



GLOBAL AGENDA FOR
SUSTAINABLE LIVESTOCK

Progress Report

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Don't Panic... Take Precaution!
From
CORONAVIRUS
A new virus has been found in some people and animals.
Don't Panic... Take Precaution!
Don't Touch... Don't Spread...
Don't Touch... Don't Spread...
NORTH DELHI MUNICIPAL CORPORATION



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01. Preface

Two thousand twenty has been a challenging year for all of us, and your commitment, flexibility, and care for others have played a fundamental role in the Global Agenda for Sustainable Livestock (GASL) achieving relevant results and moving forward despite the pandemic.

Looking back, the following are some noteworthy GASL highlights and achievements.

- The development of the Global Agenda Theory of Change (ToC) for better defining GASL's change paths towards sustainable development - and an important first step towards planning with GASL investors for another three-year cycle, 2022 – 2024.
- Multiple activities and involvement by GASL and its members in response to the COVID-19 pandemic to better understand impacts and the opportunities for a sustainable livestock sector to contribute to a better future.
- The successful realization of eight virtual regional and one global virtual Multi-Stakeholder Partnership (MSP) meetings on lessons learnt from the COVID-19 pandemic to build a better future through sustainable livestock.
- GASL participation in the Koronivia Joint Work on Agriculture (KJWA) process.
- The recognition of GASL work and importance during the 27th FAO Committee on Agriculture (COAG).
- The initiation of a series of GASL Action Network webinars.

During the Guiding Group meeting on 4 November 2020, I handed over the role of Chair of GASL to Shirley Tarawali. Shirley has been part of GASL since the very beginning and is well known in the global livestock community, whether as Assistant Director General of the International Livestock Research Institute (ILRI), or as Guiding Group member of GASL, or as author of various key publications on sustainable livestock. Congratulations and best wishes to you, Shirley. My tenure as Chair of GASL began in June 2016 with the Panama MSP meeting and ended in 2020 with the virtual MSP meeting in September and the Guiding Group meeting in November.

The 2030 Agenda, with the 17 Sustainable development goals (SDGs) as the accepted reference frame of GASL, has been an important compass for GASL ever since Panama. The COVID-19 pandemic demonstrates the importance of sustainable and resilient food systems around the world. Sustainable livestock production and the provision of healthy animal-based foods are important pillars of all food systems. Due to its uniqueness and the broad diversity of participants, GASL is a key actor who can help unleash the potential for sustainable livestock to foster change at all levels.

With a broad based Action Plan and with the newly developed ToC, GASL is well placed to address the multiple challenges ahead. GASL also enjoys a stable structure with accepted rules and procedures, as essential and valuable assets. GASL's network is global and brings together members of a wide variety of livestock systems. This network has been steadily growing, the MSP meetings being the red thread along GASL's trajectory strengthening and enlarging this network.

The pandemic has forced us all into virtual meetings and virtual debates. The success of the virtual MSP meetings in September with eight regional meetings and an intensive global meeting is remarkable and encouraging. Nevertheless, the virtual meetings are void of personal interaction, informal discussions and social gatherings. I must admit I really do miss these aspects a lot.

I am happy to hand over a strong Global Agenda with important and well-defined mandates. It has been an honour to serve as Chair and I hope to remain connected to GASL in the future.

Best wishes to GASL and thousand thanks to all members of GASL Clusters, Action Networks and the Guiding Group. Special thanks and appreciation to the Agenda Support Team for the pleasant collaboration.

FRITZ SCHNEIDER

*Chair, Global Agenda for Sustainable Livestock
2016 - 2020*

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02. Acronyms

AMR	Antimicrobial resistance
APO	Associate Professional Officer
AWAN	Animal Welfare Action Network
CBPS	Centro brasileiro de pecuaria sustentavel
CIRAD	Centre de coopération internationale en recherche agronomique pour le développement
CEG	Closing the Efficiency Gap Action Network
COAG	Committee on Agriculture (FAO)
COVID-19	Coronavirus disease 2019
DSF	Dairy Sustainability Framework
EAAP	European Federation of Animal Science
FAO	Food and Agriculture Organization of the United Nations
GASL	Global Agenda for Sustainable Livestock
GDP	Global Dairy Platform
GHG	Greenhouse Gas Emissions
GDP/IMP	Global Dairy Marketing Communications meeting
GIZ	German Agency for International Cooperation
GNSPS	Global Network on Silvopastoral Systems
GRSB	Global Roundtable for Sustainable Beef
IFAD	International Fund for Agricultural Development
IFCN	International Farm Comparison Network



IICA	Inter-American Institute for Cooperation on Agriculture
ILRI	International Livestock Research Institute
KJWA	Koronivia Joint Work on Agriculture
LAMP	Livestock Antimicrobial Partnership
LEAP	Livestock Environmental Assessment and Performance
MASL	Mongolian Agenda for Sustainable Livestock
M&E	Monitoring and Evaluation
MSP	Multi-stakeholder partnership
NGO	Non-governmental organization
NSA	Animal Production and Health Division, FAO
NSAL	Livestock Information, Sector Analysis and Policy Branch
SAI Platform	Sustainable Agriculture Initiative Platform
SDGs	Sustainable Development Goals
SLU	Swedish University of Agricultural Sciences
SPS	Silvopastoral Systems
ToC	Theory of Change
UFSJ	Federal University of São João del-Rei
UNDP	United Nations Development Programme
WCD	Wageningen Centre for Development Innovation
WUR	Wageningen University and Research



03. Introduction

This report summarizes the actions, progress, challenges and achievements of the Global Agenda for Sustainable Livestock (GASL or the Global Agenda) during 2020.

The Coronavirus disease 2019 (COVID-19), which started as a sanitary crisis in early 2020 and progressively developed into a pandemic and global economic crisis, made a major impact on the year. The consequences of the pandemic also posed challenges for the smooth implementation of GASL's activities under the 2019 – 2021 Action Plan, but also came with new opportunities. The GASL community has been actively seeking to understand and rethink multi-stakeholder priorities for the coming years, given the new global, regional and national circumstances, to achieve a sustainable livestock sector.

The report focuses on 12 main achievements of 2020. It continues with a list of events and a brief projection for 2021 and beyond. A chapter on finances explains the inflows, expenses and balances, followed by fundraising endeavours and challenges. The report finishes with lessons learnt and recommendations to improve GASL's performance in 2021.

04. About the Global Agenda for Sustainable Livestock (GASL)

GASL is an international multi-stakeholder partnership (MSP) founded in 2011. Its mission is to enhance livestock stakeholders' commitment and investment in support of the Sustainable Development Goals (SDGs) of the United Nations' Agenda 2030. GASL is supported and financed by both donor countries and private organizations and receives important in-kind contributions from its members. The Global Agenda Secretariat, based at the headquarters of the Food and Agriculture Organization of the United Nations (FAO) in Rome, facilitates activities, organizes meetings and disseminates information.

The partnership consists of 115 institutional partners including governments, members from the private sector and civil society, non-governmental organizations (NGOs), academia and research communities, and intergovernmental and multilateral organizations. One of its main assets is the diversity of its members.

The Action Networks collect regional and global scientific evidence to address key livestock sustainability issues. They produce reference materials including policy briefs, research findings, good practice reports and voluntary guidelines.

The United Nations' SDGs provide important benchmarks to measure progress towards sustainable development. Livestock systems impact and contribute to all 17 SDGs, many with positive and measurable results. The opportunities for poverty alleviation, food security, health, economic growth, innovation, climate stability and social cohesion are numerous and require continuous attention.

While livestock systems are relevant to all SDGs, GASL recognizes nine SDGs with particular importance for the livestock sector: SDG 1, 2, 3, 5, 8, 12, 13, 15 and 17. In its current 2019-2021 Action Plan, GASL adopted the four sustainability domains adopted by the 2018 Global Forum for Food and Agriculture in Berlin as a way to better focus its actions in support of achieving the SDGs. The domains are Food and Nutrition Security, Livelihoods and Economic Growth, Animal Health and Animal Welfare and Climate and Resource Use.

05. Executive summary

HIGHLIGHTS IN 2020

1. The Global Agenda Theory of Change

During the first semester of 2020, a selected Task Force of the Guiding Group and Action Networks of the Global Agenda for Sustainable Livestock (GASL), supported by an external team from Wageningen University and Research, initiated the development of a Theory of Change (ToC) to capture causality of change, lessons learnt in the GASL process, and a better definition of the partnership's lines of action. Due to the COVID-19 pandemic the process to develop the exercises had to be adapted to an online methodology. This methodology combined a series of online workshops and individual work for GASL members that led to the establishment of a GASL vision for 2030 and strategic pathways to reach the vision. In July 2020 the end results consisted of a visual demonstration of how GASL as an organization anticipates how change can be achieved over time, a narrative which presents how the organization expects to achieve the long-term change and initial suggestions for the establishment of an M&E system. The draft ToC was then shared for feedback among the GASL community and refined during August and September 2020. During the Guiding Group meeting in November the way forward for the ToC refinement and update were discussed.

2. The Global Agenda and COVID-19

The year 2020 was profoundly impacted by the COVID-19 pandemic and the livestock sector inevitably felt the negative repercussions of the crisis. Since the early stages of the pandemic, the Global Agenda conducted activities in order to better understand the impacts of COVID-19, possible mitigation measures, and opportunities for future actions to promote sustainable practices in the sector.

These activities included two global consultations focused on regional, national and local impacts of the COVID-19 pandemic in the livestock and the sector. In addition, a statement by the GASL Chair aimed to address and counterbalance negative and misleading information fostered by some media articles denouncing the livestock sector in relation to future pandemics. GASL took a position and highlighted the need to share transparent reflections and observations with the purpose of providing qualified views regarding the livestock sector and its perceived role in the COVID-19 pandemic. Sustainable livestock systems have to be protected because they have multiple development roles.

Despite the fact that no scientific evidence links livestock to the COVID-19 pandemic, GASL acknowledges that it is vital to limit pandemic risks while continuing to promote livestock's contributions to sustainable development. As a multi-stakeholder partnership (MSP) GASL advocates for developing more sustainable and resilient livestock food systems in service of the environment and populations' optimal health and will continue to facilitate dialogue, build and communicate evidence, and advocate for practice and policy change.

3. Preparatory online regional MSP meetings

In preparation for GASL's regional and global online MSP meetings in September 2020, a Task Force of the Guiding Group and selected Regional Support Groups met virtually on 25 June and on 1 and 6 July 2020. The goal of the meetings was to discuss common objectives and general content, structure, logistics, resources, and to initiate the preparation of technical inputs for the multi-stakeholder discussions.

4. The online global MSP meeting

GASL's annual MSP Meeting in Delémont, Switzerland was postponed due to the COVID-19 pandemic. However, GASL developed a virtual MSP Meeting with preparatory regional components from 31 August to 18 September 2020. All meetings' resources are available on the GASL website (<http://www.livestockdialogue.org/events/events/multi-stakeholder-meetings/msp-online-14-18-september-2020/en/>).

Overall nearly 700 participants from every region of the world representing livestock producers, the livestock industry, agricultural research, global non-profits and numerous governments, attended the online meetings to focus on identified challenges and opportunities presented by COVID-19 and to discuss their vision for moving forward. The theme of the meeting was "From Crisis to Action – Lessons from COVID-19 for Building a Better Future through Sustainable Livestock", which provided a valuable framework for the presentations, discussions and debates. The aim was to expand knowledge on COVID-19 impacts and to drive the livestock sector toward integrated solutions and opportunities for action from all stakeholders. The meeting attendees had the opportunity to interact, learn and share experiences at the national, regional and global level, and help foster dialogue to address livestock sustainability during crisis times. Participants focused on the four global livestock domains, which guide GASL's work: food and nutrition security, livelihoods and economic growth, animal health and animal welfare, and climate and natural resource use. During the third day of the global MSP meeting, after a debate, the Guiding Group elected the new GASL Chair, Shirley Tarawali.

5. National and regional multi-stakeholder partnership initiatives supported by the Global Agenda

GASL supports national and regional MSP initiatives: In 2020 GASL actively contributed to advance the Mongolian Agenda for Sustainable Livestock (MASL) and the Dairy Asia Action Network through the support of an FAO Associate Professional Officer (APO) financed by the Government of Germany. Additionally, GASL will explore the idea advanced during the online MSP meeting by the Latin America and Africa regions to establish GASL regional chapters.

6. Submission by the Global Agenda to the KJWA

For the Koronivia Joint Work on Agriculture (KJWA) virtual workshop on 24 and 25 November regarding Agenda Item 2 (e), Livestock Management Systems, GASL produced and submitted a position paper. The paper demonstrated the essential roles of the livestock sector for sustainability, improvement of food and nutrition security, and mitigation of climate change. GASL also expressed the need to increase its linkages and synergies with the KJWA to enhance the contributions of the livestock sector towards the SDGs.

7. Action Networks Webinar Series

The Global Agenda agreed to organize a series of webinars dedicated to specific topics relevant to livestock and sustainability through its Action Networks. The Livestock Antimicrobial Partnership Action Network opened the series in November 2020 with the topic "Antimicrobials in livestock: from scrutiny to action in low-income countries". The other webinars will be held regularly throughout 2021. Forthcoming Action Network webinars will address several topics, including animal welfare, grazing systems, resilience in the livestock sector and livestock for social development.

8. Guiding Group meetings

The Guiding Group of the Global Agenda met five times in 2020. The first meeting took place on 4 March in the Philippines Room at FAO headquarters with most members joining virtually. The rest of the Guiding Group meetings took place completely online because of the impossibility of meeting face to face during the COVID-19 pandemic. The meetings took place on 14 April, 2 June, 17 September and 3 – 4 November 2020.

9. Expansion of GASL membership

The Global Agenda gained five new members bringing the total to 115 official members. New members include the European Feed Manufacturers Federation (FEFAC), Fondazione Filiera Italia, the Italian Chamber of Commerce in Argentina (ICCA), the Yolda Initiative, and Farm Africa.

10. The Agenda Support Team in 2020

At the beginning of 2020, the Agenda Support Team, based at FAO headquarters in Rome, consisted of the GASL manager as well as a Swiss Associate Professional Officer (APO) responsible for communication, and a German APO working for MASL and the Dairy Asia Action Network. Additionally, the Agenda Support Team benefited from technical and communication consultants.

11. The new Chair of the Global Agenda

After a lively debate between candidates Shirley Tarawali from ILRI and Fabiana Villa Alves from Embrapa, during the third session of the GASL Global Online MSP meeting, Shirley was elected Chair by consensus by the GASL Guiding Group. Ms Tarawali is Assistant Director General at the International Livestock Research Institute and has more than 30 years of experience implementing and leading research for international development as well as a long history with GASL.

12. The GASL donor base

The two-year grant from the Bill and Melinda Gates Foundation became operational in March 2020 and the APO support of the Government of Germany with GASL's activities in Mongolia continued throughout the year. GASL's long-time donors, the Governments of Switzerland, the Netherlands, and France, as well as the Global Dairy Platform and the Confédération Nationale de L'Élevage (CNE) contributed to the GASL core fund. Several donors also sponsored specific Action Networks. And finally, multiple in-kind contributions were received for many activities during the year and in particular for the MSP regional and global online meetings from GASL stakeholders in North, Central and South America; Western and Eastern Europe; Africa; Central and South-East Asia; and Oceania.



Events with GASL presence in 2020¹

1. Meeting in Delémont, Switzerland with representatives of GASL, FAO, Switzerland and France regarding the 10th MSP meeting of GASL.
2. Meeting with H.E. Mohammad Hossein Emadi, Chair of COAG, Ambassador to FAO – Permanent Representative of the Islamic Republic of Iran to FAO, regarding reporting of GASL to COAG 27.
3. Discussion of the GASL Chair with Jane Duncan, SAI Platform - Sustainable Agriculture Initiative Platform, regarding a potential membership.
4. Participation of the GASL Chair in World Bank webinars on animal health.
5. Participation of the GASL Chair in a Global Roundtable for Sustainable Beef (GRSB) webinar on COVID-19.
6. Input of the GASL Chair in the Global Dairy Marketing Communications meeting (GDP/IMP) annual meeting.
7. Participation of the GASL Chair in World Bank webinars on climate finance.
8. Discussion with EAAP on coordination of the 2020 GASL MSP and the 2021 the European Federation for Animal Science (EAAP) conference.
9. Participation of the GASL Global Network on Silvopastoral Systems (GNSPS) Action Network in the event "Livestock Conservation and Monitoring: Experiences in Latin America".
10. Participation of the GASL Secretariat in the Inter-American Institute for Cooperation on Agriculture (IICA) virtual forum "Promoting Livestock Sustainability: Experiences and Learning from Livestock Roundtables in Latin America".
11. Participation of the GASL Chair in the International Farm Comparison Network (IFCN) workshop.
12. GASL virtual event with FAO Country Permanent Representatives in preparation for COAG 27.
13. GASL progress report to COAG 27 with Observer Status.
14. Meeting with the new Chair of COAG, H.E. Bommakanti Rajender, Minister Agriculture, Permanent Mission of the Republic of India, to establish cooperation channels with GASL regarding the COAG Sub-Committee on Livestock.

Publications

- *"Dairy's impact on reducing global hunger"*.
- *"Sistemas silvopastoriles y su contribución al uso eficiente de los recursos y a los objetivos de desarrollo sostenible: evidencia desde América Latina"*.
(Silvopastoral systems and their contribution to improved resource use and sustainable development goals: evidence from Latin America).

Outlook 2021

- The Action Plan 2019 – 2021 implementation will continue.
- The 10th MSP Meeting will take place in June 2021 (approach still under review).
- GASL will update its ToC, develop an M&E system and its new Action Plan 2022 – 2024.
- GASL will work to define processes and priorities for regional chapters.
- GASL will continue participating in the Koronivia process on livestock.
- GASL will report to the COAG Sub-Committee on Livestock.
- GASL will support participation of willing partners in the UN Food Systems Summit activities.
- GASL will support participation of willing partners in the 26th UN Climate Change Conference of the Parties (COP26) in Glasgow.

¹ For details on dates and contents of these events see **Section 07**.

06. General progress and Key Achievements in 2020

6.1 THE GLOBAL AGENDA THEORY OF CHANGE (ToC)

FAO's external evaluation of the first six years of operation of GASL in 2018 recommended an exploration of the adoption of a Theory of Change (ToC) and an M&E system to capture causality of change and lessons learnt in the MSP process, officially becoming part of GASL activities, outlined in its 2019-2021 Action Plan.

In late 2019, the GASL Agenda Support Team contacted Wageningen University and Research (WUR) to seek assistance for the development of the ToC and M&E system. As a result, two experts from the Wageningen Centre for Development Innovation (WC DI) were hired: Annabelle Daburon and Jan Browers.

Following a series of online meetings and a visit of a GASL delegation to WUR in January 2020, a Letter of Agreement (LoA) for the collaboration on the development of a ToC was signed in February between GASL and WC DI.

The work began with a slight delay. As the WUR team was preparing to travel to Rome, Italy for the first workshop with the GASL Guiding Group in March 2020, FAO decided to cancel all workshops and travel due to the COVID-19 crisis in Europe.

The WUR team quickly reorganized and adapted its methodology at the request of the GASL leadership due to the inability to organize face-to-face events. The new methodology combined a series of online workshops and individual work for GASL members that evolved with the insights of the GASL participants and the emerging constraints during the ToC development.

The methodology was presented to approximately 25 members of the GASL Guiding Group in April 2020 and a Task Group in charge of developing a first ToC for GASL was created.

The final result consisted of two main products: a visual that demonstrates how the GASL organization anticipates change can be achieved over time, and a narrative that presents the story about how the organization expects to achieve such long-term change. The results were shared for feedback with the GASL community during August and September 2020, addressed by the WUR team and discussed during the last Guiding Group meeting in November.



TABLE 1: DIFFERENT STRATEGIC PATHWAYS IDENTIFIED FOR THE EXISTING STRATEGIC DOCUMENT

STRATEGY ID	STRATEGY WORKING TITLE
A	→ Advocating practice and policy change
B	→ Generating, assembling and communicating evidence
C	→ Facilitating dialogue among all stakeholders
D	→ GASL network dynamic
E	→ Food and nutrition security
F	→ Livelihoods and economic growth
G	→ Animal health and animal welfare
H	→ Climate and natural resources

Representatives of each Cluster and Action Network were identified (see list in Annex 1) and a group of 12 representatives and seven substitutes was created.

Over the course of nine online workshops, from April to July 2020, a first ToC for GASL was created. Rounds of synchronous and asynchronous activities were carried out that led to the establishment of a common consensual vision for GASL 2030 ultimately formulated as "Sustainable, inclusive, resilient and diverse livestock systems across the world contribute significantly to the SDGs."

The Task Group also reflected on the strategic pathways extrapolated from GASL's documents and especially the Action Plan to achieve that vision. The exercise provided an opportunity to create interesting dialogue among the various participants with a diversity of views being expressed.



6.2 THE GLOBAL AGENDA AND COVID-19

Since the early stages of the COVID-19 crisis, GASL and its stakeholders proactively addressed the issue with the aim of understanding the impact of the pandemic on the livestock sector and its sustainable development. The Guiding Group was convened several times in order to make important decisions regarding GASL's way forward and virtual activities in the present year. Stakeholders were called to share up-to-date reflections and observations at the global and local level on the repercussions of the pandemic; and, the GASL Agenda Support Team, together with FAO, conducted key activities and consultations focused on summarizing an overall understanding of the implications and opportunities for livestock in the pandemic.

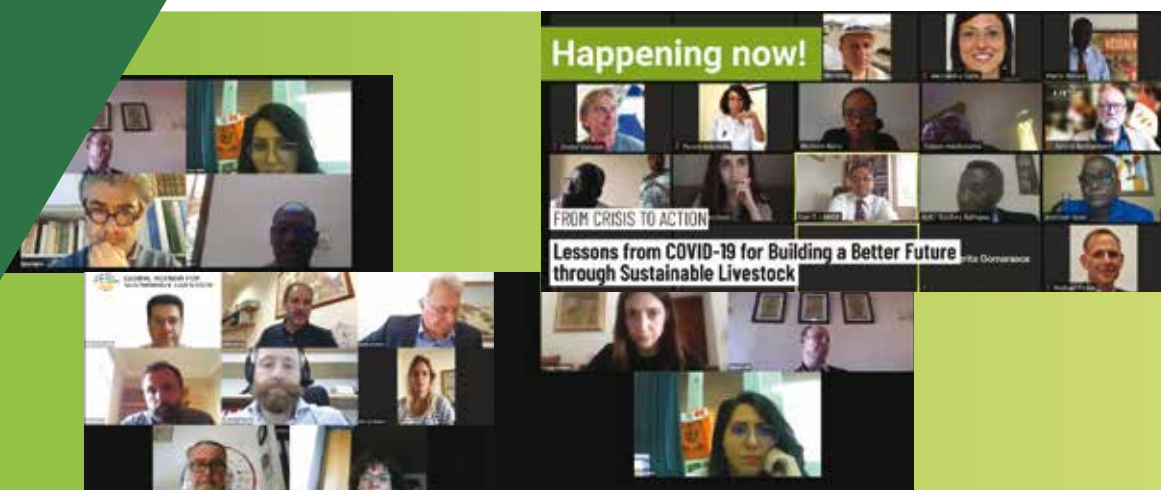
All these activities were essential leading up to the decision to organize the online MSP meetings in September 2020.

GASL stakeholder consultations

The intention of the consultations was to generally evaluate and provide better information on the impact of the pandemic regarding the global livestock sector. A first general consultation between April and May 2020 focused on regional, national and local major impacts of the COVID-19 pandemic on the livestock sector. A total number of 79 respondents from 39 countries in Africa, America, Asia, Europe, and Oceania and different organizations and sectors participated in the consultation providing inputs to better understand COVID-19 pandemic repercussions and provide opinions on how to mitigate these impacts in the short and medium term. The important role of the livestock sector in contributing to avoid future pandemics was also addressed.

A second consultation at global scale was undertaken to inform a policy paper on COVID-19 and the dairy sector through online interviews. For this work, the Global Agenda collaborated with the Livestock Policy Lab (LPL) based at FAO headquarters. The consultation focused on the immediate effects of the COVID-19 pandemic on the dairy sector and was submitted to a peer-reviewed journal. A media search was conducted to verify six economic propositions. Thirty-five respondents representing different areas of the dairy sector, including private and public sectors, academia and farmers, were interviewed to confirm and discard the propositions in five regions: Africa, Asia, Europe, North America and South America.

With these consultations, GASL observed the influence of the pandemic on several socio-economic and environmental fronts and the detrimental effects on efforts to attain the SDGs. The information gathered guided and served GASL partners to think about future actions and new approaches to promote sustainable practices and policy options in the livestock sector. Among these opportunities, GASL supported the idea of furthering the discussion with the online global MSP meeting.



Online multi-stakeholder partnership meetings
"From Crisis to Action –
Lessons from COVID-19 for
Building a Better
Future through
Sustainable Livestock",
31 August to 18
September 2020.

The Global Agenda's statement on COVID-19

Following a consultation with various Guiding Group members, the GASL Guiding Group and Chair established that there was an urgent need to address several concerns raised, based on negative and misleading information fostered by many technical and general press articles denouncing the livestock sector as problematic in terms of food and trade.

The Global Agenda's statement reported the following:

- The sudden appearance of this new disease affected numerous regions and countries in the world generating significant health, social, economic and political concerns. Due to the measures implemented by multiple governments to contain its spread, livestock systems, as other production means of the global economy, experienced the virus' repercussions. Mitigation efforts have had an impact on the movement of people and the supply of goods, resulting in the disruption of supply chains, production deficiencies, food losses and misinformation regarding livestock's relation to this crisis.
- Given its particular ability to contribute to the attainment of the SDGs and ensure both the economic incomes and wellbeing of countless families, it is vital that these important roles of the livestock sector are protected, and that they avoid any counterproductive mitigation measures and reflect on possible opportunities for sustainable development which could arise from this pandemic. Timely and assertive action is needed to address the range of interrelated factors that have emerged from the present crisis.

To that effect, the statement highlighted that GASL closely monitored the development of the pandemic and its impact on the sector by means of interviews, input development, global information and evidence collection. Thanks to the stakeholders and partners worldwide, whose preliminary knowledge and indications regarding the livestock sector and the COVID-19 pandemic are invaluable, GASL aggregated the following information to be used as a guide for future action:

- Given the significant disruptions in national and international livestock value chains, viewing livestock as essential and supporting it through government economic measures is of great importance in order to protect incomes and employment opportunities and to maintain the continuous operation of the value chains.
- Disruption of the value chains has been caused by consumer's rapidly eroding purchasing power triggered by rising unemployment rates and decreased household incomes. Regarding animal sourced products, lower purchasing power has translated into a drop-in demand, especially for premium products. As such, the importance of strengthening local value chains as the most effective means of supplying basic, nutritious foods for the population is stressed.
- Various stakeholders have indicated that misleading information signalling livestock products, both in wet and formal markets, as a direct cause of COVID-19 emergence and transmission have likewise affected demand. Consequently, clear communication to the wide public is imperative. GASL strongly believes that the implementation of hygienic measures as well as harmonized, international food safety standards, which would limit and regulate wildlife demand, will necessarily play a central role in the prevention of any future sanitary crises. Moreover, GASL acknowledges the significance of sustainable livestock systems to prevent future pandemics of zoonotic nature, despite the fact that no scientific evidence relates livestock to the present pandemic.
- Some of GASL stakeholders discussed the centrality of supporting optimal production systems, such as extensive, organic, silvopastoral systems, over those based upon optimized production intensity. Likewise, respondents stressed the need to re-examine those food systems which promote regenerative and more resilient models of agriculture. Investments, better biosecurity practices, and research efforts, in conjunction with a holistic implementation of the One Health approach will also be essential.
- Other stakeholders have emphasized important concerns for small producers in remote areas of Asia, Africa and parts of Latin America, where disease prevention

recommendations by the World Health Organization (WHO) (e.g. wash hands frequently with water and soap) are difficult to follow due to water scarcity, and in some regions, the lack of adequate information technologies.

- Ultimately, COVID-19's socioeconomic repercussions are detrimental to the attainment of the SDGs. With governments' actions regarding the management of the disease posing a difficult burden on commercial activity, it is imperative that governments worldwide support livestock systems in order to protect the continuous activity of value chains and ensure the wellbeing of vulnerable households.
- Despite no evidence associating animal sourced products to the transmission of COVID-19, the occurrence of a sanitary crisis of zoonotic nature in domesticated animals should not be ruled out. Therefore, it is vital to study such a possibility in order to limit the risks, while continuing to promote livestock's contributions to sustainable development. GASL takes the opportunity to encourage scientific-based assessments and decision-making. As such, GASL aligns and coordinates with several research efforts and initiatives including the Tripartite statement and G-20 communiqué on food security.
- GASL encourages its technical Action Networks to remain open to new evidence as it becomes available, which could be utilized to enhance livestock value chains' sanitary security.
- The global ethical debate regarding animal welfare is acknowledged by GASL. Moreover, it is being currently addressed by one of its technical groups, the Animal Welfare Action Network (AWAN). However, GASL considers this debate to be external to the current COVID-19 emergency. What GASL encourages and fosters is a dialogue between regions, political leaders and key stakeholders in the livestock sector. GASL supports furthering the discussion in a global multi-stakeholder meeting.

The statement concluded that GASL firmly believes in developing more sustainable and resilient food systems in service of the environment and populations' optimal health and will continue to facilitate dialogue, build and communicate evidence, and advocate for practice and policy change. The statement is available here (http://www.livestockdialogue.org/fileadmin/user_upload/livestock_production_system/images/COVID-19-Message_of_the_GASL_Chair-17-08-2020s.pdf).



6.3 PREPARATORY ONLINE REGIONAL AND GLOBAL MSP MEETINGS

In light of the pandemic and the many restrictions posed by countries globally, the GASL Guiding Group and the Organizing Committee for the 10th MSP Meeting in Delémont (Switzerland) decided to postpone the meeting scheduled for 9 to 12 June 2020 to June 2021. The Guiding Group, however, approved GASL's proposal to develop a virtual MSP meeting for a multi-stakeholder analysis of the COVID-19 pandemic: an online global meeting with independent regional components to be held from 14 to 18 September 2020 with focus on the exploration and discussions of problems, impacts and lessons of COVID-19 in the livestock sector in terms of sustainability.

In anticipation of the online MSP meeting 2020, a Task Force of the Guiding Group met virtually over three workshops on 25 June, 1 and 6 July. The purpose of the first workshop was to discuss common objectives and general content, structure, logistic, resources and begin the planning of the online event. The purpose of the second workshop was to continue the discussion on the meeting's approach and content. During the workshops an agreement to develop separated online regional preparatory MSP meetings in view of the global meeting was reached, and eight Regional Support Groups were established to support the virtual regional meetings in two African regions (English and French speaking Africa), Eastern Europe and Central Asia, Latin America, North America, Oceania, South East Asia and Western Europe. Following such agreement, the third workshop focused on the establishment of regional outputs, possible dates for the regional preparatory meetings in the week of 7 to 11 September, the structuring of regional programs and the setting up virtual conferences.

Throughout July and August, the activities of the regional MSP meetings were professionally organized by several members of the Guiding Group, Action Networks and Regional Support Groups with the support of the Agenda Support Team. The members of the Regional Support Groups that made possible the organization of the regional virtual MSP meetings and also offered key inputs for the success of the global event were:



→ **AFRICA 1 (English-speaking Africa)**

Mohammed Abubakar, Federal Ministry of Agriculture and Rural Development, Nigeria; Simplicie Nouala, African Union Commission (AUC); Martin Barasa, Veterinarians Without Borders (VSF), Germany; Robin Mbae and Bernard Kimoro, State Department for Livestock, Kenya; Cynthia Mugo, Shirley Tarawali, and Michael Victor, ILRI.

→ **AFRICA 2 (French-speaking Africa)**

Alexandre Ickowicz, International Cooperation Centre of Agricultural Research for Development (CIRAD); Simplicie Nouala, AUC; Fagouri Said, World Alliance of Mobile Indigenous Peoples (WAMIP), North Africa; Anne-Laure Roy, Ministry of Agriculture and Food, France; Barry Boubakary, Burkina Faso.

→ **EASTERN EUROPE and CENTRAL ASIA**

Pierre Gerber, World Bank; Ulf Magnusson, Swedish University of Agricultural Sciences (SLU); Eran Raizman and Yuriy Nesterov, FAO.

→ **LATIN AMERICA**

Carolyn Opio, FAO; Diana Loor, Ministry of Agriculture and Livestock, Ecuador; Walter Oyhantcabal, Ministry of Livestock, Agriculture and Fisheries, Uruguay; Pablo Frere, Redes Chaco, Argentina; Rogerio Mauricio, Federal University of São João del-Rei (UFSJ), Brazil.

→ **OCEANIA**

Rebecca Doyle, University of Melbourne, Australia; Ruairaidh Petre, Global Roundtable for Sustainable Beef; and Liz Wedderburn, AgResearch, New Zealand.

→ **NORTH AMERICA**

Amanda Slusher and Donald Moore, Global Dairy Platform (GDP).

→ **WESTERN EUROPE**

Fritz Schneider, GASL; Nancy Bourgeois, University of Agriculture, Forestry and Food Sciences (HAFL), Switzerland; Ulf Magnusson, SLU, Sweden; and Andrea Rosati, European Federation of Animal Science (EAAP).

→ **SOUTHEAST ASIA**

Katinka de Balogh, FAO; Dengpan Bu, Chinese Academy of Agricultural Sciences (CAAS), China; Tsetsgee Ser-Od, Dairy Asia-FAO; Ilse Koller-Rollefson, League for Pastoral Peoples (LPP), India; and Nitya Ghotge, Livestock Livestock Development and Ethnoveterinary Group (ANTHRA), India.



6.4 THE ONLINE GLOBAL MSP MEETING

The 10th GASL MSP meeting in Delémont, Switzerland, previewed for June 2020, was postponed to June 2021 due to the COVID-19 crisis. However, given the pandemic's impacts on the livestock sector and the challenges that emerged from various consultations run by the Global Agenda in the different regions of the world, a first online global MSP meeting was developed from 14 to 18 September 2020. The theme of the event was "From Crisis to Action – Lessons from COVID-19 for Building a Better Future through Sustainable Livestock".

In view of the global meeting, eight online regional preparatory meetings also took place from 31 August to 15 September 2020 involving more than 600 registrations and 400 participants. The four global days recorded 200 registrations and more than 110 participants in a single session. Representatives from the livestock industry, farmers, agricultural research, global non-profits and several governments joined the events to focus on identified challenges, to discuss lessons learnt for the future and to work towards sustainability during the COVID-19 health and economic crisis. All meeting resources are available on the GASL website <http://www.livestockdialogue.org/events/events/multi-stakeholder-meetings/msp-online-14-18-september-2020/en/>.

The regional objectives were to present the regional impacts of COVID-19 in order to identify drivers of change, consequences and stakeholder responses to the challenges caused by the pandemic in the four sustainability domains adopted by GASL, as well as to identify options in the short, medium and long term for how the livestock sector could improve its response through a sustainable livestock approach with solutions of a multi-stakeholder nature.

The regional outcomes, reported at the global meeting during the Regional Summaries day (Day 2) were tailored to understand the specific conditions of the respective regions; consolidate a common base for global results; orient the global discussion towards the impacts of COVID-19 and mitigation actions under different livestock production systems and the four sustainability domains; and, define and propose actions to prevent a future sanitary crisis.

The global objectives were to facilitate dialogue among GASL stakeholders and the wider development community; assess the diversity of opportunities and challenges derived from the COVID-19 pandemic across different regions of the world; strategize how the livestock sector can respond to more sustainable food systems with an enhanced One Health approach and stronger food security outcomes; and finally, prepare inputs for the June 2021 GASL MSP meeting and the Food Systems Summit 2021. The global outcome was to better understand and identify actions to support the role of sustainable livestock in the recovery from the COVID-19 pandemic and the prevention of similar future events.

Throughout the week, participants focused on the four global livestock domains, which guide GASL's work:

- food and nutrition security;
- livelihoods and economic growth;
- animal health and animal welfare; and
- climate and natural resource use.

For the first time, the annual event was successfully hosted online, demonstrating the resilience of the Global Agenda during challenging times. The overall online meetings involved more than 700 participants from different regions, which made the event the largest GASL event in terms of involvement of GASL members and interested participants.

DAY 1 Global opening

Figure 1 shows the global objectives of the 2020 GASL MSP Meeting. The conference began with a welcome for all attendees from Fritz Schneider, GASL Chair, and the introduction of keynote speakers addressing different sustainability domains related to livestock: Keith Sumption, Simplicie Nouala, and Henning Steinfeld. The four global livestock domains provided the basis for three plenary sessions featuring a breadth of expertise and perspectives.

The first plenary session on One Health focused on the critical activity to refocus attention on the health of ecosystems. The speaker flagged the need for an integrated approach between animal health and production, the human sphere and the environment. In addition, the role of food safety and hygienic practices and the transmission of infectious diseases in confined places were highlighted as critical and emergent issues to be addressed.

The second plenary session concentrated on the issue of livelihoods and economic growth, examining the impacts of the COVID-19 pandemic on economic development, with an emphasis on diversity and growth. The pandemic posed challenges within the United Nations Agenda and the SDGs. The main flagged issues were that the numbers of people in poverty will increase, while the progress towards the SDGs will slow down, in particular five SDGs: SDG 1 No Poverty, SDG 2 Zero Hunger, SDG 3 Good Health and Wellbeing, SDG 8 Decent Work and Economic Growth, and SDG 13 Climate Action. It will be necessary to take clear action, focus on how to transform small-and medium-scale mixed crop-livestock systems in developing regions into sustainable and profitable enterprises, and strengthen the resilience of small-scale livestock keepers and pastoralists.

The final plenary session, on climate and natural resource use, addressed the role of livestock production within the larger climate discussions. The livestock sector has been facing multi-dynamic challenges, including animal welfare, antimicrobial resistance (AMR) and emerging diseases. Other challenges are emerging from the consumers' side, including animal food replacements, sustainable food systems and sustainable diets. The variety of viewpoints shared by the presenter reflected the possible alternatives for sustainable livestock: integration into a multipurpose policy framework, balance of food consumption with sustainable diets as a solution to climate change, tracking progress in the livestock sector with proper metrics, governments' engagement and expansible production.

DAY 2

Regional summaries

The second day of the GASL conference the regions reported the main findings and outputs of the different meetings.

Regions in the Global South, Africa 1, Africa 2, Latin America, and Southeast Asia concluded that the One Health is a fundamental approach. Additionally, the regions reported that it is vital to speed up new technologies and digital solutions, together with research and development activities that should be closer to farmers' needs and policy designs. The need to design new business models and innovative approaches for value chain consolidation was especially flagged, together with the role of livestock to meet the needs of a growing population. These regions have demonstrated that livestock has a significant resilience capacity, shown during the COVID-19 crisis, especially small-scale pastoralist production systems that are not highly dependent on external inputs.

The rest of the regions, Oceania, Europe, Eastern Europe and Central Asia, and North America, highlighted that although governments took measures with public and private support to manage the COVID-19 crisis, supply chains all over the countries have had to shift their focus from food services to retail services, rapidly adopting new models and approaches. Such changes have posed challenges, as production systems forced to slow down the process have ended up holding back animals in the production units. In some instances, this practice was manageable, but in others, not moving animals has resulted in losses. Impacts on the supply chain were related to transport restrictions, safety of processing workers, panic buying by consumers, maintenance of production levels, closure of restaurants, and closure of import and export channels.

Shared reflections across the regions focused on consumers' involvement and livestock resilience. The Global Agenda needs to be in touch with consumers because of increasing mistrust of animal sourced food, changing buying behaviours and food preferences. Participants identified the critical need to build awareness on how food is produced. Discussions on livestock resilience concluded that it is important to have a transition towards greater sustainability. Participants highlighted the role of multi-stakeholder partnerships and the need to reinforce sustainability frameworks with common views

and to recognize that the role of livestock is not limited to the production of food only but in the community, in health and safety. Furthermore, reinforced, coordinated and clear communication between sectors to achieve consistent messages and strategies were agreed to be essential.

The action points discussion provided viewpoints of the regions on the impact of the COVID-19 pandemic on the four sustainability domains and highlighted what solutions and actions already exist, where the gaps are, and what is to be done further. They identified action points per specific cluster and actors across the livestock value chains; action points for specific activities in the field of advocacy; information, networks and digitalization; and action points on zoonotic emergency preparedness and interventions.

A consensus among the regions on livestock as a crucial component for a systems approach was identified. Opportunities highlighted by the regions consisted of cost effective preparedness actions for future sanitary crises; government investments for the prevention of new crises; new business models for more resilience; a holistic approach to move towards more sustainable systems and identification of any barriers; reduced dependency on producers; sound science-based policies; a better implementation of the One Health approach; and dialogue between stakeholders. Two regions (French speaking Africa and Latin America) recognized the need to implement regional GASL chapters.

DAY 3

Debate of the GASL Chair finalists

The third day of the GASL conference consisted of a debate between the two finalists for the GASL Chair position. Shirley Tarawali and Fabiana Villa Alves debated on key GASL topics each, including the SDGs, global threats, MSPs and fundraising. Subsequently participants had the opportunity to ask the candidates a variety of questions on several topics regarding the Global Agenda, livestock and sustainability, including GASL governance and membership, GASL progress, knowledge-based communication and dissemination, livestock keepers and biodiversity conservation. At the end of the session, the Guiding Group met to elect, by consensus in a closed meeting, Shirley Tarawali as the next GASL Chair.

DAY 4

Global closing

The 10th MSP meeting of GASL concluded by highlighting key messages for building back for sustainable livestock systems. The Academia Cluster reported a synthesis from the three days of discussions related to lessons learnt. GASL partners from Cluster Groups, Action Networks and other stakeholders attending in the meeting were invited to ask questions to stimulate discussion for sustainable livestock development in COVID-19 times. Figure 2 shows the key elements and actions identified during the meeting towards a transition to increased sustainability in the livestock sector.

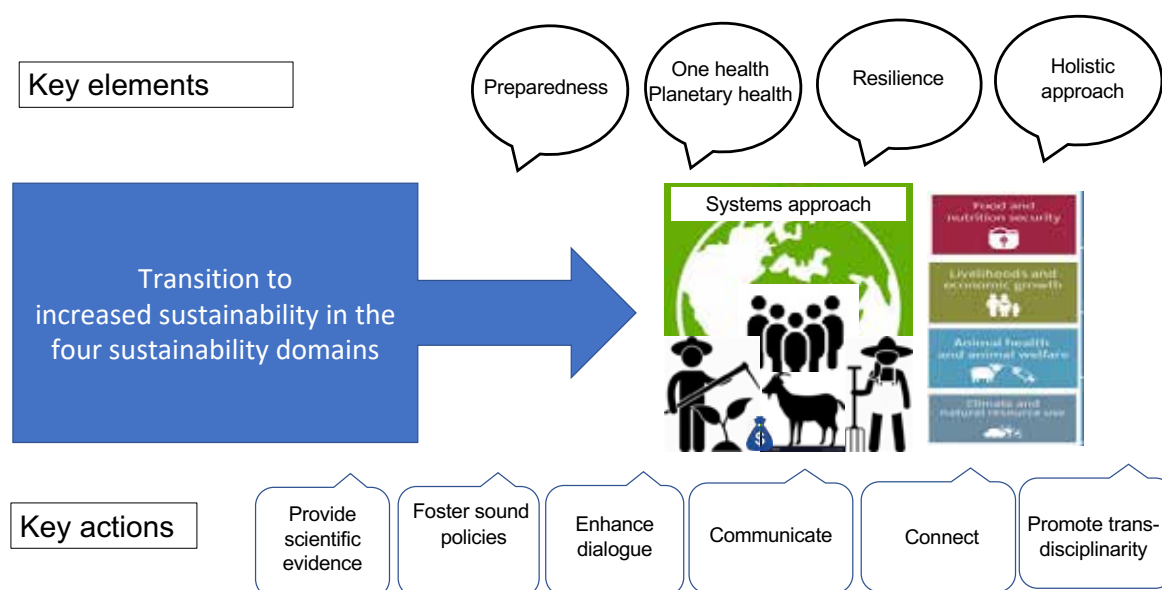
The GASL virtual MSP meeting showed clearly that livestock remains a crucial and relevant component in all food systems and that resilience has become an important dimension to be taken into account and to be addressed by GASL. The One Health approach has also become strategically important. Multi-stakeholder processes are key and therefore GASL has become increasingly important.

The GASL Chair, Fritz Schneider, gave a nice overview of GASL and his own 'journey' and introduced the newly elected GASL Chair Shirley Tarawali. She thanked everybody for the confidence given and pointed out that she looks forward to building on the strengths of GASL, to harness the power of the diverse membership and stakeholders, and include and connect with more actors.

Fritz Schneider followed with the closing of the event noting that the first online MSP meeting was successfully organized and engaged regional components and nearly 700 actors from GASL Clusters and Action Networks and other livestock stakeholders. Finally, he expressed gratitude to all supporters, sponsors, meeting planners and participants.

FIGURE 1: GLOBAL OBJECTIVES OF THE 2020 GASL ONLINE MSP

Lessons from COVID-19 for building a better future through sustainable livestock


FIGURE 2: KEY ELEMENTS AND ACTIONS FOR INCREASED SUSTAINABILITY IN THE LIVESTOCK SECTOR


6.5 NATIONAL AND REGIONAL MULTI-STAKEHOLDER PARTNERSHIP INITIATIVES SUPPORTED BY THE GLOBAL AGENDA

GASL supports national and regional initiatives with a multi-stakeholder approach. At the first regional MSP meeting in Uman, Ukraine in April 2018, several countries from Eastern Europe, Caucasus and Central Asia were interested in collaborating with GASL and FAO towards sustainable livestock production. The success of this first regional meeting encouraged the Global Agenda to actively support the Global Roundtable for Sustainable Beef (GRSB) Regional Beef Vision MSP Summit meeting in Latin America in 2019. Additionally, in the framework of the 8th MSP meeting in Mongolia, in 2018, a Mongolian Agenda for Sustainable Livestock (MASL) was established comprising partners from ministries, international organizations, NGOs and private sectors. Throughout 2019 and 2020 GASL has supported its establishment and development. Several achievements were reached by the MASL including the endorsement of numerous projects and collaborations that support the Mongolian livestock sector and the creation of an online tool to facilitate coordination.



MASL activities and their progress in 2020

With financial support from GASL (USD 5 000), the MASL team in Mongolia completed the development of the MASL Web Application, which is now integrated in the ministry's IT system and openly accessible at <http://masl.mofa.gov.mn/>. This application is the fruit of a true multi-stakeholder partnership and the first comprehensive and up-to-date summary of projects of over 50 stakeholders that work towards sustainable development of the Mongolian Livestock sector. This novel platform maps all stakeholders and their respective projects against the existing MASL Action Plan and related SDGs to allow for better access to information and coordination in the Mongolian livestock sector.

Furthermore, with additional financial support from GASL, the development of a MASL Competency Model has been initiated that has the potential to become a guiding document to facilitate capacity building activities for herders. The competency model is the product of a pilot at field level with herders from a selected district. In order to bring the model into use, the next steps in 2021 are to expand the model to national level, develop a comprehensive training package and move to implementation including a pilot, Training of Trainers and M&E activities.

The translation of the rather high-level and policy oriented MASL Action Plan into a curriculum for herders provides a valuable opportunity to test the plan against local conditions in the field. The feedback from this activity can be used not only to improve herders' capacities but will also provide valuable insights from practical field level back to MASL and GASL. To date, a solid curriculum on sustainable livestock herding with a rather overarching MASL scope is missing. The curriculum thus has the potential to become a reference in the future opened for use by any entity working on sustainable livestock. The ministry in Mongolia has already sent a request to GASL for continuous technical and financial support for this planned activity.

Lastly, the MASL Action Plan came to its closure this year. This closure, however, is also the beginning since the ministry's internal MASL Action Plan has been scaled up to national level through a national herder programme. This **national programme** (<https://www.montsame.mn/en/read/214373>) will span over different ministries and has been approved by the Government of Mongolia in January 2020. This is a major achievement since the MASL Action Plan has been recognized as a model to drive development and its original goals and sustainability aspects are now ensured through a wider implementation at national level and across ministries.

Proposals for regional multi-stakeholder partnership chapters in Latin America and Africa

One element that came out of the regional and global meetings in September 2020 was the idea to develop regional chapters of the Global Agenda. A GASL chapter is a multi-stakeholder space where regional stakeholders can better articulate the application of the Global Agenda principles.

Specifically, the Latin America and Africa regions suggested to develop regional agendas for sustainable livestock. Although their views are different regarding the possible scope and functions, they agree that a regional chapter could be a good approach to have the right enthusiasm and participants from a variety of stakeholders of different continents to align with the Global Agenda.

Finally, regional chapters are mentioned as a change path in the GASL ToC. As regional chapters need planning, commitments, investments and coordination, among other important challenges, the Global Agenda and the Guiding Group will explore the best ways to advance them in the coming year.

6.6 SUBMISSION BY GASL TO THE KJWA

The Koronivia Joint Work on Agriculture (KJWA) online workshop on Agenda Item 2 (e), Livestock Management Systems on 24 and 25 November, the Global Agenda led by Walter Oyhantcabal, Ministry of Agriculture, Livestock and Fisheries of Uruguay, produced and submitted a position paper. The workshop presented a good opportunity for GASL to express its standpoint on the relationship between livestock and climate change at a moment in time when the Paris Agreement will be reviewed after five years and livestock is being critically addressed in the debates about climate change.

The position paper highlighted the importance of livestock food systems worldwide and the contribution of the sector for the achievement of the SDGs, especially to issues related to food and nutrition security, livelihoods and economic growth, animal health and welfare and climate and natural resources domains. GASL expressed the need to increase its linkages and synergies with the KJWA to enhance the contributions of the livestock sector towards addressing challenges in climate action and food security.

Specific views of GASL on issues regarding agriculture and related to item (2) included:

- Considering the KJWA as a landmark in the process of addressing climate change and livestock systems;
- Acknowledging the need for livestock systems to be supported to adapt to the negative impacts of climate change;
- Seeing the KJWA as a powerful tool to mobilize resources for R&D, science-based innovation and traditional knowledge to make livestock systems more resilient on the ground;
- Considering integrated silvopastoral systems (SPS) a significant contribution to sustainable livestock production in some areas of the world;
- Considering Natural Resource Use Efficiency (NRUE) as a key pathway towards increased sustainability of livestock systems;
- Considering that nutritional advice on sustainable nutrition must be flexible and tailored to different cultures and food availabilities;
- Acknowledging the many opportunities to close gaps in efficiency and productivity, such as improved animal nutrition, genetics, animal health and manure management support with information for decision making and general husbandry;
- Stabilizing methane emissions of livestock systems;
- Highlighting the importance of promoting capacity building and financial and technological assistance to farmers to foster the adoption of more resilient and sustainable practices and available technologies; and
- Considering MSPs' important role to enhance collaborative actions, enable environments and exploit synergies among the collective.

6.7 ACTION NETWORKS WEBINAR SERIES

Because of the pandemic and the impossibility to undertake face-to-face activities, the Global Agenda agreed to organize a series of webinars dedicated to a particular topic relevant to livestock and sustainability. The webinars that began in November 2020 will be held regularly throughout 2021. The Action Networks will organize the webinars on a voluntary basis with the support of the Agenda Support Team to illustrate their work to a diversified audience interested in the topic and to disseminate messages within and outside GASL's community.



LAMP Action Network webinar "Antimicrobials in livestock: from scrutiny to action in low-income countries", 17 November 2020.

LAMP webinar on Antimicrobial Resistance (AMR)

The Livestock Antimicrobial Partnership (LAMP) Action Network, hosted by SLU opened the GASL's webinar series on 17 November. In line with the world AMR awareness week the event was entitled "Antimicrobials in livestock: from scrutiny to action in low-income countries". The webinar which registered nearly 200 subscriptions, focused on the AMR emergence in low-income countries' livestock sector. AMR is a "One Health" challenge where different actions need to be taken in different parts of the world to prevent the challenges of AMR. In the webinar, a group of qualified experts in different fields was invited to present and discuss various aspects of AMR, including the economic repercussions, the importance of antimicrobial use data collection, AMR and behaviour change and responsible antimicrobial use in low- and middle-income countries.

Future webinars in 2021

Six Action Network webinars for the first half of 2021 are currently being organized. The Animal Welfare Action Network (AWAN) will perform two different sessions during the webinar: one on animal welfare and the SDGs, and one on animal welfare and AMR. The objective of the Closing the Efficiency Gap (CEG) webinar "Resilience in livestock sector – how to identify it and measure it" is to advance the resilience discussion in GASL. The Restoring Value to Grasslands webinar will focus on the multi-functionality approach of grazing systems using a toy model and demonstrating how to best use it with different stakeholders. The Global Network of Silvopastoral Systems (GNSPS) webinar will present study cases in Oceania, South America, Asia and Africa on the different SPS approaches used in different continents. For the Livestock for Social Development webinar, the topic is still under development, but the focus will be to link with a broad audience and involve as many stakeholders as possible on topics of social development.

TABLE 2: ACTION NETWORK WEBINARS DURING THE FIRST SEMESTER OF 2021

ACTION NETWORK	MONTH	PROPOSED DATE AND TIME	FOCAL POINT
Animal Welfare	01/2021	27 January, 13:00 - 15:00 GMT	Rebecca Doyle, AN Coordinator
Closing the Efficiency Gap (CEG)	02/2021	17 February, 17:00 - 19:00 Rome Time	Rogério Mauricio, AN Coordinator
Global Network on Silvopastoral Systems (GNSPS)	03/2021	19 March	Julián Chará, AN Coordinator
Restoring Value to Grasslands	05/2021	25 May, 12:00-14:00 Rome Time	Alexandre Ickowicz, AN Coordinator
Livestock for Social Development	06/2021	tbc	Ernesto Reyes, AN Coordinator

6.8 GUIDING GROUP MEETINGS

The Guiding Group of GASL met five times in 2020. The first meeting took place on 4 March at FAO headquarters. Due to the COVID-19 health crisis only a few Guiding Group members could attend the meeting physically, with the rest of the Guiding Group attending remotely. The 33 participants discussed progress in 2019; the Action Plan 2019 – 2021; the workplan and budget for 2020; the ToC initiative; the Kansas 9th MSP meeting report; the preparation of the 10th MSP meeting in Delémont; GASL participation in the KJWA process update; the Committee on Agriculture (COAG) 27 and the proposal for a Subcommittee on Livestock; the new GASL Chair updates; the sub regional MSP meeting in Kyrgyzstan; the 11th MSP meeting venue; Action Networks and clusters update; and fundraising activities.

The second Guiding Group meeting of 2020 took place on 14 April in combination with a ToC session. Topics discussed by the 25 participants included: the 10th MSP meeting in Delémont update and the progression of the COVID-19 pandemic and its impact on the livestock sector. The third Guiding Group meeting took place on 2 June. The 40 participants, including Guiding Group members and observers, discussed the progress of the GASL ToC; the date to hold the 10th MSP meeting in Delémont; the new GASL Chair finalists and selection; updates from the Action Networks; the COAG 27 preparation meeting; and the COVID-19 pandemic and its impact on the livestock sector. The fourth Guiding Group meeting took place at the end of the third day of the online meeting on 17 September and gathered 22 Guiding Group members to discuss and unanimously elect the new GASL Chair Shirley Tarawali.

The last and fifth Guiding Group meeting took place over two days on 3 and 4 November. The members' discussion included feedback from the online MSP meeting; progress in 2020; finances; the GASL ToC; the COAG 27 and the creation of the COAG Subcommittee on livestock; GASL and COVID-19 activities in 2020; GASL participation in the processes of the KJWA; the MSP meeting in Switzerland in 2021; information on Action Networks Webinar Series; Clusters and Action Networks update; the new Chair for 2020 – 2022; upcoming meetings and more.

6.9 EXPANSION OF THE MEMBERSHIP OF THE GLOBAL AGENDA FOR SUSTAINABLE LIVESTOCK

In 2020, the Global Agenda gained five new members bringing the total to **115 official members**. New members include the European Feed Manufacturers Federation (FEFAC), Fondazione Filiera Italia, the Italian Chamber of Commerce in Argentina (ICCA), the Yolda Initiative and Farm Africa.



European Feed Manufacturers Federation (FEFAC) was founded in 1959 by five national compound feed associations from France, Belgium, Germany, Italy and the Netherlands. FEFAC membership today consists of 24 national Associations in 23 EU Member States as well as Associations in Switzerland, Turkey, Serbia, the Russian Federation and Norway with observer/associate member status. FEFAC is the only independent spokesman of the European Compound Feed Industry at the level of the European Institutions. The European compound feed industry employs over 100 000 people on approximately 3 500 production sites often in rural areas—areas which tend to offer few employment opportunities.



Fondazione Filiera Italia is an association based on common values of territorial and national identity, transparency and sustainability, in terms of consumption awareness, knowledge, and sharing of food practices based on the principles of the Mediterranean Diet, through a combination of all the ingredients needed for a healthy, varied and balanced diet. Filiera Italia was created in response to the requirement for a single representation of the extraordinary Italian agri-food sector that identifies increasingly worldwide as a single and integrated model, which is sustainable, highly efficient, and innovative.



Italian Chamber of Commerce in Argentina (ICCA) is a non-profit institution which has worked since 1884 for the development of economic and commercial relations among the "Italian" business communities in the world. ICCA holds that modern internationalization is based on the relationship between socio-economic-territorial systems and on the innovation and sustainable transformation of production activities. Its most relevant work-lines are: green and circle economy, climate smart agriculture, food safety and security, sustainable energy transition, techno-productive innovation for sustainable transition and green chemistry. In 2018, ICCA created a new specific program called "Argentina Antibiotic-Free Beef" (AAFBeef), the aim of which is to eliminate the use of antibiotics in animal nutrition in order to replace them with natural solutions.



The **Yolda Initiative** is a nature conservation organisation working at the international level for conserving biodiversity through research, advocacy, communication and by working in partnerships. Recognizing that humans, with their cultural diversity, are an integral component of ecosystems, Yolda focuses on the value of traditional production systems, particularly mobile pastoralism in its many different forms all over the world, that benefit not only biodiversity and climate change mitigation and adaptation efforts, but also multiple SDGs.



Farm Africa Today, almost half of the world's extreme poor live in sub-Saharan Africa. The vast majority work in agriculture. Farm Africa reduces poverty in eastern Africa by helping farmers grow more, sell more and sell for more. They work in the Democratic Republic of the Congo, Ethiopia, Kenya, Tanzania and Uganda growing agriculture, protecting the environment, and developing businesses in rural areas.

6.10 THE GLOBAL AGENDA SUPPORT TEAM

At the beginning of 2020, the Agenda Support Team, based at FAO headquarters in Rome, consisted of Eduardo Arce Diaz, the GASL Manager, Anna Grun, an APO from Switzerland responsible for communications (her assignment finished on 31 January), Martin Heilmann, an APO from Germany, responsible to support the MASL and the Dairy Asia Action Network, and Lavinia Scudiero responsible for technically supporting GASL processes. Maria Soledad Fernandez joined the Agenda Support Team as a Programme and Outreach Specialist in September 2020.

6.11 THE NEW CHAIR OF THE GLOBAL AGENDA

The selection of the Chair for GASL is a process with several steps: a FAO public vacancy announcement, the receipt of applications, the screening of the long list, the short-listed candidates, the nomination of the three finalists by the GASL Guiding Group, the debate of the finalists and the final selection of the Chair by the Guiding Group. After a lively debate during the third session of the GASL online MSP meeting with candidate Fabiana Villa Alves from Embrapa, Shirley Tarawali was elected by consensus by the GASL Guiding Group (22 members) on 17 September.



Shirley Tarawali is assistant director general at the International Livestock Research Institute (ILRI) based in Nairobi, Kenya. Her responsibilities include strategy, planning, partnerships, communications and knowledge management, as well as institutional management, decision making and representation. Shirley is also the Secretary to the ILRI Board of Trustees. With over 30 years of experience implementing and leading research for development in Africa and Asia, she holds a PhD from the University of London, UK.

Shirley has a long trajectory in GASL. She was present during the meeting where the idea of GASL was created (launch of the publication, "Livestock in a Changing Landscape") in March 2010 in Zollikofen, Switzerland, and has been with GASL ever since. Shirley has attended seven of the nine face-to-face MSP Meetings of GASL, has been a Guiding Group member for the multilateral organizations cluster, integrated the Task Force to develop the Action Plan of GASL 2019-2021 and the Task Force to develop the ToC for GASL in 2020. Additionally, she is the lead author for the input paper on Livelihoods and Economic Growth for the 2019 MSP Meeting in Kansas, has moderated various GASL events and integrated the Organizing Committee for the 7th MSP Meeting of GASL in Addis Ababa, Ethiopia in 2017.

6.12 THE GASL DONOR BASE

The two-year grant of the Bill and Melinda Gates Foundation became operational in March and the APO support of the Government of Germany with GASL's activities in Mongolia continued during 2020. GASL's long-time donors, the governments of Switzerland, the Netherlands and France, the Global Dairy Platform and the Confédération Nationale de L'Élevage (CNE) contributed to the GASL core. Several donors also sponsored specific Action Networks. And finally, multiple in-kind contributions were received for many activities during the year and in particular for the MSP regional and global online meetings of GASL stakeholders in North, Central and South America; Western and Eastern Europe; Africa; Central and South-East Asia; and Oceania.

07. Events in 2020

7.1 MEETING IN DELÉMONT WITH REPRESENTATIVES FROM FAO, SWITZERLAND AND FRANCE REGARDING THE 10TH MSP OF GASL

In anticipation of the 10th GASL MSP meeting in Delémont, Switzerland, in June 2020, the GASL Agenda Support Team and Chair met in Delémont on 17 January 2020 for a visit and a preparatory Action Plan with participants from FAO, Switzerland and France. The purpose of the one-day meeting was to initiate the planning for the MSP meeting and the preparation of technical aspects for the multi-stakeholder discussion.

7.2 MEETING WITH H.E. MOHAMMAD HOSSEIN EMADI, CHAIR OF COAG AND PERMANENT REPRESENTATIVE OF THE ISLAMIC REPUBLIC OF IRAN TO FAO, REGARDING OPPORTUNITIES FOR GASL TO REPORT DURING COAG

In light of the COAG 27 session, the GASL Chair and manager met with H.E. Mohammad Hossein Emadi, Permanent Representative of the Islamic Republic of Iran to FAO and chair of COAG, on 6 March 2020 to discuss the possibility for GASL to report during the COAG 27 session. H.E. Mohammad Hossein Emadi invited GASL to present an information document to COAG members and to request observer status to allow GASL's verbal interventions in the different sessions.

7.3 DISCUSSION OF THE GASL CHAIR WITH, SAI PLATFORM, REGARDING OPPORTUNITIES TO JOIN GASL

The Sustainable Agriculture Initiative Platform (SAI Platform) is a primary global food and drink value chain initiative on sustainable agriculture, whose mission is to harness collaborative actions to catalyse widespread adoption of sustainable agricultural practices. On 12 March 2020, the GASL Chair had a discussion with the SAI Platform to discuss potential membership and cross collaboration.

7.4 PARTICIPATION OF THE GASL CHAIR IN WORLD BANK WEBINARS ON ANIMAL HEALTH

The livestock industry is a growing and changing market and as a result, new opportunities and challenges arise. Among these challenges, keeping animal welfare is an important ethical, societal and policy concern. To be competitive in this field it is essential to keep up to date with the requirements and implement animal welfare practices. The Global Agenda participated in the World Bank webinar events on animal health on 12 and 19 March 2020 where the need to embrace animal welfare, and to promote it to all customers and stakeholders was flagged as critical.

7.5 PARTICIPATION OF THE GASL CHAIR IN THE GRSB WEBINAR ON COVID-19

On 28 April 2020 the Global Agenda participated in a special webinar held by the GRSB. The webinar focused on the impacts of the COVID-19 pandemic on different parts of the supply chain as well as global beef sustainability efforts. The speakers exchanged and interacted with the participants on the challenges faced by the cattle and beef sectors including devastating price changes and complicated market behaviour.

7.6 INPUT OF THE GASL CHAIR IN THE GDP/IMP MEETING

On 4 May 2020 the GDP/IMP organized a virtual event titled "Dairy's Role in Responsible and Sustainable Food Systems". On this occasion, the GASL Chair had the opportunity to share GASL's views on how the dairy sector and other livestock groups can proactively build the evidence for sustainability and have a stronger voice at inter-governmental forums.

7.7 PARTICIPATION OF THE GASL CHAIR IN WORLD BANK WEBINARS ON CLIMATE FINANCE

The World Bank organized a webinar series to enhance the capacity building of climate change and development stakeholders. The events explored the challenges in adopting market-based approaches such as carbon pricing, innovative finance models, effective mechanisms, instruments and verification of carbon pricing. The Global Agenda participated in these webinars on 21 April and 27 May 2020.

7.8 COORDINATION WITH EAAP ON THE 2020 GASL MSP MEETING AND THE 2021 EAAP CONFERENCE

On 12 June 2020 the GASL Chair and manager met with the EAAP in anticipation of the GASL online regional and global MSP meetings of September, and the EAAP conference in 2021. The purpose of the meeting was to initiate the coordination and planning of the multi-stakeholder discussions and initiate the discussion for GASL's presence during the EAAP conference.

7.9 PARTICIPATION OF THE GASL GNSPS ACTION NETWORK IN THE EVENT "LIVESTOCK CONSERVATION AND MONITORING: EXPERIENCES IN LATIN AMERICA"

Sustainable livestock systems have the potential to support countries in improving territorial governance, resulting in the reduction of environmental conflicts, the promotion of ecosystem conservation and the generation of economic benefits. In a joint effort on 23 June 2020, the United Nations Development Programme (UNDP), the Good Growth Partnership initiative, and the UN-REDD+ Programme carried out a virtual exchange themed "Livestock conservation and monitoring: experiences in Latin America" (original title in Spanish "*Monitoreo y conservación de fauna en zona ganadera: experiencias en latinoamérica*"). The event offered experiences among different countries and organizations on the management of endangered species in Latin American livestock areas, where the Global Agenda had the opportunity to participate through the Global Network on Silvopastoral Systems (GNSPS) Action Network.

7.10 PARTICIPATION OF THE GASL SECRETARIAT IN THE IICA VIRTUAL FORUM - PROMOTING LIVESTOCK SUSTAINABILITY: EXPERIENCES AND LEARNINGS FROM LIVESTOCK ROUNDTABLES IN LATIN AMERICA

The Inter-American Institute for Cooperation (IICA) opened a virtual space (original title in Spanish "*Impulsando la sustentabilidad ganadera: experiencias y aprendizajes de mesas de ganadería en América Latina*") to share and exchange expertise, lessons and experiences among livestock roundtables focusing on livestock production and conservation of the natural resources in the Latin America region. The GASL Secretariat introduced the Global Agenda to the more than 80 participants at the event that took place on 4 August 2020.

7.11 PARTICIPATION OF THE GASL CHAIR IN THE IFCN WORKSHOP

On 9 September 2020, the Global Agenda participated in the workshop organized by the IFCN Dairy Research Network titled "New opportunities: the dairy world after COVID-19". For the occasion, the IFCN brought its business and researcher networks together to provide a variety of insights and experiences and stimulate discussion.

7.12 GASL VIRTUAL EVENT WITH FAO COUNTRY PERMANENT REPRESENTATIVES IN PREPARATION FOR COAG 27

With the support of GDP, GASL co-organized this event titled "Advancing the Global Agenda for Sustainable Livestock". All Rome-based country permanent representatives were invited to attend a series of presentations from GASL partners on the sustainable development path for the livestock sector and to discuss the ways it can address the key environmental, social, and economic challenges it faces. As a responsible component of the global food system, the livestock sector needs to continue supporting livelihoods, contribute to enhancing economic and social well-being, protect public and animal health through the reduction of health threats to and from livestock, sustain natural resources and contribute to climate change mitigation. Seventy participants, representative of the five continents, attended.

7.13 GASL PROGRESS REPORT TO COAG 27 WITH OBSERVER STATUS

The Committee on Agriculture (COAG) is one of FAO's governing bodies that provides policy guidance and recommendations on agricultural issues. COAG meets every two years. In 2020, the meeting took place from 28 September to 3 October and the main emphasis was placed on the importance of livestock for the SDGs, where key items were discussed and decided.

COAG 27 acknowledged the importance of the livestock sector and its role on sustainable development and noted the relevance of the cooperation with the Global Agenda and other initiatives. Additionally, it established the Sub-Committee on Livestock, stressing the importance of collaboration with specialized organizations and existing multi-stakeholder partnerships. COAG invited the Global Agenda to report regularly on its work to the Sub-Committee. Five country permanent representatives (Germany, representing the European Union; Australia; Thailand; Switzerland and Canada remarked on GASL's relevance and complementarity with ongoing initiatives in the livestock sector in their deliberations).

Finally, COAG acknowledged the importance of rangelands and pastoralists in contributing to national economies and supporting livelihoods and food security and endorsed the proposal for an International Year on Rangelands and Pastoralists (IYRP) in 2026.

7.14 MEETING WITH THE NEW CHAIR OF COAG, H.E. BOMMAKANTI RAJENDER, MINISTER AGRICULTURE, PERMANENT MISSION OF THE REPUBLIC OF INDIA, TO ESTABLISH COOPERATION CHANNELS WITH GASL

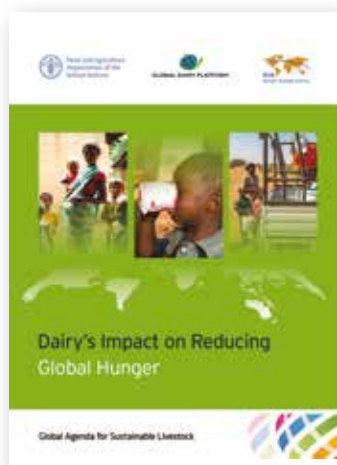
In order to find avenues of cooperation between GASL and COAG, and its recently created Sub-Committee on Livestock, the new Chair of GASL, Shirley Tarawali, the Coordinator of NSAL, Henning Steinfeld and the GASL Manager, Eduardo Arce Diaz, met with the COAG Chair, Minister Rajender, the COAG Secretary, Ariella Glinni, and a staff member of the COAG Secretariat, Inma Roda Martin on 8 December.

The COAG Chair highlighted the objectives for the COAG Sub-Committee on Livestock (Sub-Committee) established as an intergovernmental body dedicated to livestock, foreseen to produce concrete outputs, with timelines and responsibilities, and the role of partnerships. The GASL Chair made a presentation and highlighted the important contribution of GASL to the SDGs, its multi-stakeholder composition and its broad action networks. Henning Steinfeld, NSAL Coordinator provided background on the creation of GASL, referring to the guidance of the 22nd Session of COAG and the proposal for creating a multi-stakeholder mechanism to deal with livestock matters. He added that following approval by the 27th Session of COAG of a Sub-Committee on Livestock, with governments as members, there is an opportunity and need to develop a productive relationship.



08. Publications

8.1 DAIRY'S IMPACT ON REDUCING GLOBAL HUNGER



In 2015, the 193 Member Nations of the United Nations adopted the SDGs to guide the development actions of governments, international agencies, civil society, and other institutions over the next 15 years (2016–2030). The SDGs aim to end poverty (SDG 1) and hunger (SDG 2) while restoring and sustainably managing natural resources.

The number of people in the world suffering from hunger increased in 2014–2017, reversing the declining trend in undernourishment seen since 2005. In light of the renewed international commitment to reduce hunger, the potential of dairy development to contribute to poverty reduction and the potential of dairy nutrition in young children, the report collates and reviews available evidence for a causal relationship between milk/dairy consumption, and ownership of dairy animals and reduced levels of child undernutrition (stunting, wasting and underweight) in low and middle-income countries.

8.2 SISTEMAS SILVOPASTORILES Y SU CONTRIBUCIÓN AL USO EFICIENTE DE LOS RECURSOS Y A LOS OBJETIVOS DE DESARROLLO SOSTENIBLE: EVIDENCIA DESDE AMÉRICA LATINA



This is the Spanish version of the report “Silvopastoral Systems and their Contribution to Improved Resource Use and Sustainable Development Goals: Evidence From Latin America” conducted by the Centre for Research on Sustainable Agricultural Production Systems (CIPAV), AgriBenchmark, FAO as a joint effort between two Action Networks of the Global Agenda: (i) CEG and (ii) the GNSPS.

The report highlights Latin American countries' significant experience in adopting and adapting SPSs production methods to local circumstances as options for sustainable production and socio-economic and environmental protection. An overview of SPSs implementation, their main characteristics and advantages in productive, environmental and climatic terms is outlined. Especially, the link to SDGs is outlined through the results of ten case studies from Argentina, Colombia and Mexico focusing on land productivity, meat and milk production, and economic performance at the farm level. The report concludes with public policy recommendations to promote SPSs in Latin America and other regions.

09. Progress of Action Networks

9.1 CLOSING THE EFFICIENCY GAP (CEG)

ROGERIO MAURICIO - Coordinator rogeriomauricio@ufs.br

The results of the CEG Action Network are based on four elements of the Action Plan to be implemented in 2020 - 2023. The first one is the Action Network's operation management in which the network aims to reactivate its stakeholders through engaging with other Action Networks, Clusters and other partners. Currently the Action Network is in contact with the GNSPS, the Livestock Environmental Assessment and Performance (LEAP), the Academia and Research Cluster, the Social Movements Cluster and the Dairy Sustainability Framework (DSF), and the Centro Brasileiro de Pecuária Sustentável (CBPS).

The second element is based on an efficiency matrix exercise, divided in two phases. Phase 1 deals mainly with animal and land use productivity and their economic performance as well as some elements of animal welfare, environment, social aspects and resilience, and phase 2, which is planned to identify and select methodologies involving two major aspects: emissions and water use.

The third element of the Action Plan involves plotting, projects and evidence between livestock production systems and natural resource use efficiency. For instance, research on greenhouse gas emissions (GHGs) mitigation scenarios, biological control of insects (spittlebugs), and economic performance for the North-Eastern Brazilian beef production systems are being performed by several stakeholders including the CEG, the Thünen Institute, agri benchmark, GNSPS, UFSJ and CBPS.

The last element relates to a communication strategy with publications, which will be jointly implemented with GASL Secretariat. Finally, the Action Network has identified potential new members for the CEG list: the CIPAV, the Alianza de Pastores (IYRP), PastorAmericas, League for Pastoral Peoples (India) and the Dairy Sustainability Framework (DSF).

9.2 RESTORING VALUE TO GRASSLANDS

ALEXANDRE ICKOWICZ - Coordinator alexandre.ickowicz@cirad.fr

The objective of this Action Network is to maintain, restore and enhance the environmental and economic value of grasslands, while promoting their social and cultural functions globally. Its main idea is to look at grazing systems from different points of view including production, social, local development and environmental.

Throughout 2020 the Action Network worked on building a conceptual model in terms of process and indicators for the four cited dimensions to help stakeholders changing practices and policies. The model was built to help explore the multiple functions of grazing systems: it shows what the processes and the trade-offs are and how to have impact in the four different dimensions. By changing some parameters, it can be adapted to different environments and geographic locations and also from this toy model it is possible to develop operational models to work in specific and dedicated situations. Currently the Action Network is using it within a range of stakeholders to explore the impacts and design policy decision on multiple grassland functions.

During the year the Action Network also worked and contributed to the regional meetings supporting Oceania and Africa 2. The network is now updating the global cases database on grazing systems' sustainable management on a constant basis and finalizing a paper for the 2021 International Rangelands Congress to be held in Kenya in October 2021.

For 2021, the Action Network is preparing a webinar for February, finalizing a work on the toy model to be used in different contexts, working on a participatory session on multiple functions of grasslands for the 2021 MSP meeting in Switzerland; developing GASL

guidelines on grassland multiple functions management; and organizing a session on multiple functions of grasslands during the International Rangelands Congress in Kenya. The Action Network will also try to focus on grassland opportunities and challenges related to the resilience of livestock grazing systems.

9.3 LIVESTOCK ENVIRONMENTAL ASSESSMENT AND PERFORMANCE PARTNERSHIP (LEAP)

CAMILLO DE CAMILLIS - Coordinator Camillo.DeCamillis@fao.org

The LEAP partnership during the year has completed methodologies in two areas: the environmental footprint of feed additives and biodiversity assessment. The overall objective is to support the livestock sector and its supply chains towards improving the sustainability of production practices through the application of the partnership's guidelines.

The tools to reach the objective are data collection sheets on GHG emissions, soil carbon, nutrients, water, and biodiversity. Additionally, a data library is currently under development.

LEAP also performed in-house road testing, including a report highlighting areas for increased consistency across guidelines, two case studies on how to improve consistency and a global assessment of soil carbon stocks. Finally, the Action Network is developing a new discussion forum ("Community of Action") to promote dialogue about livestock, climate and the environment.

9.4 GLOBAL NETWORK ON SILVOPASTORAL SYSTEMS (GNSPS)

JULIAN CHARA - Coordinator julian@fun.cipav.org.co

In 2020 the GNSPSs Action Network, with the help of a local project called "Sustainable mainstreaming cattle ranch in Colombia", worked on the report "Silvopastoral systems and their contribution to improved resource use and sustainable development goals: evidence from Latin America". This was significant because the cases for Latin America can now reach audiences in the region.

The GNSPSs also participated in the virtual workshop "Monitoreo y conservación de fauna en zona ganadera: experiencias en latinoamérica" (Monitoring and conservation of wild animals in cattle ranching zones: Experience in Latin America) organized by the UNDP where it presented the approach from the cases of silvopastoral systems to preserve wildlife fauna based on GASL experience as a multi-stakeholder platform, and in September in the international seminar "Sistemas Agrisilvopastoriles en América Latina y el Caribe: Ciencia y Experiencia" where it presented cases from several South American countries.

In 2021 the Action Network will be working to strengthen its operations. Its webpage is currently being designed and two consensus notes on "benefits of grass-fed or produced-under-trees livestock" and "tools and models for measuring sustainable performance of SPSs" are being produced.

Additionally, a portfolio of case studies to include grass-shrub-tree combinations is planned to be produced, including cases from several regions of the world, to be showcased in the Action Network webinar in March.

Finally, the Action Network will prepare the 11th version of the International Congress on SPSs in Mexico previewed for June 2021, and will work on a publication on SPSs and resilience.

9.5 DAIRY ASIA

TSETSGEE SEROD - Coordinator Tsetsgee.SerOd@fao.org

Dairy Asia has officially launched a Secretariat Office in Ulaanbaatar with the support of the Government of Mongolia (GoM) and FAO. During its last meeting in 2018 in Ulaanbaatar, Mongolia, it became evident that Dairy Asia is prepared to enter the next stage, which will require more regional ownership and an independent secretariat along with increased financial resources and stronger private sector engagement. To that end, the Government of Mongolia has submitted the proposal to host the Secretariat Office, which was supported by the Dairy Asia steering committee, the Ministry of Food, Agriculture and Light Industry of Mongolia (MoFALI) as well as by FAO and GASL. On 8 January 2020 the Mongolia cabinet approved the order number 11 that lays the ground for establishing a Secretariat office for "Dairy Asia" in Ulaanbaatar.

9.6 LIVESTOCK ANTIMICROBIAL PARTNERSHIP (LAMP)

ULF MAGNUSSON - Coordinator ulf.magnusson@slu.se

LAMP focused this year on the overall idea of the network to share best practices. The Action Network has developed a webinar about antimicrobials use in low-and middle-income countries open to a large audience. AMR is an issue very much driven by high income countries and sometimes its focus is too top down and prescriptive without taking into account the conditions in low-and middle-income countries. LAMP aims to change this perspective towards a more positive attitude pushing forward rational veterinary use of antibiotics to reduce the risk of AMR and at the same time increase productivity.

For 2021 the activities of LAMP are yet to be established, but the outcomes of the webinar serve as an input to decide future actions. For instance, LAMP will try to cooperate with other Action Networks including the AWAN.

9.7 LIVESTOCK FOR SOCIAL DEVELOPMENT (L4SD)

ERNESTO REYES - Coordinator ernesto.reyes@agribenchmark.net

During the year the Action Network has worked on three main areas.

The first one is related to partnership and knowledge exchange on how to promote different social aspects of livestock. In this area, an idea to develop a platform among different stakeholders on livestock and social development (L4SD) was brought forward. The platform which includes IFAD, FAO, the German Agency for International Cooperation (GIZ), VDF, DSF, IFCN Dairy, ILRI and Heifer International, aims at collecting, sharing and disseminating evidence and best practices, and is planned for 2021. Another activity of the network involved the work on a grant proposal "Dairy for Social Impact: Enhanced Knowledge and Sustainability" together with IFAD and GDP, regarding three areas to be implemented in several countries: dairy impact methodology, dairy sustainability frameworks, and knowledge-based programs.

The second focus area was providing evidence. The Action Network launched a report on dairy and SGD2, "Dairy's impact on reducing global hunger" and initiated the process to work on an additional report on dairy and its links with social SDGs.

Finally, the third focus area was on tools and methodologies. The Action Network worked with the dairy impact methodology model to measure basic impacts on production, economy, people, affordability and government dimensions, and to do so built a Task Force of several stakeholders and organizations to set up two virtual meetings.

In 2021, in terms of partnership and knowledge exchange, the Action Network will continue to develop the framework and structure of the L4SD platform and the IFAD GDP Grant 2021, and set up a GASL webinar for June. In terms of evidence, the first draft of a dairy and social SDGs publication is planned, while in regard to tools and methodologies the cited models are planned to be tested in some countries in order to produce a global dairy impact report.

9.8 ANIMAL WELFARE ACTION NETWORK (AWAN)

REBECCA DOYLE - Coordinator rebecca.doyle@unimelb.edu.au

In 2020, AWAN has been focusing on sharing the work of the partner organizations around animal welfare and the SDGs by promoting links to outputs in the AWAN webpage. Animal welfare has been included together with animal health in the 2019 MSP publication, which is almost finalized, and the Action Network has published meeting summaries on its webpage to provide easy and transparent access to the information and activities carried out by AWAN to other interested Action Networks.

In January 2021 AWAN will develop a webinar on two broad topics connected to animal welfare: SDGs and AMR. AWAN will also try to connect and coordinate with other Action Networks, especially LEAP and LAMP. The Action Network is planning to share information material on various communication platforms to increase the reach of the content with the support of the GASL Agenda Support Team. Finally, AWAN aims to develop a platform to share resources.



10. Tracking results of the GASL Action Plan for 2020

10.1 PROGRESS TOWARDS TARGETS BASED ON THE LOGICAL FRAMEWORK OF THE GASL ACTION PLAN 2019–2021

For a detailed description of the project progress according to the outcomes and outputs of the GASL 2019–2021 Action Plan please see [Table 3](#). The current Action Plan of the project has three outcomes, 14 outputs and 53 activities. Outcome 1 has six outputs and 35 activities; Outcome 2 has five outputs and 24 activities; and Outcome 3 has three outputs and ten activities.

TABLE 3: RESULTS AND PERFORMANCE INDICATORS ON OUTCOMES

OUTCOME 1: Enhanced policy dialogue on livestock sustainability issues. GASL facilitates dialogue that improves consensus on sustainable livestock development issues among GASL partners and stakeholders, and with other sectors' stakeholders, resulting in a clearer definition of where and how the livestock sector may best contribute to the SDGs.

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 1.1 The MSP facilitates dialogue and debate, exchanges knowledge and agrees on priorities for joint action, raising the profile of development issues		→ Documented priorities → Documented joint opportunities → Proceedings of the annual MSP meetings (global, regional, national) → Annual progress reports of the Global Agenda		
ACTIVITIES	LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020	
1.1.1 GASL holds one annual MSP global meeting in different continents and regions to discuss alternative approaches to sustainable livestock development	Guiding Group, Chair, Agenda Support Team, a government and leading partners	One Online MSP Meeting, 14–18 September 2020 (see Section 6.4)	100%	
1.1.2 GASL supports the organization of one annual MSP regional meeting in different regions of Europe, Near East, North America, Latin America, Asia, Africa or Oceania	Guiding Group, Chair, Agenda Support Team, Clusters, Action Networks, regional partners	Eight regional MSP meetings completed before the global meeting, 31 August – 15 September 2020 (see Section 6.3)	100%	
1.1.3 GASL supports the organization of one annual national MSP meeting in selected countries around the world where host governments show clear willingness to adopt practice and policy change in line with GASL principles	Guiding Group, Chair, Agenda Support Team, national government and partners	GASL continued its support to the Mongolian Agenda for Sustainable Livestock process (see Section 6.5)	100%	
1.1.4 GASL representatives participate in important initiatives, agendas and alliances clearly related to its four sustainability domains: food and nutrition security, livelihoods and economic growth, animal health and animal welfare, and climate and natural resource use	Chair, Agenda Support Team and a pool of volunteers appointed by Guiding Group	Participation in several events (see list of events, Annex 4)	100%	

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 1.2 The Guiding Group oversees activities, reaches out to partners to encourage engagement and commitment, identifies new opportunities and challenges, and recommends adjustments		<ul style="list-style-type: none">➔ Minutes and documentation of Guiding Group meetings➔ Minutes and documentation of Action Networks meetings➔ Minutes and documentation of Cluster meetings➔ Number of people attending Guiding Group, Cluster, Action Networks and face-to-face meetings➔ Annual progress reports of the Global Agenda➔ Specific documents and reports		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
1.2.1	Guiding Group meets at least three times a year: one face-to-face meeting at global MSPs and two face-to-face meetings in Rome. Need-based virtual meetings occur on demand by the Chair	Chair and Agenda Support Team	Five virtual Guiding Group meetings (see Section 6.8)	167%
1.2.2	Guiding Group identifies, develops and implements effective mechanisms to organize, execute (including criteria for ignition capital allocation to Action Networks), monitor, document and communicate activities and results of the Action Plan	Chair and Agenda Support Team	Updates through publications, the website and end-of-the-year reports	100%
1.2.3	Guiding Group prepares reports on implementation of Guiding Group actions that are part of the Action Plan	Chair and Agenda Support Team, with inputs from Action Networks	Written and oral reports presented in every Guiding Group meeting (see Sections 9, 10 and 11)	100%
1.2.4	Guiding Group ensures quality assurance on evidence generated or assembled from GASL's work and gives final clearance on consensus notes, research reports and other publications with MSP focus after GASL's Editorial Committee has reviewed them and made a recommendation	Guiding Group, Editorial Committee, Agenda Support Team, Chair	Editorial committee of GASL reviewed all GASL publications in 2020 (see Section 8)	100%
1.2.5	Guiding Group discusses and acts towards adaptation of Clusters and Action Networks to respond to new challenges	Guiding Group, Chair, Agenda Support Team	Challenge of the COVID-19 pandemic incorporated in Guiding Group, regional and global MSP meetings (see Sections 6.3 and 6.8)	100%
1.2.6	Guiding Group consolidates a relevant governance to deliver from global to regional to local scales	Guiding Group, Chair	Governance in place, functioning appropriately. Regional chapters request for Africa and Latin America under study	100%

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 1.3 Stakeholders organize in Clusters that represent key sectors of society, playing strong and complementary roles, leading dialogue and identifying challenges to GASL and giving access to their networks, to debate, develop positions, and maximize their contributions to sustainable livestock development solutions and their implementation		<ul style="list-style-type: none">→ Clusters' minutes from meetings→ Clusters' position papers on different key and emerging issues posted on the website→ Clusters' regional chapters constituted→ Extent of engagement of a breadth of stakeholders representing all main sectors, issues and geographical regions in a functional Cluster group→ Regular engagement of Clusters in dialogue and solutions development→ Extent and quality of contribution of Clusters to Guiding Group strategy→ GASL position papers published on the Global Agenda website and used in communications and advocacy→ Cluster constituency demonstrates growth of participation and implementation of sustainable livestock solutions→ Clusters' engagement in MSP and other agenda activities maximizes visibility of each sector's dynamic solutions-focused outputs		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
1.3.1	Clusters, which consolidate and organize their activities for 2019–2021, are supported by a Cluster coordinator and a group of volunteers, and have a maximum of five representatives each in the Guiding Group	Cluster Coordinators and Cluster volunteers with Agenda Support Team support if needed	- Important cluster participation in the GASL ToC development and in regional and global MSP meetings on the COVID-19 pandemic - All seven Clusters except the Social Movements and the Private Sector Clusters have five representatives in the Guiding Group	71%
1.3.2	GASL acts to ensure a balanced representation in the partnership among its partners through its stakeholder Clusters	Chair, Agenda Support Team, Clusters, Action Networks	Two new NGOs and three private sector organizations joined and participation of all clusters was ensured during the development of the GASL ToC and the virtual MSP meetings	100%
1.3.3	Clusters meet on specific issues and document and communicate their findings, producing and publishing position papers via the GASL communication structure. Cluster coordinators manage a two-way Cluster-Guiding Group engagement, prepare, and convey these position papers	Cluster Coordinators and Cluster volunteers	Two-way Cluster-Guiding Group intense actions to produce the GASL ToC from March to August	100%

← continued

ACTIVITIES	LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
1.3.4 Clusters discuss and act with Guiding Group towards the establishment and management of the process to create GASL regional chapters (plan, budget, execution) and government-led national agendas for sustainable livestock	Chair, Agenda Support Team, Cluster Coordinators and regional/national stakeholders	The national agenda for sustainable livestock continued its development in Mongolia. Regional chapters requested by stakeholders in Africa and Latin America in September are under study	75%
1.3.5 Clusters work with the Agenda Support Team to design, develop, finalize and implement Cluster development plans, including dialogue and regular communications, and ensure information flow between Clusters to facilitate dialogue	Cluster Coordinators and Cluster volunteers, with the Agenda Support Team support if needed	General revisits of Cluster plans and their synergies into the GASL ToC process. Formalization of the plans will conclude in 2021 during the elaboration of the 2022-2024 GASL Action Plan	50%
1.3.6 GASL fosters the following main roles (not excluding others) for its Clusters in the process of gathering evidence: private sector – promoter; multi-lateral organizations – promoter; academia/ research – provide credibility; NGOs – bring evidence from the field; social movements – bring social evidence; donors – promoters; and governments – provide data, road tests and promote livestock as a tool for development	Guiding Group, Clusters	During the COVID-19 pandemic global crisis, Clusters developed these roles actively	100%



RESULTS		PERFORMANCE INDICATORS		
OUTPUT 1.4 The Agenda Support Team supports the consolidation and implementation of the Global Agenda		→ Feedback from GASL leaders and FAO supervisors		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
1.4.1	Facilitates stakeholder interaction, coordination and consensus building	Agenda Support Team	Intense coordination efforts to ensure virtual interactions of Clusters and Action Networks	100%
1.4.2	Facilitates provision and coordination of expertise and analysis	Agenda Support Team	Hiring of consultants or provision of information and analysis as required	100%
1.4.3	Facilitates assistance in the preparation of guidance for technology and policy development	Agenda Support Team	Coordination of Action Network and Cluster inputs for discussion	100%
1.4.4	Provides secretarial support to the Guiding Group and Chair	Agenda Support Team	General support with documents, logistics and convening	100%
1.4.5	Supports organization of global, regional and national MSP, Guiding Group and other meetings	Agenda Support Team	5 Guiding Group meetings, 1 global MSP meeting, 8 regional MSP meetings, 8 ToC Task Force Sessions, 5 MSP coordination meetings, 2 coordination meetings with COAG Chair	100%
1.4.6	Provides progress reports on the use of the Global Agenda's trust fund resources to its donors and Guiding Group	Agenda Support Team	Financial reports in meeting minutes of Guiding Group meetings and Progress Report 2020	100%
1.4.7	Supports the Chair and Guiding Group with fundraising strategies and activities	Agenda Support Team	Elaboration of letters, support documents and meetings with prospective donors	100%
1.4.8	Promotes the inclusion of gender issues in the activities of GASL	Agenda Support Team	Gender promoted in the Guiding Group, Action Networks and feedback provided to the draft FAO global gender and livestock strategy	90%

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 1.5 The Chair leads the GASL Guiding Group and MSP and facilitates their provision of overall strategic direction and guidance		→ Feedback from GASL leaders and FAO supervisors		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
1.5.1	Leads the preparation and facilitation of regional and global annual MSP meetings	Chair	Global Online Meeting and 8 Regional Virtual Meetings, 31 August to 18 September	100%
1.5.2	Convenes at least three Guiding Group meetings per year to advance implementation of recommendations from the MSP	Chair	5 Guiding Group meetings, agreed by the Guiding Group	250%
1.5.3	Guides GASL's engagement with existing intergovernmental and other policy-related processes	Chair	Continued relation with OIE, World Bank, IFAD, SAI Platform	100%
1.5.4	Facilitates the continued effective and broad participation and commitment of sector stakeholders	Chair	Continued support for Cluster and Action Network members to participate in global, regional and national discussions	100%
1.5.5	Represents GASL in different fora and promotes it and its objectives among sector actors	Chair	See list of events (Annex 4)	100%
1.5.6	Assists in the development of a GASL 'brand' and global profile, with concomitant quality control and clearing procedures	Chair	Clear limits on where and how to represent GASL; Editorial Committee of GASL consolidated to clear publications	100%
1.5.7	Contributes to the preparation of GASL publicity and advocacy including material for regular website updates	Chair	Clearance of publications, ads and web site posts	100%
1.5.8	Plans, supports and implements fundraising strategies and activities with the Guiding Group fundraising Task Force and Agenda Support Team	Chair	Continued fundraising activities for the global MSP meeting and the core budget of GASL	100%

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 1.6 GASL reaches out to key potential partnerships, stakeholders and institutions in order to create synergies and build consensus on livestock sustainability key topics, offering its services as an umbrella platform for sustainable livestock		→ Cross-partnerships meetings → The Global Agenda cross-partnership activity annual report (part of the Global Agenda annual report)		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
1.6.1	Guiding Group members explore opportunities for collaborative links with partner initiatives and alliances by commissioning the development of a mapping tool with the necessary criteria to identify key actors in relation to sustainable livestock at the global and regional levels and mapping relevant initiatives, organizations and agendas in the livestock sector	Chair and Agenda Support Team	Completed in 2019	N/A
1.6.2	GASL approaches key actors, organizations and relevant initiatives and agendas related to sustainable livestock, inviting them to sign the Consensus Document, join the Global Agenda, and participate in MSP activities	Guiding Group, Chair, Agenda Support Team	Five new institutional members joined GASL, two of them farmer organizations	100%
	1.6.2.1 Link with GRA – livestock group (for example, participation in each other’s meetings as observers) and other relevant initiatives to share standard techniques to measure GHG and carbon sequestration in grazing systems and silvopastoral systems	FAO	Continued contact through FAO and the LEAP Action Network	100%
	1.6.2.2 Facilitate dialogue between key players to develop scenarios/solutions regarding circular economy issues (for example, the link to the Champions 12.3 initiative)	Gap	Not initiated in 2019 for lack of a leading partner	0%
	1.6.2.3 Interaction to share relevant evidence and cases with LEAP/Dairy Sustainability Framework/Global Dairy Platform, IFCN and agri benchmark to discuss experience and portfolio of needs	Livestock for Social Development Action Network	Contacts initiated in January 2020 and delayed by the COVID-19 pandemic	50%
	1.6.2.4 Develop synergies with Academia/ Research Cluster to work with the Strategic Partnership, an alliance between Ireland, New Zealand, Spain and Uruguay with a focus on grazed livestock systems	AN2	No progress due to the pandemic	0%
	1.6.2.5 GASL is registered under the UN SDG 17 initiative and under the Framework of Sustainable Consumption and Production	Agenda Support Team	UN SDG 17 platform registered in 2019; accepted in the Framework of Sustainable Consumption and Production in March 2020	100%

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

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 2.1 METHODOLOGY, EVIDENCE AND SDGs. GASL encourages its stakeholders to gather and analyse evidence and data at regional, national and local levels from partners, stakeholders, participants in the MSP meetings and other sources, according to pre-agreed criteria to identify relevant topics of MSP treatment and what constitutes valid evidence to contribute to the Agenda 2030 for Sustainable Development and its SDGs		<div>➔ Consensus note on “Criteria to identify research topics of MSP nature to be addressed by GASL”</div> <div>➔ Consensus note on “Identifying and promoting valid evidence for GASL to contribute to the SDGs”</div> <div>➔ Workshop on models designed to facilitate dialogue to communicate with Clusters on how to engage</div>		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
2.1.1	GASL commissions a Consensus Note on “Criteria to identify research topics of MSP nature to be addressed by GASL”	Guiding Group, Editorial Committee, Agenda Support Team	Consensus Note discussed in the Theory of Change process for GASL and to be incorporated into the 2022-2024 Action Plan	100%
2.1.2	GASL commissions a Consensus Note on “Identifying and promoting valid evidence for GASL to contribute to the SDGs: strengthening coordination and consolidation of evidence, implications and messages, working with partners in their reporting of the SDGs” (what is acceptable evidence for the UN, who will compile it, define follow-up for it and register it)	Guiding Group, Editorial Committee, Agenda Support Team	Consensus Note discussed in the Theory of Change process for GASL and to be incorporated into the 2022-2024 Action Plan	100%
2.1.3	GASL holds a workshop on models designed to facilitate dialogue to communicate with Clusters on how to engage (including participants who have negative views of livestock to gain a greater sense of the issues they are concerned about and how GASL may demonstrate improvement)	Agenda Support Team, Cluster and Action Network leaders	Workshop did not take place. Communication with Clusters improved effectively through the Zoom platform (e.g., virtual process to develop the ToC and the regional and global MSP meetings). Other communication models yet to be implemented	50%

² Some particular characteristics of this evidence at GASL level might be: (1) spans the spectrum across extremes within any hot topic; (2) captures issues related to the priorities of all stakeholders; (3) communicates these issues; (4) distinguishes what happens at GASL level from any that individual stakeholders/Clusters would assemble.

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 2.2 CONTRIBUTION TO SDGs. GASL supports better coordination among GASL partners to monitor/assess the role of livestock in the UN Agenda 2030 for Sustainable Development linkages and issues		<ul style="list-style-type: none"> → Number of GASL partners monitoring performance of the contribution of livestock to the SDGs through key variables and indicators of the UN Agenda 2030 → Presentation on how Action Networks can report linkages between livestock and the SDGs that contribute to the UN Agenda 2030 → Number of GASL partners developing a set of cross-country comparable indicators to monitor changes in the contribution of the livestock to the UN Agenda 2030 targets and objectives → GASL annual report section with information on the process and results of the linkages between its Action Networks' work and how livestock contributes to the UN Agenda 		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
2.2.1	GASL partners support the monitoring of the linkages between livestock and the UN Agenda 2030 for Sustainable Development and contribute to the process to assemble data and information to monitor and analyse changes of the contribution of the livestock sector to the UN Agenda 2030 targets and objectives. (Number of GASL partners monitoring performance of the contribution of livestock to the SDGs through key variables and indicators of the UN Agenda 2030)	Clusters and Action Networks	GASL partners in the seven Clusters committed to contribute to the SDGs. Monitoring of the number of partners voluntarily measuring contributions to the SDGs will start in 2021	0%
2.2.2	GASL partners support the use of key variables and indicators to assess the contribution of the livestock sector to the Agenda 2030 targets and objectives, and commissions the development of a consensus note regarding how Action Networks can report linkages between livestock and the SDGs that contribute to the UN Agenda 2030	Livestock for Social Development Action Network and other Action Networks	Consensus note draft postponed for 2021	0%
2.2.3	GASL facilitates the development of a presentation on how Action Networks can report linkages between livestock and the SDGs that contribute to the UN Agenda 2030 and members make use of this presentation in global, regional and national meetings	Action Networks, Agenda Support Team	Postponed to 2021	0%
2.2.4	Some GASL partners facilitate development and delivery of an integrated set of cross-country comparable indicators to monitor changes in the contribution of livestock to the UN Agenda 2030 targets and objectives	Clusters and Action Networks	Initiative to be proposed to GASL public sector partners in 2021 with support of FAO	0%

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ACTIVITIES	LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
2.2.5 GASL annual report includes information on the process and results of the linkages between its Action Networks' work and how livestock contributes to the UN Agenda 2030 for Sustainable Development	Clusters, Action Networks, Agenda Support Team	See Section 9 on the progress reports of Action Networks	100%

RESULTS	PERFORMANCE INDICATORS
OUTPUT 2.3 EMERGING ISSUES. State-of-the-art assessments provide a basis for priority setting and identification of emerging issues	<ul style="list-style-type: none"> → 3 papers from GASL partners on sustainable livestock priorities and emerging policy issues → MSP agenda item and report on sustainable livestock priorities and emerging policy issues → A Global Agenda working paper on sustainable livestock priorities and emerging policy issues

ACTIVITIES	LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
2.3.1 GASL initiates and coordinates a call for papers on sustainable livestock priorities and emerging policy issues	Guiding Group, Agenda Support Team, Editorial Committee	Developed around the topic of "lessons from COVID-19 on how to build a better future through sustainable livestock", developed during the regional and global MSP meetings	100%
2.3.2 GASL holds a biennial symposium on sustainable livestock priorities and emerging policy issues as part of an MSP meeting	Guiding Group, Action Networks, Agenda Support Team	The 2020 regional and global MSP meetings devoted to the priority actions and emerging policy issues from the COVID-19 pandemic in the livestock sector	100%
2.3.3 GASL supports the development and communication of working papers on priorities and emerging policy issues on sustainable livestock	Guiding Group, Agenda Support Team, Editorial Committee	Global Consultation Report on the COVID-19 pandemic and the livestock sector; MSP meetings report on "Lessons from COVID-19 for Building a Better Future through Sustainable Livestock"; various papers provided by MSP meeting participants published here: http://www.livestockdialogue.org/events/events/	100%

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 2.4 ACTION NETWORKS. GASL empowers self-led Action Networks, which integrate capacities of diverse stakeholders to address "hot topics" in the four sustainability domains that may influence livestock's roles in addressing demand and sustainable development, and in mitigating potential harms. Action Networks produce tools, engage in sector analysis, incubation and support for the adoption of proven, good policy, institutional and technical practices. GASL also facilitates stakeholder discussions on "hot topics" that fall within the remit of different Action Networks (see Annex 2 of the 2019-2021 GASL Action Plan for potential specific contributions of Action Networks to the GASL Log Framework)		<ul style="list-style-type: none"> → Number of active Action Networks working and generating research products in the four sustainability domains adopted by GASL → At least ten published analysis and review documents revised by the GASL Editorial Committee → Implemented and documented incubation activities supported by the Global Agenda → Implemented and documented up-scaling activities → Available specific guidelines 		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
2.4.1	Action Networks conduct specific analysis and reviews to address "hot topics" in sustainable livestock, and produce and assemble evidence for discussion	Action Networks	Two Action Network publications	100%
2.4.2	Action Networks promote and moderate discussion of innovative topics to foster consensus	Action Networks	Active participation in international fora and global and regional meetings. GASL Action Network Webinar Series initiated in November 2020	100%
2.4.3	Action Networks follow clearance mechanisms established by the Guiding Group for their technical products	Action Networks, GASL Editorial Committee	All publications cleared by the GASL Editorial Committee	100%
2.4.4	Action Networks provide demonstrations and pilots to showcase good practices and examples at farm scale, with lessons learnt, to inform farmers, pastoralists and agribusinesses, and to influence policy-makers and obtain access to their farmer networks	Action Networks	Five out of nine Action Networks with active pilots and road testing of good practices	56%
2.4.5	Action Networks develop guidelines for good practices and the Global Agenda supports their adoption and publication	Action Networks, GASL Editorial Committee	LEAP has published in 2020 guidelines on the environmental footprint of feed additives and biodiversity assessment	100%

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ACTIVITIES	LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
2.4.6 Action Networks support implementation and up-scaling of good practices	Action Networks, Agenda Support Team	LEAP, Global Network on Silvopastoral Systems and Action Network on Restoring Value to Grasslands fostering upscaling of good practices	33%
2.4.7 Action Networks document and communicate their specific experiences and recommendations through technical reports and policy briefs that inform policy-makers, via the Global Agenda communication channels. GASL profiles these issues in the global debate	Action Networks	Policy briefs from Action Networks not produced in 2020	0%

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 2.5 COMMUNICATION. GASL effectively communicates key livestock sustainability messages and evidence, tailored to different internal and external audiences, and advocates on the potential and results of sustainable livestock, increasing engagement of all those influencing the future of sustainable livestock		<ul style="list-style-type: none">→ Implementation of the GASL internal and external communication Action Plans→ Creation of user-friendly communication products, based on information from the Action Networks, tailored to a wide range of different audiences→ Creation of a platform of information exchange with an indexed database that could be easily accessed by stakeholders about Sustainable Livestock Production Systems (SLPS)→ GASL publicizes policy briefs on consensus on relevant topics reached at MSPs→ Workshop on models designed to facilitate dialogue to communicate with Clusters on how to engage		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
2.5.1	GASL implements different communication strategies for providing evidence including reports, presentations, videos and regional workshops in regions where models and tools are tested. It maintains an internal and external communication infrastructure, communicating regularly	Agenda Support Team, Guiding Group, Action Networks and communication partners	Internal and external communication according to the communication strategy in the AP. Twitter used on a more regular basis through the FAO Animal Production & Health account and introduction of a You Tube channel and live streaming during the online MSP meetings to widen dissemination	80%

ACTIVITIES	LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
<p>2.5.2 GASL fosters creation of user-friendly communication products, based on information from the Action Networks, tailored to a wide range of different audiences, such as specific tools and strategies to exchange peer-to-peer information for: a) farmers and technicians, b) researchers, c) public policy institutions, and d) consumers. The value of the Action Networks is a mechanism for engaging with a wider audience in close coordination with the Clusters</p>	<p>Agenda Support Team, Guiding Group, Action Networks, communication partners</p>	<p>Updates of GASL Factsheet; GASL in One Page; GASL in Two Pages; presentations for various audiences. Coordination with Action Networks to engage with wider audience started through the GASL Action Network webinar series (see Section 6.7)</p>	<p>70%</p>
<p>2.5.3 GASL implements a communications Action Plan for internal stakeholders endorsed by the Guiding Group and co-implemented with GASL communication partners</p>	<p>Agenda Support Team, Guiding Group, Action Networks, communication partners</p>	<p>Internal communication according to the communication strategy in the Action Plan including virtual meetings, emails, reports. GASL internal knowledge exchange platform to be developed in 2021</p>	<p>80%</p>



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ACTIVITIES	LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
2.5.4 GASL implements a communications and advocacy Action Plan for external stakeholders, endorsed by the Guiding Group, and co-implemented with communication partners	Agenda Support Team and Guiding Group	External communication according to the communication strategy in the Action Plan including website, presentations in international events, leaflets, posters, statements and reports. Zoom platform introduced and used across the board to enhance outreach efforts. Private sector actively involved in the GASL group to strengthen the role of GASL on communications within the livestock sector. Introduction of tailored-to-audience communication models to be considered in 2021 as well as a platform for information exchange on SLPS	60%
2.5.4.1 GASL introduces new communication models – such as millennials – and promotes and communicates existence of SLPS that contribute to sustainable food systems	Agenda Support Team and Guiding Group		
2.5.4.2 GASL introduces ways for trust-building between producers and consumers, including farmers and consumers in the discussion (the private sector actively participates and supports this discussion)	Agenda Support Team and Guiding Group		
2.5.4.3 GASL notes other ongoing initiatives to connect with and implements a communication strategy to permeate policy design (such as presentations, leaflets, fora participation)	Guiding Group, Agenda Support Team		
2.5.4.4 GASL fosters creation of a platform of information exchange with an indexed database that could be easily accessed by stakeholders about SLPS – a compilation of policy tools used to successfully promote SLPS - with different stakeholders, including consumers, illustrated with case studies that show improvements in productivity and profitability (start with beef and dairy systems)	Action Network 1, GNSPS		
2.5.5 GASL members proactively promote the Global Agenda messages and products through their networks and in major policy dialogues, coordinating formats and content with the Agenda Support Team	Cluster and Action Network members, Chair, Agenda Support Team	GASL members represented GASL in different World events according to Annex 4 and coordinated content with the Agenda Support Team	80%
2.5.6 GASL publicizes consensus on relevant topics reached at MSPs (policy briefs), informs adoption of sustainable policies and practices, and assists Clusters with key messages to relate back to the people and for use by the communication team	All Action Networks and Clusters	Coordination efforts of GASL Communications Group to enhance capacity of members to communicate key statements they support. Some Kansas 9 th MSP Meeting background papers to be published in 2021	60%

OUTCOME 3: PRACTICE AND POLICY CHANGE. GASL advocates PPC through MSP processes towards the adoption of good practices and conducive policies to improve livestock sustainability at global, regional, national and local levels, through continuous, context-specific improvement and innovation and promoting sustainable livestock sector investments and project development.

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 3.1 PPC. Regional and national dialogue processes supported by GASL through regional and national MSP meetings raise policy issues and lead to policy change processes in selected countries around the world		<div>→ Three regional and three national assessments regarding practice and policy change on sustainable livestock relevant issues as inputs for the regional and national MSP meetings</div> <div>→ Three regional MSP meeting reports and three national MSP meeting reports</div> <div>→ Evidence of formal communications with interested governments in regions and countries regarding the PPC recommendations on sustainable livestock suggested by the regional and national platforms</div>		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
3.1.1	GASL commissions the development in one region and one country per year of a practice and policy change assessment on sustainable livestock and relevant issues that will provide the technical ground to develop the regional and national MSP meetings in the respective region and country	Guiding Group, Chair, Agenda Support Team	See Sections 6.5 and 6.3 on national and regional MSP initiatives in this report. Eight regional assessments were possible on the impact of the COVID-19 pandemic and its policy implications on the livestock sector. At national level, additional support was provided to MASL	100%
3.1.2	GASL supports a regional and national MSP meeting in one region and one country per year to raise awareness and consensus on sustainable livestock PPC issues based on the region and country assessments conducted	Guiding Group, Chair, Agenda Support Team, national government and partners	Eight regional meetings developed around the policy impacts of the COVID-19 pandemic in the livestock sector. See Section 6.3	400%
3.1.3	GASL effectively communicates to governments of the regions and countries where the MSP meetings took place, the PPC recommendations on sustainable livestock suggested by the regional and national platforms	Guiding Group, Chair, Agenda Support Team, consultants	Communication with key governments in the eight regions where regional MSP meetings took place. Follow-up needed in communication of results in 2021	70%
3.1.4	GASL fosters direct discussion with governments of current socio-economic benefits of livestock, and possible additional socio-economic benefits of livestock improvements. <div><div>– Conducts regional workshops with governments and stakeholders to influence practice and policy change.</div><div>– Gathers and shares successful policy tools and approaches.</div><div>– Academia and Research Cluster facilitates information resources</div></div>	Guiding Group, Chair, Agenda Support Team, consultants	Regional processes supported with eight regional online MSP meetings with the key involvement of the Academia/Research Cluster members. Virtual event with Rome-based UN Permanent Representatives of member countries to remark importance of regional and global assessments presented in the GASL online MSP meetings	50%

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 3.2 GUIDELINES. The Global Agenda develops general livestock sustainability principles, guidelines and tools and makes them available as a voluntary reference for livestock stakeholders		→ TOR for the development of general livestock sustainability guidelines, discussed in a global MSP meeting and commissioned for drafting → Document with the sustainability guidelines and tools published and communicated → At least ten policy briefs from Action Networks that summarize recommendations from their work to inform governments on sustainable policy choices published and communicated		
ACTIVITIES		LED BY	PROGRESS 2020	PERCENTAGE ACHIEVED 2020
3.2.1	Building on the LEAP experience, the GASL Guiding Group develops the TOR for the development of general livestock sustainability guidelines, discusses them in a global MSP meeting and commissions the drafting of the guidelines	Guiding Group, Action Networks	Hiring process of Phase 1 (scoping exercise) consultant completed Majority of activities to be developed in 2021	20%
3.2.2	The Global Agenda supports the revision, finalization and communication of livestock sustainability guidelines	Guiding Group, Editorial Committee, Agenda Support Team	Postponed to 2021	0%
3.2.3	Action Networks share policy briefs that summarize recommendations from their work to inform governments on sustainable policy choices	Action Networks, GASL Editorial Committee	To be implemented in 2021	0%

RESULTS		PERFORMANCE INDICATORS		
OUTPUT 3.3 VALIDATION. GASL fosters on-the-ground validation of sustainability guidelines.		→ Validation criteria of guidelines discussed in a global MSP meeting → Reports regarding on-the-ground validation of sustainability guidelines → Sustainability guidelines to facilitate the adoption of validated approaches revised, finalized and communicated		
ACTIVITIES		LED BY	PROGRESS 2019	PERCENTAGE ACHIEVED 2020
3.3.1	GASL partners discuss validation criteria in a Global MSP meeting	MSP stakeholders	To be implemented in 2021	0%
3.3.2	GASL partners and Action Networks support on-the-ground validation of sustainability guidelines through GASL seed funding and technical support and foster adjustment to regional contexts through Regional MSPs	Guiding Group, Clusters, Action Networks	To be implemented in 2021	0%
3.3.3	The Global Agenda supports the revision, finalization and communication of the criteria	Guiding Group, Editorial Committee, Agenda Support Team	To be implemented in 2021	0%

11. Financial situation, fundraising activities and in-kind contributions

11.1 OVERALL FINANCIAL SITUATION IN 2020

In 2020, GASL's expenses reached USD 866 700 (62 percent of the original budget planned for 2020 in the 2019-2021 Action Plan) and GASL's income totalled USD 899 100. The contributions of Switzerland (USD 288 000) and the Kingdom of the Netherlands (USD 112 425) were received as planned and the donor agreement with BMGF became operational on 26 March 2020 (USD 311 592 for the first year). Additional contributions from the Global Dairy Platform (USD 35 000 for the core budget and USD 40 000 for Action Network activities) and from the CNE (EUR 15 000) could not be collected before the end of the year due to operational delays in the process. They are expected between January and February 2021.

The MSP meeting in Delémont was postponed to June 2021 due to the COVID-19 pandemic and the 2020 organizing committee expenses were covered by extraordinary donations of the Swiss Government (CHF 30 000) and the Jura County (CHF 30 000), and by GASL core funding (USD 30 000).

The final budget shows a decrease in the GASL Secretariat's allocation with respect to 2019, due to the end in February of the Swiss investment in the Associate Professional Officer position (USD 13 115 in 2020) and despite an increase in the German investment (USD 149 532). Less than 10 percent of the travel budget was used due to travel restrictions imposed since March as a consequence of the COVID-19 pandemic. Instead, the resources were successfully reallocated to finance consultant support for the GASL Secretariat regarding the GASL Theory of Change process and the organization of the September Online Regional and Global MSPs to address the topic of the COVID-19 pandemic and sustainable livestock. Action Network budgets were also increased by 56 percent from 2018 but the slowdown in applied research during the pandemic allowed for the use of only 35 percent of the original budget. For details on the adjustments to the 2020 Work Plan and Budget, see [Table 7](#) in [Section 11.2](#).

A projection of contributions and expenses for 2021 is also included, together with detail of the projected expenses in the 2021 Work Plan and Budget ([Table 12](#), [Section 12.3](#)).



TABLE 4: 2016, 2017, 2018, 2019, 2020 DETAILED CONTRIBUTIONS AND 2021 PROJECTIONS, USD

CONTRIBUTIONS	2016	2017	2018	2019	2020	2021 As of 31-12-2020
TO CORE BUDGET	824 847	1 260 552	947 517	1 108 490	899 199	1 235 331
Balance previous year		130 873	266 405	76 916	75 462	32 461
Switzerland	550 000	743 822	160 005	255 885	287 998	270 625
Swiss APO			119 167	156 996	13 115	0
The Netherlands	110 000	117 000	123 000	225 326	Included in previous year's contribution	109 170
Swiss Development Corp. (for MSP Meetings)	0	52 051	50 000	0	0	0
Ireland		47 700	0	51 194	0	30 000
Global Dairy Platform (mostly MSP Meetings)*	0	20 000	34 000	15 000	0	90 000
CNE	0	17 710	17 490	16 484	0	35 400
France	20 000	17 065	5 700	20 000	Included in previous year's contribution	0
Venue government for Global MSP Meeting	75 450	13 000	111 250	40 000	30 000	45 000
US Dairy Industry for Global MSP Meeting				71 500	0	0
Other sponsorships for Global MSP Meeting	69 397	101 331	60 500	42 500	30 000	90 000
Registration fees for Global MSP Meeting	0	0	0	21 425	0	0
FAO for Regional MSP Meetings					1 500	0
New donor core funding (BMGF)				0	311 592	438 408
New Donor (German APO)	0	0	0	115 264	149 532	34 267
TO ACTION NETWORKS	120 000	63 841	127 390	106 000	0	110 843
France	120 000	39 817	57 390	30 000	Included in previous year's contribution	0
Canada	0	18 524	0	0	0	0
Swedish University of Agricultural Sciences (SLU)	0	5 500	0	0	0	0
Global Dairy Platform	0	0	70 000	76 000	0	110 843
TOTAL	994 847	1 324 393	1 074 907	1 214 490	899 199	1 346 174

* In addition to its contribution of USD 15 000 to the Kansas MSP Meeting in 2019, the Global Dairy Platform was instrumental in obtaining the US Dairy Industry contribution, the venue government contribution and other sponsorships for the MSP Meeting in Kansas.

TABLE 5 : 2016, 2017, 2018, 2019, 2020 DETAILED EXPENSES AND 2021 ADJUSTED BUDGET TO AVAILABLE FUNDS, USD

EXPENSES	2016	2017	2018	2019	2020	2021 As of 31-12-2020
Global Agenda Secretariat	245 934	271 751	397 360	573 324	567 023	469 556
MSP process	163 500	388 095	306 482	201 187	137 913	365 000
Travel	253 897	161 968	82 000	190 000	13 664	145 000
Action Networks	57 000	131 960	128 860	100 000	60 174	195 000
Practice and Policy Change	0	0	18 000	0	0	
Evaluation	0	35 000	0	0	0	57 000
New partial cost recovery charges	0	0	0	0	31 261	24 447
SUBTOTAL	720 331	988 774	932 702	1 064 511	810 035	1 256 003
FAO Project Cost Fee 7% (13% in 2016)	93 643	69 214	65 289	74 515	56 702	87 920
TOTAL	813 974	1 057 988	997 991	1 139 027	866 738	1 343 923
Percentage of execution with respect to the Action Plan budget in each year	50%	61%	53%	73%	62%	102% (PROJECTED)

TABLE 6: FINANCIAL SITUATION AS OF 31 DECEMBER OF EACH YEAR, USD

ITEM	2016	2017	2018	2019	2020	2021 As of 31-12-2020
TOTAL DONOR CONTRIBUTIONS	944 847	1 324 393	1 074 907	1 214 490	899 199	1 346 174
TOTAL EXPENSES	813 974	1 057 988	997 991	1 139 027	866 738	1 343 923
BALANCE (SURPLUS)	130 873	266 405	76 916	75 462	32 461	2 251

11.2 WORK PLAN PROGRESS IN 2020

Table 7 shows the progress in the activities and expenses of the 2020 GASL Work Plan and Budget and explains the reason for any changes in the original plan and budget.

TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED-TO-PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED-TO-PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
SECRETARIAT	USD	USD	USD	USD		INTENDED DEADLINE	PROGRESS AS OF 31.12.2020
FAO PROJECT STAFF	348 764	348 764	360 900	360 900			
Project Manager	184 992	184 992	195 696	195 696	→ Coordinates day-to-day GASL Secretariat activities and interactions between partners and stakeholders in Clusters and Action Networks → Coordinates GASL Theory of Change Process → Coordinates organization of the global, regional and national MSP meetings with the Chair and involved parties in Rome, Switzerland, Asia, South America and/or other TBC → Takes care of all reporting tasks of GASL to partners and FAO	→ January to December → January to July → January to October	→ Done → Done → Done → Done
Sector analyst (Swiss APO in Rome)	12 144	12 144	12 144	12 144	→ Coordinates communications and publications of GASL, January → 2019 Progress report ready to print and publish	→ 3 March	→ Done

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TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
SECRETARIAT	USD	USD	USD	USD		INTENDED DEADLINE	PROGRESS AS OF 31.12.2020
Action Network GASL support in Mongolia and Rome (German APO)	138 456	138 456	138 456	138 456	→ Completion of support to MASL and the Dairy Asia Action Network, Ulaanbaatar, January to March → Start support and follow up to selected GASL Action Networks from Rome → Supports communications as needed	→ January to March → April to December → April to December	→ Support extended till December 2020 - Done → Support began in October 2020 to AWAN and AMP → Done
Other (AGA livestock information analyst))	13 172	13 172	14 604	14 604	→ Supports GASL communications in what relates to FAO	→ January to December	→ Important support during the online MSP meetings and website management - Done
Consultants	138 705	186 065	214 378	179 933			
Chair	56 445	56 445	49 500	49 500	→ Leads and facilitates the GASL Guiding Group and the MSP and represents GASL in international events January to December 2020 → GASL Chair commissions the development of general livestock sustainability principles and guidelines (GASL Output 3.1) and the discussion of the validation criteria during the 2020 MSP Meeting in Delémont	→ January to December → 1 st Phase, Scoping Exercise, December 2020 to May 2021	→ Done → Began in December 2020 due to prioritization of the GASL ToC during the period March-November

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TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
SECRETARIAT	USD	USD	USD	USD		IINTENDED DEADLINE	PROGRESS AS OF 31.12.2020
Communication Consultants	60 000	30 000	3 540	3 540	→ Support communications and publications of GASL (budget line reduced to match available funds)	→ February to July September to December	→ On track, supporting Online MSP Meetings, webinars, and website basic redesign - Done
Graphic Designer	7 200	7 200	9 563	9 563	→ Supports communications as needed during the year	→ January to December	→ Done
Operations Clerk	12 000	12 000	0	0	→ Supports daily operations of GASL (travel, accounting, LOAs etc.)	→ January to December	→ Not hired
English Editor	3 060	3 060	18 462	22 462	→ Supports communications as needed during the year	→ January to December	→ Progress report, done; Kansas papers in final stages; MSP meeting report, done
Intern		3 360	4 346	4 346	→ Supports Theory of Change process and basic GASL processes	→ January to June	→ Done
Other Consultants		74 000	128 967	90 522	→ GASL Theory of change; Drafting of general livestock sustainability principles and guidelines, and their criteria of validation; support to Delémont MSP meeting organization committee; support to GASL Secretariat	→ March to December	→ ToC and Delémont consultancies, done; support to GASL Secretariat in progress; Guidelines start in November

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TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
SECRETARIAT	USD	USD	USD	USD		INTENDED DEADLINE	PROGRESS AS OF 31.12.2020
SUBTOTAL PERSONNEL	487 469	534 829	575 278	540 833			
8% ICRUE Fee	38 997.52	42 786.32	24 821	25 141			
SUBTOTAL PERSONNEL + ICRUE	526 467	577 615	600 099	565 974			
Other	41 500	21 500	3 550	1 050			
Communi- cations and communica- tions material (GASL Annual Report, other)	20 000	20 000	3 000	500	→ Contracts that support communications as needed during the year	→ January to December	→ Printing reduced to a minimum
Office equipment (laptops/ screens)	1 500	1 500	550	550	→ Office equipment for supporting the work as needed	→ January to December	→ Office support equipment
Contingency	20 000	0	0	0	→ Budget line eliminated to match available funds		
SUBTOTAL SUBTOTAL SECRETARIAT	567 967	599 115	603 649	567 024			



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TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
MSP PROCESS	USD	USD	USD	USD		INTENDED DEADLINE	
GASL support to national MSP meeting	20 000	20 000	10 000	10 000	→ Support a national livestock sustainability initiative, selected by the Guiding Group in a competitive process, regarding content, fundraising and sponsorship of participants travel	→ March to December	→ MASL Support in Mongolia; online application on MASL impact on SDGs; and curricula development for pastoralists on MASL principles for good practices - Done
GASL support to regional MSP meetings	40 000	25 000	5 000	5 428	→ Support a regional livestock sustainability initiative, selected by the Guiding Group in a competitive process, regarding content and sponsorship of participants travel (budget line reduced to match available funds)	→ March to October	→ It includes FAO audio- visual support for five Zoom regional meetings
Cost of GASL global MSP meeting	200 000	142 000	90 000	90 000	→ June 2020, Delémont: Academia/ Research for policy fora produced before the meeting (budget line reduced to match available funds)	→ December	→ Total cost of the organization of the Delémont MSP Meeting that did not take place due to the COVID-19 pandemic. Postponed to June 2021

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TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
MSP PROCESS	USD	USD	USD	USD		INTENDED DEADLINE	
Editorial Committee support (meetings, reviewers)	20 000	10 000	0	0	→ Ten reviewed documents along the year (budget line reduced to match available funds)	→ December	→ No paid reviewers needed
Guiding Group meetings' logistics, governance and Task Force meetings	20 000	10 000	0	0	→ Two Guiding Group meetings during the year, apart from the Guiding Group meeting that takes place during the 2020 MSP meeting, and Cluster development plan guidance to produce plans by March 2020 (budget line reduced to match available funds)	→ March, June, September	→ Online Guiding Group meetings in March, April, June, September and November. Cluster development plans not developed as the ToC process provided new inputs and perspectives. Online MSP meetings developed with success. - Done
Translator/ Interpreter in Rome	20 000	10 000	30 000	32 485	→ Translation for one winter and one fall meeting in Rome a year (budget line reduced to match available funds)	→ March and September	→ Interpretation for Online MSP regional and global meetings, September
SUBTOTAL MSP PROCESS	320 000	217 000	135 000	137 913			

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TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
TRAVEL	USD	USD	USD	USD		INTENDED DEADLINE	
Sponsorships for participants of MSP meetings	120 000	120 000	0	0	→ 30 participants sponsored, destination: Delémont, Switzerland, Global GASL MSP Meeting, 15–19 June	→ June	→ No travel to MSP meeting due to the COVID-19 pandemic
Sponsorships for Guiding Group meetings	30 000	20 000	6 850	6 850	→ March (Rome) and September (Rome); (budget line reduced to match available funds)	→ March and September	→ Losses for GG members travel cancellations due to the COVID-19 pandemic for March GG meeting
Representation by GASL members in world events	18 000	18 000	0	0	→ Events to be determined throughout the year	→ TBC	→ No travel due to the COVID-19 pandemic
Agenda Support Team and Chair	42 000	42 000	6 814	6 814	→ During the year: Delémont and others yet to be confirmed	→ January to December	→ Trips to Wageningen, Germany and Delémont
SUBTOTAL TRAVEL	210 000	200 000	13 664	13 664			

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TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
ACTION NETWORKS	USD	USD	USD	USD		INTENDED DEADLINE	
Workshops and meetings to share good practices and emerging themes	40 000	40 000	34 511	34 511	→ A workshop to discuss prioritization of emerging themes in sustainable livestock during the 2020 MSP meeting in Delémont	→ June	→ DIM virtual workshop
					→ Discussion during the GASL Theory of Change process of consensus note produced by a joint effort of several Action Networks/ Clusters according to the topics described in Annex 2 of the 2019–2021 GASL Action Plan, and in alignment with the MSP general topic	→ June	→ Done w/o specific cost
					→ Other support to be confirmed	→ TBC	→ DIM research support by FAO to Livestock for Social Development AN



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TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
ACTION NETWORKS	USD	USD	USD	USD		INTENDED DEADLINE	
Action Network research support: identification of good practices	40 000	40 000	0	0	→ Discussion during the GASL Theory of Change process of four consensus notes by Action Networks according to the topics described in Annex 2 of the 2019–2021 GASL Action Plan, January to September → Other support to be confirmed	→ January to September	→ Done, no cost
Action Network incubation: good practices systematization and guidelines	40 000	40 000	25 663	25 663	→ First draft of a GASL Action Network's proposal on good practice systematization based on Annex 2 of the 2019 – 2021 GASL Action Plan → Other support to be confirmed	→ TBC → TBC	→ Done, by LAMP AN → SLU, CIRAD LOAs, done
Action Network validation, implementation and scaling up	40 000	40 000	0	0	→ Start on-the-ground testing of the general sustainability guidelines and principles through volunteering GASL Action Networks and stakeholders → Other support to be confirmed	→ TBC → TBC	→ Validation postponed to 2021 as Guidelines development will begin in November → No other support provided

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TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
ACTION NETWORKS	USD	USD	USD	USD		INTENDED DEADLINE	
Publication support	40 000	40 000	0	0	→ Five papers published with Action Networks/ Clusters over the year	→ November	→ The GASL Editorial Committee reviewed three publications in 2020: 1) 9 th GASL MSP meeting input papers on innovation and the four sustainability domains (four separate papers); 2) Global Dairy Farms; 3) COVID-19 and the Global Dairy Sector; no costs involved
SUBTOTAL ACTION NETWORKS	200 000	200 000	60 174	60 174			



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TABLE 7: WORK PLAN, BUDGET AND EXPENSES FOR 2020, USD

2020 DETAILED BUDGET	ACTION PLAN BUDGET FOR 2020 Nov. 2018	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 31.01.2020	ADJUSTED- TO- PLEDGES BUDGET FOR 2020 15.10.2020	REAL EXPENSES FOR 2020 31.12.2020	MAIN WORK PLAN ELEMENTS IN 2020		
EVALUATION	USD	USD	USD	USD		IINTENDED DEADLINE	
Evaluation	0	0	0	0			
NEW PARTIAL COST RECOVERY CHARGES	USD	USD	USD	USD		IINTENDED DEADLINE	
Personnel			2 403	9 765			
Travel			0	0			
General Operating Expenses			7 313	2 048			
Oher Central Support Services (IT+Financial Services)			10 648	19 448			
SUBTOTAL COST RECOVERY CHARGES			20 364	31 261			
TOTAL	1 297 967	1 216 115	832 851	810 036			
7% PROJECT COST FEE	90 858	85 128	58 300	56 702			
GRAND TOTAL	1 388 824	1 301 243	891 150	866 738	38% REDUCTION RESPECT TO ACTION PLAN TO MATCH EXPECTED PLEDGES		



11.3 FINANCES FOR THE 2020 ONLINE MSP MEETINGS FROM ROME AND EIGHT REGIONS WORLDWIDE

As indicated before, GASL's annual MSP Meeting in Delémont, Switzerland was postponed due to the COVID-19 pandemic. However, GASL developed a virtual MSP Meeting with eight preparatory regional components from 31 August to 18 September 2020. Overall nearly 700 participants from every region of the world representing livestock producers, the livestock industry, agricultural research, global non-profits and numerous governments, attended the online meetings to focus on identified challenges and opportunities presented by the COVID-19 pandemic and to discuss their vision for moving forward. In addition to FAO's EECA cash contribution reported below, multiple in-kind contributions were received for the MSP regional and global online meetings from GASL stakeholders in North, Central and South America; Western and Eastern Europe; Africa; Central and South-East Asia; and Oceania (see names and organizations of in-kind contributors in [Section 6.3](#)). [Tables 8, 9 and 10](#) show the financial aspects of the online MSP meetings.

TABLE 8: SPONSORS OF THE 2020 ONLINE MSP MEETINGS, USD

SPONSOR	CONTRIBUTION	USED FOR	COMMENTS
FAO Ankara	1 500	Interpretation	Direct payment to FAO
TOTAL	1 500		

TABLE 9: COSTS OF THE 2020 ONLINE MSP MEETINGS, USD

SERVICE	FINAL COST
Infrastructure and equipment	
Transportation	
Meals	
Interpreter fees	32 485
Printing	
Meeting package	
Global Campus fees	
Professional support services	5 428
Sponsorship participants	
Agenda Support Team Travel (4)	
Other	
TOTAL	37 913

TABLE 10: NET COST TO GASL OF THE 2020 ONLINE MSP MEETINGS, USD

ITEM	USD
TOTAL COSTS	37 913
TOTAL SPONSORSHIPS	1 500
NET COST TO GASL'S CORE FUND	36 413

Delémont 2021 MSP Meeting Preparations in 2020

As mentioned before, the MSP meeting in Delémont was postponed to June 2021 due to the COVID-19 pandemic, while the 2020 organizing committee expenses were covered by extraordinary donations of the Swiss Government (CHF 30 000) and the Jura County (CHF 30 000), and by GASL core funding (USD 30 000).

TABLE 11: NET COST FOR GASL IN 2020 OF THE 2021 DELÉMONT MSP MEETING PREPARATIONS, USD

ITEM	USD
TOTAL COSTS	90 000
TOTAL SPONSORSHIPS (SWISS GOVERNMENT, USD 30 000; AND JURA COUNTY, USD 30 000)	60 000
NET COST TO GASL'S CORE FUND	30 000

11.4 FUNDRAISING

Many public and private organizations participate in GASL's meetings and Action Networks. All operational and Secretariat costs of GASL are covered through the voluntary contributions of public and private donors. These contributions are crucial to facilitate the work of the Global Agenda. Financial contributions are collected in a multi-stakeholder trust fund at FAO headquarters in Rome and through individual trust funds. To assure a continued resource of core and Action Network funds, GASL is developing and implementing an innovative and sustainable funding mechanism that consists of traditional donors to the MSP trust fund (Switzerland, the Netherlands, France, the Global Dairy Platform (GDP) and the Confédération Nationale de l'Élevage (CNE), France), new government donors (Ireland and Germany), new private sector donors and foundations (Bill and Melinda Gates Foundation (BMGF)), specific sponsors for annual MSP meetings (numerous sponsors donate only to the MSP meetings that have key interest for them with no strings attached to contribute again) and contributors to Action Network technical work (France, GDP, BMGF).*

Two thousand twenty has been a challenging year for the world and GASL's donors have appreciated its resilience, flexibility, and care for others to play a fundamental role in the global, regional and national livestock sectors to keep achieving relevant results and moving forward during the COVID-19 pandemic. Therefore, an important development this year has been an initial agreement with GASL investors for another three-year cycle, 2022 – 2024, where the Netherlands, GDP and CNE have expressed their will to keep contributing, and Switzerland, France and BMGF are open to discuss their participation later on in 2021.

Table 4 shows total contributions per donor received in 2020 and their pledges for 2021.

11.5 IN-KIND CONTRIBUTIONS TO GASL FROM PARTNERS AND STAKEHOLDERS

The in-kind contributions in terms of time and funds by the participating institutions in GASL are substantial: Guiding Group meetings, task force groups, Cluster and Action Network activities, regional and global consultations and MSP meetings, among others, demand important amounts of time and resources from top executives, scientists and administrators of those organizations contributing to GASL. In the 2019-2021 GASL Action Plan, it was estimated that Guiding Group members alone contributed approximately 1.7 million USD in-kind for GASL in the period from 2016 to 2018.

There also have been considerable in-kind contributions of members and partner organizations for the activities of the Action Networks and the recently developed online MSP meetings and webinars. These in-kind contributions have not been quantified and are not known in detail to GASL but they are substantial.

* These donors do not apply to the LEAP Action Network, which has a different and independent fundraising mechanism, separate from GASL.

12. Outlook

Twenty twenty-one will be the last year framed by the current GASL Action Plan. The annual MSP Meeting 2021 is expected to take place in Delémont, Switzerland with a mixed virtual and face-to-face approach (still under review), including physical and remote attendance in order to limit the spread of COVID-19. In November 2020, the new GASL Chair, Shirley Tarawali began her mandate, and the new Action Plan for 2022 – 2024 will be developed in the second half of 2021.

Among key activities, GASL will continue participating in the Koronivia process related to livestock if extended, will connect and report to the newly established FAO Sub-Committee on Livestock of COAG, refine and update its ToC and develop an M&E system to better evolve and adapt into a modern MSP, and consider establishing regional GASL Chapters.

Additionally, GASL will support its members in global development events such as the UN Food Systems Summit and the 2021 UN Climate Change Conference (COP26), among others.

The focus of GASL will continue to be on the following areas:

Membership: GASL expects its membership to grow and become more heterogenous, as indicated in its ToC. To be inclusive and to cover the entire spectrum of stakeholders in livestock systems, GASL will make efforts to improve user-friendly communication to reach out to consumer organizations, expert institutions and stakeholders in human health and farmer organizations.

Clusters: During 2021, GASL will continue strengthening its cluster structure based on its growing membership and evolving funding mechanism.

Action Networks: The Action Networks will continue developing technical responses to the needs of the livestock sector. This includes development of additional work synergies among Action Networks, and between them and the GASL Clusters where a rich variety of significant stakeholders meet to find innovative solutions, as well as development of new Action Networks to address emerging issues such as the impact of the COVID-19 pandemic, One Health, consumer concerns, and low-carbon livestock, according to specific assessments to be conducted by the GASL Secretariat and discussed in the Guiding Group. The expectation continues to be that Action Networks will focus their work on the four sustainability domains GASL has prioritized.

Governance: The present governance, including the GASL rules and procedures, will continue in 2021. The relationship between FAO and GASL will have a new phase through the Sub-Committee on Livestock, recently approved by COAG. The Agenda Support Team will continue strengthening the adequate resources to fulfil its assigned tasks. The Guiding Group will continue to represent the GASL clusters and has the opportunity to assist better with the workload of the Chair and the Agenda Support Team. In addition, the COVID-19 pandemic permitting, the Guiding Group will be able to represent GASL at the most important events worldwide on a regular basis.



12.1 WORK PLAN AND BUDGET FOR 2021

Table 12 shows the adjustments to the activities of the 2021 GASL Work Plan and explains the reasons for any changes to the original plan and budget

TABLE 12: GASL WORK PLAN AND BUDGET FOR 2021, USD

2021 DETAILED BUDGET	GASL ACTION PLAN BUDGET FOR 2021 (NOV. 2018)	ADJUSTED-TO-PLEDGES BUDGET FOR 2021 (15.10.2020)	ADJUSTED-TO-PLEDGES BUDGET FOR 2021 (31.12.2020)	MAIN WORK PLAN ELEMENTS IN 2021	
SECRETARIAT	USD	USD	USD		INTENDED DEADLINE
FAO project staff	229 893	248 112	248 112		
Project Manager	184 992.00	195 696.00	195 696.00	<ul style="list-style-type: none"> → Coordinates day-to-day GASL Secretariat activities and interactions between partners and stakeholders in Clusters and Action Networks → Supports coordination of the development of the GASL Clusters and Action Plans; the General Sustainability Principles and Basic Guidelines; the Theory of Change Review Workshop; and the Development of the 2022-2024 GASL Action Plan in line with the GASL ToC → Coordinates organization of the global, regional and national MSP meetings with the Chair and involved parties in Rome, Switzerland, Asia, South America and/or other TBC → Takes care of all reporting tasks of GASL to partners and FAO 	<ul style="list-style-type: none"> → January to December → January to November → January to October → January to December
Swiss APO	0	0	0		
German APO	31 729.00	37 812.00	37 812.00	<ul style="list-style-type: none"> → Completion of support to MASL and the Dairy Asia Action Network from Rome → Support and follow up to selected GASL Action Networks from Rome → Supports communications as needed 	<ul style="list-style-type: none"> → January to March → January to March → January to March
Other (AGA livestock information analyst)	13 172.00	14 604.00	14 604.00	→ Supports GASL communications in what relates to FAO	→ January to December

continued →

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TABLE 12: GASL WORK PLAN AND BUDGET FOR 2021, USD

2021 DETAILED BUDGET	GASL ACTION PLAN BUDGET FOR 2021 (NOV. 2018)	ADJUSTED- TO-PLEDGES BUDGET FOR 2021 (15.10.2020)	ADJUSTED- TO-PLEDGES BUDGET FOR 2021 (31.12.2020)	MAIN WORK PLAN ELEMENTS IN 2021	
Consultants	138 660.00	207 600.00	181 600.00		
Chair (the 2021 Chair's time will be covered with an in-kind contribution from ILRI)	56 400.00	33 000.00	0	<ul style="list-style-type: none"> → Leads and facilitates the GASL Guiding Group and the MSP and represents GASL in international events January to December 2021 → GASL Chair leads the annual plan of the Global Agenda participation in related initiatives, agendas and alliances and follows up the development of general livestock sustainability principles and basic guidelines (GASL Output 3.1) and the discussion of the validation criteria. → GASL Chair leads the Theory of Change Review Workshop; and the Development of the 2022-2024 GASL Action Plan in line with the GASL ToC 	<ul style="list-style-type: none"> → January to December → January to April → May to November
Communication Consultants	60 000.00	30 000.00	33 000.00	<ul style="list-style-type: none"> → Support communications and publications of GASL such as the 2020 Progress report, website management, newsletter, and organization of meetings (budget line reduced to match available funds) → Develop report on GASL achievements 2011-2021, together with the 2021 progress report 	→ January to December
Graphic Designer	7 200.00	10 000.00	10 000.00	→ Supports communications as needed during the year)	→ January to December
Operations Clerk	12 000	0	0	→ Supports daily operations of GASL (travel, accounting, LOAs etc.)	→ January to December
English Editor	3 060.00	10 000.00	10 000.00	→ Supports communications as needed during the year	→ January to December
Intern	0	0	6 600.00	→ Supports Theory of Change process and basic GASL processes	→ January to June

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TABLE 12: GASL WORK PLAN AND BUDGET FOR 2021, USD

2021 DETAILED BUDGET	GASL ACTION PLAN BUDGET FOR 2021 (NOV. 2018)	ADJUSTED-TO-PLEDGES BUDGET FOR 2021 (15.10.2020)	ADJUSTED-TO-PLEDGES BUDGET FOR 2021 (31.12.2020)	MAIN WORK PLAN ELEMENTS IN 2021	
CIRAD's cooperation agreement	0	18 000.00	22 000.00	→ Supports AN's work plans, publications, the development of the GASL Livestock Sustainability Principles and Basic Guidelines; the GASL Editorial Committee, the Academia/Research Cluster presence in GASL activities and assessment for potential new action networks	→ January to December
Other consultants	0	100 000.00	100 000.00	→ 1) GASL Theory of Change Review Workshop; 2) GASL Drafting of general livestock sustainability principles and basic guidelines, and their criteria of validation; 3) Support to Delémont MSP meeting organization committee; 4) Support to GASL Secretariat	→ January to December
Subtotal personnel	368 553.00	455 712.00	429 712.00		
8% ICRUE FEE	29 484.00	20 801.00	18 343.00		
SUBTOTAL PERSONNEL + ICRUE	398 037.00	476 513.00	448 056.00		
Other	41 500.00	21 500.00	21 500.00		
Communications and communications material (GASL Annual Report, other)	20 000	20 000	20 000	→ Contracts that support communications as needed during the year	→ January to December
Office equipment (laptops/screens)	1 500	1 500	1 500	→ Office equipment for supporting the work as needed	→ January to December
Contingency	20 000	0	0	→ Budget line eliminated to match available funds	
SUBTOTAL SECRETARIAT	439 537.00	498 013.00	469 556.00		

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TABLE 12: GASL WORK PLAN AND BUDGET FOR 2021, USD

2021 DETAILED BUDGET	GASL ACTION PLAN BUDGET FOR 2021 (NOV. 2018)	ADJUSTED- TO-PLEDGES BUDGET FOR 2021 (15.10.2020)	ADJUSTED- TO-PLEDGES BUDGET FOR 2021 (31.12.2020)	MAIN WORK PLAN ELEMENTS IN 2021	
MSP PROCESS	USD	USD	USD		INTENDED DEADLINE
GASL support to national MSP meeting	20 000	10 000	10 000	→ Support a national livestock sustainability initiative, selected by the Guiding Group in a competitive process, regarding content, fundraising and sponsorship of participants travel (pandemic permitting)	→ March to October
GASL support to regional MSP meeting	40 000	20 000	80 000	→ Support a regional livestock sustainability initiative with USD 20K, selected by the Guiding Group in a competitive process, regarding content and sponsorship of participants travel (budget line adjusted to match available funds). Additionally, includes USD60K for the EECA Regional MSP Meeting covered with funds from the FAO EECA Region	→ March to October
Cost of GASL global MSP meeting in 2021	200 000.00	150 000.00	240 000.00	→ June 2021, Delémont (TBC) (budget line adjusted to match possible change to a hybrid meeting's modality)	→ June
Editorial Committee support (meetings, reviewers, editors)	20 000	5 000	5 000	→ Five reviewed documents along the year (budget line reduced to match available funds)	→ February to October
Guiding Group meetings' logistics, governance and Task Force meetings	20 000	5 000	5 000	→ Two Guiding Group meetings during the year, apart from the Guiding Group meeting that takes place during the 2021 MSP meeting, and Cluster development plan guidance to produce plans by March 2021 (budget line reduced to match available funds)	→ March, June, September
Translator/ Interpreter in FAO Rome for online	20 000	25 000	25 000	→ Translation for Online MSP meetings (TBC)	→ March to September
SUBTOTAL MSP PROCESS	320 000.00	215 000.00	365 000.00		

← continued

TABLE 12: GASL WORK PLAN AND BUDGET FOR 2021, USD

2021 DETAILED BUDGET	GASL ACTION PLAN BUDGET FOR 2021 (NOV. 2018)	ADJUSTED-TO-PLEDGES BUDGET FOR 2021 (15.10.2020)	ADJUSTED-TO-PLEDGES BUDGET FOR 2021 (31.12.2020)	MAIN WORK PLAN ELEMENTS IN 2021	
TRAVEL	USD	USD	USD		INTENDED DEADLINE
Sponsorships for participants of MSP meetings	120 000	110 000	110 000	→ 30 participants sponsored, destination: Delémont, Switzerland, Global GASL MSP Meeting, 7-11 June; and 8 participants sponsored to a regional meeting (TBC)	→ June to December
Sponsorships for Guiding Group meetings	30 000	5 000	10 000	→ March (Rome) and September (Rome); (budget line reduced to match travel possibilities)	→ September to October
Representation by GASL members in world events	18 000	5 000	10 000	→ Events to be determined throughout the year	→ TBC
Agenda Support Team and Chair	42 000	15 000	15 000	→ During the year to destinations yet to be confirmed	→ June to December
SUBTOTAL TRAVEL	210 000.00	135 000.00	145 000.00		

continued →



← continued

TABLE 12: GASL WORK PLAN AND BUDGET FOR 2021, USD

2021 DETAILED BUDGET	GASL ACTION PLAN BUDGET FOR 2021 (NOV. 2018)	ADJUSTED- TO-PLEDGES BUDGET FOR 2021 (15.10.2020)	ADJUSTED- TO-PLEDGES BUDGET FOR 2021 (31.12.2020)	MAIN WORK PLAN ELEMENTS IN 2021	
ACTION NETWORKS	USD	USD	USD		INTENDED DEADLINE
Workshops and meetings to share good practices and emerging themes	40 000	40 000	40 000	→ A workshop to discuss prioritization of emerging themes in sustainable livestock during the 2020 MSP meeting in Delémont → Discussion during the GASL Theory of Change process of consensus note produced by a joint effort of several Action Networks/Clusters according to the topics described in Annex 2 of the 2019–2021 GASL Action Plan, and in alignment with the MSP general topic → Other support to be confirmed	→ June → June → TBC
Action Network research support: identification of good practices	40 000	40 000	40 000	→ Discussion during the GASL Theory of Change process of four consensus notes by Action Networks according to the topics described in Annex 2 of the 2019–2021 GASL Action Plan, January to September → Other support to be confirmed	→ January to September → TBC
Action Network incubation: good practices systematization and guidelines	40 000	40 000	40 000	→ First draft of a GASL Action Network's proposal on good practice systematization based on Annex 2 of the 2019–2021 GASL Action Plan → Other support to be confirmed	→ TBC → TBC
Action Network validation, implementation and scaling up	40 000	40 000	40 000	→ Start on-the-ground testing of the general sustainability guidelines and principles through volunteering GASL Action Networks and stakeholders → Other support to be confirmed	→ TBC → TBC
Publication support	40 000	35 000	35 000	→ Five papers published with Action Networks/Clusters over the year	→ November
SUBTOTAL ACTION NETWORKS	200 000.00	195 000.00	195 000.00		

TABLE 12: GASL WORK PLAN AND BUDGET FOR 2021, USD

2021 DETAILED BUDGET	GASL ACTION PLAN BUDGET FOR 2021 (NOV. 2018)	ADJUSTED- TO-PLEDGES BUDGET FOR 2021 (15.10.2020)	ADJUSTED- TO-PLEDGES BUDGET FOR 2021 (31.12.2020)	MAIN WORK PLAN ELEMENTS IN 2021
EVALUATION	USD	USD	USD	
Evaluation	57 000.00	57 000.00	57 000.00	
NEW PARTIAL COST RECOVERY CHARGES	USD	USD	USD	
Personnel	0	3 204.00	9 926.00	
Travel	0	1 760.00	1 760.00	
General operating expenses	0	10 240.00	10 240.00	
Other central support services (IT+financial services)	0	2 521.00	2 521.00	
SUBTOTAL COST RECOVERY CHARGES	0	17 725.00	24 447.00	
TOTAL	1 226,537	117 738	1 256 003	
7% project cost fee	90 858	85 128	86 006	
GRAND TOTAL	1 312 395	1 195 980	1 343 923	2% INCREASE RESPECT TO ACTION PLAN TO MATCH EXPECTED PLEDGES



13. Lessons learnt and recommendations

An assessment of the achievements, challenges and outputs of the Global Agenda in 2020 leads to the following recommendations:

The work of GASL as an MSP, as a networker, as an advocate of practice and policy change and as a contributor to the SDGs has to become more visible within the global livestock sector and beyond.

For these activities GASL should carry out the following actions.

- Increase visibility by enhancing communication.
- Increase availability of financial resources by broadening its donor base led by the Guiding Group and supported by the Agenda Support Team and the Chair.
- Increase its presence in international and global fora by explicitly offering to contribute to the agendas of these fora in livestock and non-livestock-related issues.
- Increase its contribution to policy dialogue by becoming proactive in supporting national policies leading to sustainable livestock development and by providing solid evidence to enable national governments to better target their policies.
- Increase effectiveness as a partner of multi-lateral and intergovernmental institutions by making better use of the Cluster of Multi-Lateral and Intergovernmental Organizations and increase the potential for win-win situations.
- Increase members' commitment to contribute to GASL's common interests by finding common ground among GASL members to convey one strong voice to the world and to fully take advantage of its diversity and global dimension.
- Broaden the stakeholder base by reaching out to additional stakeholders in areas such as nutrition, consumer and human health organizations, and farmers.
- Continue strengthening a gender dimension explicitly as a crosscutting issue in GASL's activities by exploring what gender means in the very diverse livestock production systems that exist and different cultural contexts.
- Fine tune GASL's strategy inspired by updating its existing ToC and adopting the M&E framework by following the recommendation of WCDI's external consultancy, to serve as an accountability tool, to assist strategic management, to assist GASL operational and knowledge management, and to enhance learning.
- Develop the 2022-2024 Action Plan with an interactive MSP approach, and with the collaboration of representatives of its Clusters, Action Networks and stakeholders at large.







Annex

ToC Task Group composition and Cluster and Action Network representation

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Annex

List of Guiding Group members, Agenda Support Team, Observers and Editorial Committee of GASL in 2020

02

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Annex

List of the 115 GASL Partners in 2020

03

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Government of Ecuador , Ministerio de Agricultura y Ganadería	17.01.2019	DIEGO BASTIDAS PAZMIÑO	Analista de Productividad y Nutrición Pecuaria	dbastidas@mag.gob.ec
Government of El Salvador , Ministry of Environment and Natural Resources	24.06.2016	SILVIA DE LARIOS	Directora de Ecosistemas y Vida Silvestre	slarios@marn.gob.sv
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03

List of the 115 GASL Partners in 2020

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Government of Paraguay , Ministry of Agriculture and Livestock	23.06.2016	MARCELO GONZALEZ CLAUDIA GONZALEZ	Vice-Minister of Livestock, Ministerio de Agricultura y Ganadería (MAG), Paraguay	vganaderia@mag.gov.py paratodomag@gmail.com clau_gm1809@hotmail.com

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Government of Uruguay , Ministry of Livestock, Agriculture and Fishery	08.03.2018	WALTER OYHANTCABAL	Director of the Sustainability and Climate Change Unit	woyhantcabal@mgap.gub.uy , woyhantcabal@gmail.com



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Canadian Cattlemen's Association	12.03.2013	LARRY THOMAS	Environment Manager	thomasl@cattle.ca
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Dairy Sustainability Framework	10.05.2017	BRIAN LINDSAY	Development Director	brian.lindsay@dairysustainabilityframework.org
European Feed Manufacturers Federation	10.01.2020	ANTON VAN DEN BRINK	Senior Policy and Communication Manager	avandenbrink@fefac.eu
European Livestock and Meat Trading Union, Brussels, Belgium	09.09.2013	JEAN-LUC MÉRIAUX	Secretary General	info@uecbv.eu (+32) 2 230 46 03
Fondazione Filiera Italia	10.02.2020	LUIGI PIO SCORDAMAGLIA	Chief Executive Officer	luigi.scordamaglia@inalca.it info@filieraitalia.it
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International Dairy Federation (IDF)	08.03.2013	JUDITH BRYANS MARÍA SÁNCHEZ MAINAR	President Science & Standards Programme Manager	jbryans@dairyUK.org MSanchezMainar@fil-idf.org

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Academia & Research (A&R) – 26

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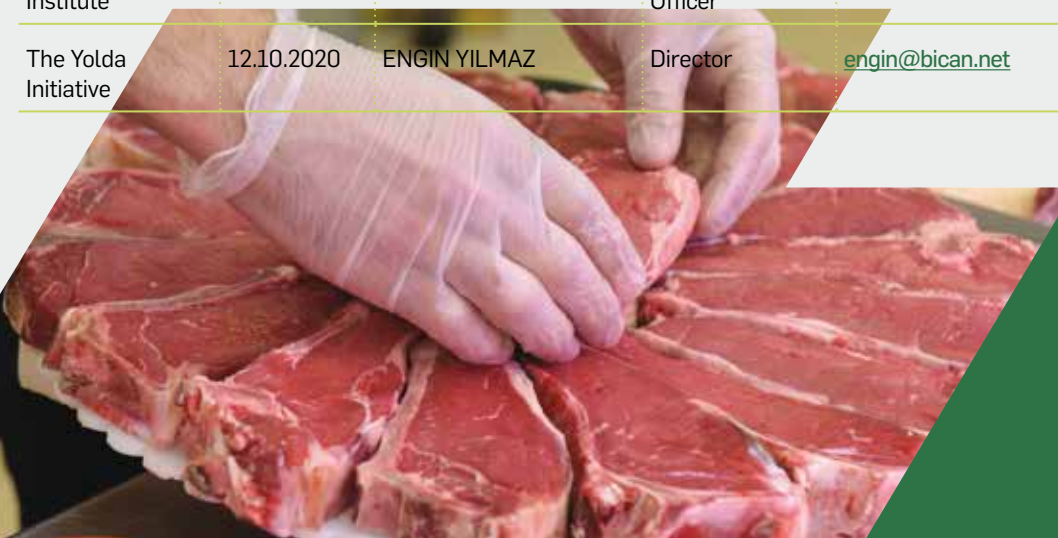
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NGOs (NGO) – 27

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Intergovernmental (IntG) – 7

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Annex

Summary table of events in 2020

04

DATES	EVENT	ATTENDEES
14 – 15 JANUARY	Wageningen Centre for Development Innovation: A briefing on the Theory of Change in an MSP setting, WUR	Chair, Henning Steinfeld, Eduardo Arce Diaz, Lavinia Scudiero
17 JANUARY	Visit to Delémont, Switzerland and a preparatory Action Plan with participants from FAO, Switzerland and France.	Chair, Henning Steinfeld, Eduardo Arce Diaz, representatives of Switzerland and France
4 – 5 MARCH	Guiding Group Meeting, Rome, Italy	Guiding Group
6 MARCH	Meeting with COAG Chair H.E. Mohammad Hossein Emadi, Permanent Representative of the Islamic Republic of Iran to FAO	Chair, Henning Steinfeld, Eduardo Arce Diaz,
12 MARCH	The GASL chair had a discussion with the SAI-platform to discuss potential membership and cross collaboration	Chair and Jane Duncan
12 and 19 MARCH	World Bank webinars on Animal Health	Chair
21 and 27 APRIL	World Bank webinars on Climate Finance	Chair
28 APRIL	Participation of the GASL chair in the GRSB webinar on COVID-19	Chair
4 MAY	"Dairy's Role in Responsible and Sustainable Food Systems", GDP/IMP meeting	Chair
12 JUNE	Coordination with EAAP on the 2020 GASL MSP meeting and the 2021 EAAP conference	Chair, Eduardo ArceDiaz



DATES	EVENT	ATTENDEES
23 JUNE	"Livestock conservation and monitoring: experiences in Latin America", UNDP – UN REDD+	Pablo Peri, Julian Chara, Eduardo Arce Diaz
4 AUGUST	"Promoting livestock sustainability: experiences and learnings from livestock roundtables in Latin America", IICA	Eduardo ArceDiaz
9 SEPTEMBER	"New opportunities: the dairy world after COVID-19"	Chair
31 AUGUST 15 SEPTEMBER	GASL Online Regional MSP meetings on COVID-19 and the livestock sector	Regional stakeholders
14 – 18 SEPTEMBER	GASL Global MSP meeting on COVID-19 and the livestock sector	GASL Stakeholders
22 SEPTEMBER	GASL virtual event with FAO country permanent representatives in preparation for COAG 27: "Advancing the Global Agenda for Sustainable Livestock"	Chair, Shirley Tarawali, Henning, Donald Moore, Jimmy Smiths and Eduardo ArceDiaz
28 SEPTEMBER 3 OCTOBER	GASL progress report to COAG 27 with observer status	Chair
06 DECEMBER	Meeting with the new chair of COAG, H.E. Bommakanti Rajender, Minister Agriculture, Permanent Mission of the Republic of India, to establish cooperation channels with GASL	Chair, Henning, Eduardo ArceDiaz



“ The COVID-19 pandemic illustrates the urgency and the need to make food systems more resilient.

GASL's multi-stakeholder activities towards more sustainability in all livestock systems are important steps in the right direction. ” FRITZ SCHNEIDER



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