yet been defined.

**Potential contribution to COP23 and GFFA resolutions**
The review of the tools and cases is intended to support the further dissemination and uptake of tools worldwide to sustainably contribute to the social and economic dimensions of livestock keeping (enhance food security and nutrition, enhance livelihoods, improve animal health and welfare), while helping to mitigate environmental impacts.

**Required GASL support**
- Human resources for the reviewing panel (members from ANs and clusters).
- Decision to hire an external consultant or appoint a lead to review and write the publication.
- Financial support to enable those organizations that cannot afford the travel costs to participate in MSP meetings. Selection of the candidates must be based on a certain criteria (delivering and presenting work and being active members of the Global Agenda).
INTRODUCTION

The core group of NGOs who volunteered to help in the development of the cluster, have been regularly communicating and corresponding since the last meeting in September 2017 in Rome. Monthly Skype calls and emails have ensured the group stays in regular contact. As the cluster is still in the process of development, the following organisations have agreed to represent the NGO cluster for an initial period of one year on the guiding group, and to take responsibility for communicating between cluster members and the guiding group.

Volunteering NGOs are:
- Donkey Sanctuary
- World Wildlife Fund
- Heifer International
- Life Network / alternates
- Vétéranières Sans Frontières International

One of the initial actions of the core NGO group was to develop Terms of Reference and objectives for the cluster, and this was completed by the end of November. The TORs identified key activities required to increase membership, select representatives on the guiding group and find ways of working together. In addition, the core group prepared a brief document on the benefits of the NGO cluster, and its contributions to the Global Agenda. This was circulated among the group.

Responsibilities were assigned and a framework for achieving objectives was set up. The core group has been working by sharing responsibilities, as much as possible, on a rotational basis so that no one member is overburdened with extra tasks.

Two key resources have been developed since the last meeting, and one remains in development:
- A list of all NGOs who have participated in the Global Agenda to date, with the addition of potentially interested members. This list will form the basis of outreach to new members in Spring 2018, ahead of the global meeting in June.
- A summary brief on the NGO cluster and the value to NGOs of participation, as a resource for encouraging wider engagement from NGOs. This will be circulated as part of NGO outreach. It could also be tailored for inclusion on the GASL website.
- A document proposing methods for decision-making across the cluster (in development).

The cluster has considered thematic areas where there is mutual interest in participating. Two have been identified so far: pastoralism, and small-scale livestock farming. Thematic areas are likely to develop further as membership grows.

The core group also discussed preparations for the MSP in June 2018 and will meet to develop its agenda further after the March 2018 GG meeting. The group is planning to meet in Mongolia to discuss and define its leadership and priorities going forward into 2019.
“All LIVESTOCK production systems can be more sustainable, independently of their geographical location”

FRITZ SCHNEIDER
This publication was supported by the donors of the Global Agenda for Sustainable Livestock to the Core Budget in 2018: the Swiss Confederation, the Kingdom of the Netherlands, the Global Dairy Platform and the Confédération Nationale de l’Élevage.

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RECOMMENDED CITATION
Global Agenda for Sustainable Livestock (GASL),
1 June, 2018.