



GLOBAL AGENDA FOR
SUSTAINABLE LIVESTOCK

Embracing change and harnessing diversity: the roles of livestock in future sustainable food systems

2022-2024 GASL Action Plan (AP)

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¹ Annex 1 shows the members of the GASL 2022-2024 Action Plan Task Force and the regional MSP support groups that contributed in multiple ways to the elaboration of this Action Plan. We are also thankful to the GASL Guiding Group members and the hundreds of participants of the 2021 GASL MSP meetings and the GASL-ILRI FSS Independent Dialogue, both global and regional, who helped us with their views to the conceptualization of this document.

Table of Contents

Acronyms	7
Executive Summary	8
1. Context	10
1.1 GASL's background.....	10
1.2 GASL's Clusters and Action Networks	12
2. Introduction to the 2022-2024 GASL Action Plan (AP)	13
2.1 GASL Vision.....	13
2.2 Sustainability Domains.....	14
2.3 Key topics per Sustainability Domain	15
2.4 Gender	15
2.5 Indigenous peoples.....	16
2.6 Decent rural employment (DRP).....	16
2.7 Factors required to sustain and build on the project's results.....	17
2.8 Enhancement of the organization's capacity to achieve the results of the project	17
2.9 Dissemination of results	17
3. 2022-2024 strategic framework: Action Plan outcomes, outputs and activities according to the GASL Theory of Change	18
3.1 Outcomes	18
3.2 Outputs and the GASL spheres of action.....	18
3.3 Activities	20
4. Project risks	25
4.1 Risks and mitigation measures.....	25
4.2 Environmental and social risks.....	25
5. Performance measurement and evaluation	26
5.1 GASL Monitoring and Evaluation System (M&E)	26
5.2 GASL spheres of interaction.....	26
5.3 Reporting	27
5.4 Contribution analysis	27
5.5 FAO Evaluation.....	27
5.6 Lessons Learned.....	27
6. Finances: Budget, funding mechanism and financial resources	28
6.1 Summary Budget 2022-2024W.....	28
6.2 Sources of funds and fundraising.....	30
6.3 In-kind contributions	31
7. Timeline and milestones	31

Annex 1	
	GASL task force to support the production of the 2022-2024 GASL Action Plan.....32
Annex 2	
	Priority setting criteria to allocate activities to outputs within the GASL Action Plan..... 34
Annex 3	
	Potential contributions of Clusters and Action Networks to the four Sustainability Domains in the GASL Action Plan.....35
	Table 1: Potential contributions of Clusters to the four Sustainability Domains35
	Table 2: Potential contributions of Action Networks (ANs) to the four Sustainability Domains36
Annex 4	
	Roles and responsibilities.....38
Annex 5	
	Timeline and milestones41
Annex 6	
	Project log frame according to FAO format.....42
Annex 7	
	GASL Clearance Mechanisms for Publishable Research with MSP Approach..... 46
Annex 8	
	Rules and Procedures of the Global Agenda for Sustainable Livestock..... 48
Annex 9	
	List of Guiding Group Members55
Annex 10	
	List of GASL 120 Institutional Partners (national, regional and global) 60



Acronyms

AN: Action Network	GG: Guiding Group
ANTHRA: Livestock Development and Ethnoveterinary Group	ILRI: International Livestock Research Institute
AP: Action Plan	KN: Knowledge Networks
AST: Agenda Support Team	M&E: Monitoring and Evaluation
CA: Contribution Analysis	MSP: Multi-Stakeholder Partnership
CEG: Closing Efficiency Gap	NGO: Non-Governmental Organization
CFS: Committee on World Food Security	NS: Agriculture and Consumer Protection Department
CGIAR: Consultative Group for International Agricultural Research	NSA: Animal Production and Health Division
CNE: Confédération Nationale de l'Élevage	NSAL: Livestock Information, Sector Analysis and Policy Branch
COAG: Committee on Agriculture	OCC: Office of Communication
COP: Conference of the Parties	SCL: Sub-Committee on Livestock
FAO: Food and Agriculture Organization of the United Nations	SDG: Sustainable Development Goal
FSS: Food Systems Summit	TOC: Theory of Change
GASL: Global Agenda for Sustainable Livestock	TOR: Terms of Reference
GDP: Global Dairy Platform	UN: United Nations
GFFA: Global Forum for Food and Agriculture	

Executive Summary

The Global Agenda for Sustainable Livestock (GASL) is a multi-stakeholder partnership (MSP) established in 2011 and committed to sustainable livestock development from a social, economic, and environmental perspective. GASL's institutional partners worldwide constitute seven stakeholder clusters and nine technical action networks (AN), representing all major actors and addressing several dimensions of sustainable livestock development. The Global Agenda engages in policy dialogue, produces tools, shares experiences, makes evidence available, and agrees on joint action. It recognizes the multiple social, economic, and environmental dimensions of livestock, their contributions, synergies, and trade-offs, and advocates for an integrated perspective to problem solving. GASL provides an important global platform to demonstrate solutions and best practices in the livestock sector and contributes to the achievement of the Sustainable Development Goals (SDGs) of the UN Agenda 2030.

Building on GASL's achievements, experience from 2011-2021, various events contributions, and the GASL Theory of Change (TOC) developed in 2020, this document outlines the actions that will provide GASL value added in 2022-2024 in the context of the UN Agenda 2030 for Sustainable Development.

The Action Plan (AP) 2022-2024 will contribute to the GASL vision established in the GASL TOC, which foresees that by 2030, sustainable, inclusive, resilient, and diverse livestock systems across the world contribute significantly to the SDGs and are integral to sustainable food systems. To achieve GASL vision, this plan will contribute to the 4 Sustainability Domains adopted by GASL in 2018 (see Figure 2). It will better consider gender, youth, indigenous peoples, and monitoring and evaluation (M&E) aspects, and will include the most relevant general topics suggested by the GASL 2022-2024 AP Task Force for each of the 4 Sustainability Domains (see Figure 4).

Based on these ambitions, three outcomes have been defined in a logical framework with corresponding outputs, activities, and budgets in this AP 2022 – 2024 (see Figure 5). The outcomes include the generation of evidence and practice change, dialogue, and policy change on livestock sustainability issues. In the medium term, GASL will achieve these outcomes through actions organized around three outputs based on the different spheres (control - influence – interest) described in GASL TOC.

For the sphere of control, GASL will: (1) deliver evidence-based options and solutions; (2) for the sphere of influence, GASL will facilitate stakeholder engagement and understanding; (3) and for the sphere of interest, GASL will catalyze food systems policy changes. An additional output relates to GASL management and coordination.

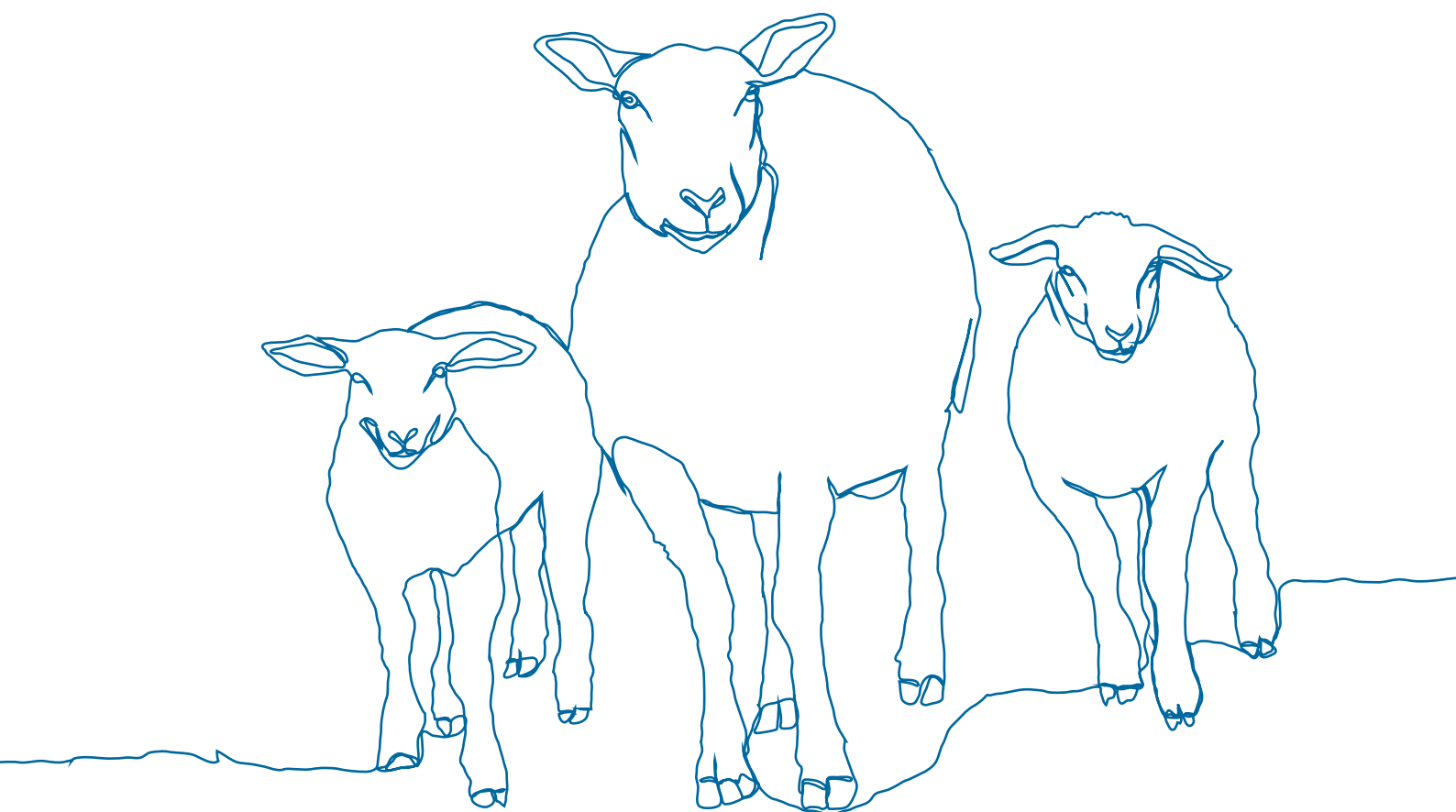
The outputs above are crosscutting to the GASL outcomes and each of them will include different activities according to their related spheres. Accordingly, the AP promotes adaptation and livestock sustainability "beyond GASL" and more at scale actions meant to deliver evidence-based options and solutions, work towards the adoption of a platform for knowledge exchange, contributions to planning, monitoring, and better identification and communication of achievements and steps that will clarify AN deliveries.

Following the TOC, GASL will follow the recommendations to implement a M&E framework where each activity developed to obtain the outputs will have a performance indicator to measure the level of achievement according to their related. Process indicators that allow monitoring of the process unfolding as GASL partners proceed together in their partnership will be also developed.

Since GASL is a MSP, the M&E will:

1. support accountability, both within the partnership as well as towards external stakeholders;
2. assist and guide strategic management, both for the GASL programme as well as for its network organizations;
3. assist and guide GASL operational management;
4. assist and inform GASL knowledge management; and
5. enhance learning, including practical wisdom and good livestock 'practice judgments'. On the third year of the AP, the possibility of performing a Contribution Analysis, a theory-based evaluation methodology to test selected impact pathways in the TOC, will be discussed.

The AP provides an estimate of the required funds to implement the activities and to achieve the outcomes and outputs as per the logical framework, based on the FAO full cost structure. The total estimated amount to be raised for the period from 2022-2024 is USD 3.6 million (three million six hundred thousand USD). This budget mainly covers costs related to the Secretariat, and MSP process at the global, regional, and national levels, including governance bodies' activities (Guiding Group, Task Forces, Editorial Committee and interpretation) and does not include the entire budgets of the ANs because these networks are mainly self-sustained. It provides support to these groups to pursue certain goals relevant to the MSP such as ignition capital for research processes, production of guidelines, practice and policy change assessment, participative policy development, technology and knowledge exchange initiatives, and ingenious forms of capacity development. The budget also considers resources to deal with consultancies, MSP travel support, emerging issues that can become relevant during the project horizon, and support for publications and communication.



1. Context

1.1 GASL's background

During the last ten years, the Global Agenda for Sustainable Livestock (GASL) has coordinated collective and individual stakeholder policy dialogue and action to foster sustainability in livestock food value chains and beyond.

In 2016, GASL adopted the Sustainable Development Goals (SDGs) as the reference framework for all its initiatives and decided to make the links of livestock and livestock development to the SDGs visible (Panama Declaration).

Although livestock is relevant to all SDGs, in 2017 GASL recognized 9 SDGs with special importance for the livestock sector: SDG 1 (no poverty), SDG 2 (zero hunger), SDG 3 (good health and well-being), SDG 5 (gender equality), SDG 8 (decent work and economic growth), SDG 12 (responsible consumption and productions), SDG 13 (climate action), SDG 15 (life on land) and SDG 17 (partnerships for the goals). (Addis Ababa Multi-stakeholder Partnership Meeting).

Figure 1 SDGs with strong direct links to the livestock sector



Additionally, in its 2019-2021 Action Plan (AP), GASL incorporated the 4 Sustainability Domains suggested by the Food and Agriculture Organization of the United Nations (FAO) and adopted by the 2018 Global Forum for Food and Agriculture (GFFA) in Berlin ("Shaping the Future of Livestock – sustainably, responsibly, efficiently") as a way to better focus its actions in support of achieving the SDGs.

Figure 2 The four livestock Sustainability Domains



GASL is a partnership of diverse livestock sector stakeholders committed to the sustainable development of the sector and has developed robust processes and formats to support its main ambition. This refers to enhancing livestock stakeholders' commitment, investments and adoption of good practices and policies in support of the UN Agenda 2030 through a multi-stakeholder partnership (MSP) process. GASL has completed its 2019-2021 Action Plan and is well positioned to implement a new three-year AP 2022-2024.

GASL's footprint can be found around the world. Specific countries and regions that have adopted sustainable policies and legislation in favor of sustainable livestock development are now promoting GASL's principles and its MSP approach.

The expected outcome of producing practice and policy change in favor of sustainable livestock development worldwide can be seen in Mesoamerica (Commission on Livestock Development for Latin America and the Caribbean (CODEGALAC resolutions)) and Mongolia (Mongolian Agenda for Sustainable Livestock), and is rapidly developing in Eastern Europe and Central Asia (the Uman Conclusions) and South America (2018 Regional MSP Meeting in Sao Paulo, Brazil).

Important developments in the Conference of the Parties (COP)23, COP25, COP 26 and the 10th and 11th GFFA in 2018 and 2019 in Berlin, Germany, recognized the Global Agenda as a key platform to contribute to the solution of the sustainability challenges in the livestock sector.

Moreover, in 2020, the GASL Guiding Group (GG) began consideration of a process to initiate regional GASL chapters in Africa and Latin America at the request of stakeholders located in those regions.

Finally, due to the catalytic nature of GASL, we are seeing that others are using frameworks and approaches developed by GASL, for example, in the feed and dairy industry, Rabobank and the new initiative Net Zero, pathways to low carbon dairy.

Box 1 Key messages of the Global Agenda for Sustainable Livestock

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

1.2 GASL's Clusters and Action Networks (AN)

GASL gathers the 'power' of the MSP processes to embrace change, harness diversity, connect all kinds of stakeholders and make the whole bigger than the sum of its parts.

Therefore, GASL facilitates dialogue, generates, assembles, and communicates evidence and advocates practice and policy change.

In that regard, the GASL partnership unites the forces of the public and private sectors, producers, research and academic institutions, Non-Governmental Organization (NGOs), social movements and community-based organizations, intergovernmental organizations and foundations.

Action Networks (AN) are the working technical engine of GASL undertaking analysis, providing science based evidence, real life cases and best practices, tools and processes that can be shared with the global sector. The ANs have experts from the global membership and access to global networks in the sector.

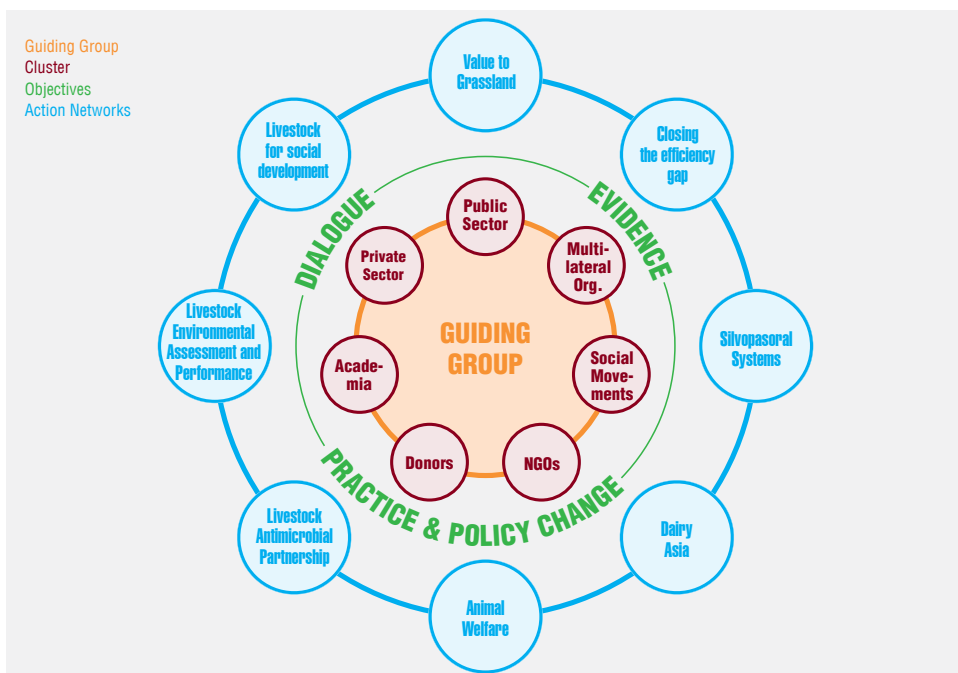
In addition to the ANs on silvopastoral systems (Global Network on Silvopastoral Systems (GNSPS)), Closing the Efficiency Gap (CEG), and grasslands systems (Restoring Value to Grasslands), the Animal Welfare Action Network (AWAN) ensures that healthy and well cared animals are vital for their productivity, as well as societal and trade opportunities.

From the climate change corner, a global assessment of soil carbon stocks in grasslands has been completed to explain the global potential to store carbon in soils through better grasslands management and to provide a protocol to scale up best practices. The assessment builds on the FAO Livestock Environmental Assessment and Performance Partnership (LEAP) ANs guidance document to quantify soil carbon stocks and stock changes (FAO, 2019) and will soon complement the Global Livestock Environmental Assessment Model (GLEAM).

Additionally, the ANs on antimicrobial resistance, Livestock Antimicrobial Partnership (LAMP), livestock for social development and Dairy Asia offer respectively good practices, quantitative methodologies and awareness of the regional importance of a sector to the GASL community and others.

Figure 3 shows the key elements of the GASL governance structure.

Figure 3 Governance structure of GASL



In the GASL governance structure, **the Guiding Group** consists of five representatives of each of the seven clusters and provides the general orientation of the partnership. It is supported by an Agenda Support Team (AST) and an elected Chair.

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

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

The Rules and Procedures approved by the GG (see hyperlink) form the institutional reference frame for the Global Agenda.

The Secretariat or AST is hosted by FAO in Rome and includes a project manager, a communication specialist and a technical processes consultant (Terms of Reference (TOR) included in Annex 4: Roles and Responsibilities)

The Chair leads the GG and MSP and facilitates the provision of overall strategic direction and guidance. The Chair also leads resource mobilization in GASL (TORs included in Annex 4: Roles and Responsibilities)

2. Introduction to the 2022-2024 GASL Action Plan (AP)

A critical discussion around livestock is underway and a knowledgeable and evidence-based group is needed to represent the best way forward for sustainable livestock development, and to foster broad and inclusive conversations about the necessary approaches.

GASL has shown itself to be that organization over the past ten years, and the current donors to the GASL Trust Funds approved a continuation of the project for another three years. Important donors such as the Bill and Melinda Gates Foundation, Switzerland, the Netherlands, Ireland, the Global Dairy Platform (GDP) and the Confédération Nationale de l'Élevage (CNE) have already pledged their donations to the new AP.

For this project success will be proportional to the level of change and diversity embraced and harnessed by livestock stakeholders regarding livestock's key roles towards more sustainable food systems. However, it is important to recognize that for livestock – as with many sectors – what change looks like towards ambitious food systems of the future is as diverse as the livestock sector itself. The livestock sector can be proactive about change, and that can be both related to incremental changes and transformative changes.

Box 2 The GASL definition of livestock sustainability

Livestock sustainability refers to production approaches that simultaneously meet long-term conditions to ensure society's food and nutrition security, livelihoods and economic growth, animal health and animal welfare and stable climate and efficient resource use (the four livestock sustainability domains) in order to contribute to sustainable food systems.

2.1 GASL Vision

The new AP will contribute to the GASL vision established in the GASL TOC:

By 2030 sustainable, inclusive, resilient and diverse livestock systems across the world contribute significantly to Sustainable Development Goals of the UN Agenda 2030 and are integral to sustainable food systems.

2.2 Sustainability Domains

GASL tackles challenges and contributes to outcomes across four key livestock sustainability domains identified by FAO in 2018 during the GFFA in Berlin that help focus better the work in favour of the SDGs. As each of these domains are interrelated and tightly connected, GASL foresees the results of its actions closely related to them. The domains are:

2.2.1 *Food and nutrition security*

Livestock systems and foods are important for nutrition and food security. GASL will support/strengthen/promote change and diversity as the contribution of livestock to the emergence of sustainable and healthy food systems. This will be possible by the change of practices of practitioners and consumers, who acknowledge and benefit from the multi-functionality of livestock, as an essential part of their diverse food systems. GASL and its members will deliver, facilitate and catalyse diverse actions to contribute to satisfying the growing demand for animal sourced food in healthy diets while protecting ecosystems and other sustainability dimensions.

2.2.2 *Livelihoods and economic growth*

GASL aspires to contribute to improved livelihoods and economic growth in livestock systems in multiple ways. These systems will embrace change and harness diversity to become more fair and economically viable, as well as to contribute to economic growth. The development of a circular economy, key for a sustainable environment, can also contribute to these aspects as it has the potential to make livestock operations more economically efficient. To deliver, facilitate and catalyze change and diversity, GASL will promote constant adaptation to emerging challenges through innovation in livestock systems so that the economic value of their multiple roles can drive creative solutions to foster practice change across the world.

2.2.3 *Animal health and animal welfare*

GASL will deliver, facilitate, and catalyze support globally in favor of combined solutions, communication, practice and policy changes that lead to improved animal health and welfare. This includes promoting medical rational and responsible use of antimicrobials, means to reduce the risk from foodborne diseases and prevention of the transmission of zoonoses from livestock to humans by applying a One Health perspective. Combined measures for better animal health and welfare is an ethical aspect of livestock keeping that will improve productivity, increase the efficiency of natural resource use and reduce the emissions per produce.

2.2.4 *Climate and natural resource use*

Through delivering, facilitating, and catalyzing the co-creation/combination of solutions, GASL fosters change and diversity across the livestock sector for better environmental outcomes including more resilience/adaptation to climate change. Ultimately, GASL partners hope to contribute to reach an important number of sustainable livestock systems globally as well as in specific contexts. This will also go together with a maximization of the potential of livestock to mitigate green-house gas emissions (GHG).

A more efficient use of natural resources will be achieved together with an optimization of the usage of livestock waste. GASL partners also have the ambition to contribute to the restoration of biodiversity as well as to the conservation of domestic species. This will entail a change of policies and a dedicated commitment of livestock practitioners worldwide. The support of GASL to the emergence of a circular economy will also be a major contribution to enhance livestock systems' resource use efficiency.



2.3 Key topics per Sustainability Domain

Figure 4 shows the most relevant general topics suggested by the GASL 2022-2024 AP Task Force for each of the 4 Sustainability Domains according to criteria presented in Annex 2 and for the 4 criteria suggested by the High Level Panel of Experts on Food Security and Nutrition (HPLE) Consultation Report on MSP from January 2018. According to that report, a topic of MSP nature has the following features:

- a. Addresses a common issue that has public and private good elements
- b. Looks diverse for parts of the sector, or different stakeholders
- c. Requires building consensus within the sector and outside of the sector
- d. Cannot be addressed by any single stakeholder group alone

Figure 4 Most relevant general topics in the four sustainability domains suggested by the 2022-2024 GASL AP Task Force

Food and nutrition security	Livelihoods and economic growth	Animal health and animal welfare	Climate and natural resource use
Human diets	Animal genetics	Animal genetics	Circular economy
Food safety	Livelihoods	Human health	Climate change
	Silvopastoral systems	Animal welfare	Resource use efficiency
	Pastoralist systems		Biodiversity
			Ecological services
Sustainability guidelines			
Communication			
One Health			
Value chain sustainability			
Livestock multiple roles			

Annex 3 shows summary tables of potential specific contributions of Clusters and ANs to the four Sustainability Domains in the 2022-2024 GASL AP. Please note that they are incomplete suggestions to be refined during the years of implementation of the GASL AP.

2.4 Gender

This investment is gender intentional as the project has an outcome on facilitating dialogue that reads: "Livestock and non-livestock stakeholders engage in GASL-convened dialogue to share scientific knowledge, foster consensus, align interventions and formulate joint actions towards more sustainable livestock systems leaving no one behind."

This outcome seeks inclusivity of all sectors and layers of society and will be reinforced to include explicit actions to contribute to the reduction of gender barriers or gaps for the active participation of women and girls in global, regional, national, and local dialogues on livestock sustainability issues.

The project intends to measure participation by gender through collection and monitoring of sex-disaggregated data on attendance to global, regional, national and local sustainability dialogues. As a pre-requisite, the project implementation needs to be informed about by a gender analysis that will be included in the first phase of the implementation.

The specific gender needs identified in the gender analysis will be adequately addressed as part of the project implementation strategies and gender-related impacts will be monitored and reported in coordination with the FAO Animal Production and Health Division (NSA) focal point.

Additionally, GASL partner organizations have several professionals with gender expertise (FAO, International Livestock Research Institute (ILRI), Livestock Development and Ethnoveterinary Group (ANTHRA) among others) that will be collaborating during the implementation. For example, those involved with the One Consultative Group for International Agricultural Research (CGIAR) GENDER platform and the core expert group of the initiative Gender Policies and Practices of FAO and Partner Organizations in Livestock Projects.

In the latter, the work started with an internal gender stocktaking exercise in 2018 by the FAO NSA division that showed that partnership, improved communication, cooperation, and agreement in overall goals amongst development partners would improve the impact of such interventions. Thus, the need and opportunity to formulate a comprehensive global strategy for gender equality in the livestock sector using a participatory and inclusive approach was envisaged.

The proposed gender and livestock strategy would guide the gender integration in the livestock sector globally to increase the impact, prevent duplications and multiply efficiency in spending. It would be particularly useful to all the partner organizations that would like to include livestock programmes, and projects in their future work as a means to gender equality and empowerment. For example, the 2020 FAO Committee on Agriculture (COAG-27) approved the establishment of the Sub-Committee on Livestock (SCL) to which this strategy will contribute.

In conclusion, GASL can support the mainstreaming of gender integration in global, regional, national and local livestock sustainability fora and this investment will certainly contribute to it.

2.5 Indigenous peoples

In the cluster structure of the GASL there is a cluster composed of the Social Movements and Community Based Organizations and another one for NGOs, where indigenous peoples and their stakeholders participate freely and openly. Tribal peoples, natives, First Nations, pueblos originarios, pueblos autóctonos, nomadic and pastoralists, aboriginal and traditional peoples are all welcome and participate voluntarily in the global discussions through organizations such as Anthra and the League for Pastoral Peoples (LPP) in India, and the World Alliance of Mobile Indigenous Peoples (WAMIP) with their chapters in North Africa, Mongolia and Argentina.

Discussions on global livestock sustainability issues require the point of view of indigenous peoples and GASL guarantees their voluntary participation by sponsoring their necessary expenses to take part in the global dialogue. An Indigenous Peoples' Plan (IPP) is not required as GASL does not plan direct interventions on indigenous peoples' areas. Our resource partners have not requested it either. Nevertheless, in GASL the technical solutions sought are location specific and due efforts are made to respect, include and promote all sectors of society's issues during the project implementation and indigenous peoples' are not the exception.

In the log frame of the project, activities under Outcome 2 ensure that through the GASL cluster structure, indigenous peoples will be part of the conversations and initiatives facilitated by GASL.

2.6 Decent rural employment (DRP)

GASL does not have components that would directly contribute to decent rural employment. As a MSP whose action agenda is defined by the interaction of 118 partner organizations worldwide. No partner can impose a single topic unless this is agreed by consensus. Although rural employment has been suggested in the past, the partnership has not yet agreed that decent work issues such as child labour and Occupational Safety and Health (OSH) are topics it can address appropriately. However, there is potential because under the Livelihoods and Economic Growth sustainability domain, GASL aspires to contribute to improved livelihoods and economic growth in livestock systems in multiple ways. In the GASL log frame, the focus to improve livelihoods is through activities that enhance sustainable production efficiency by fostering animal health and welfare, circular economy and environment friendly, location-specific practices. GASL will be ready to address Decent Rural Employment (DRP) whenever its members reach consensus about including this topic in its action agenda.

2.7 Factors required to sustain and build on the project's results

The above broad descriptions identify the ambitions of GASL towards the 2030 vision. Processes recently completed including regional and global MSP meetings, a greater emphasis on gender dimensions and learning from the current ANs and Cluster modalities and engagement in the UN Food System Summit together interfaces with initiatives such as the COAG SCL, Committee on World Food Security (CFS), Koronivia, COP26, will be built on to enhance synergies for change across the different layers of society for the project's results to be sustained in the coming years. GASL provides a multi-stakeholder forum to interface with new initiatives such as the Net Zero, pathways to low carbon dairy that exemplify the types of changes that the global livestock sector will need to commit to – and the interface, and role of MSP in relation to such initiatives (present and future) will be woven into the new AP.

In relation to the UN Food Systems Summit (FSS) held in September 2021, GASL and GASL members had the opportunity to make commitments in relation to the summit ambitions – GASL's vision as described above being an overarching one for the livestock sector. Adapting the process of AP development in relation to the UN FSS action tracks (and emerging solution clusters), livestock solutions and GASL's roles in supporting such actions post-summit should align well. GASL member organizations are participating in various elements of the UN FSS processes, GASL is seeking to engage directly and through public sector, member state participation in the (eventual) coalitions as the summit processes advance.

The post-summit status shows multiple coalitions and commitments for which there are diverse views of the future roles of sustainable livestock. GASL aims to play an essential role in fostering dialogue to lead to sustainable solutions.

Additionally, country transformation pathways in relation to GASL members involved in the public sector are taking place in interface with the COAG SCL.

2.8 Enhancement of the organization's capacity to achieve the results of the project

The main improvement is the implementation of the revised TOC guidance developed by GASL stakeholders in 2020 with the support of the Wageningen Centre for Development Innovation (WCID). This implies the reinforcement of key areas to fulfill the GASL vision so that no one is left behind, women and girls are intentionally included, stakeholder influence is balanced, there is effective internal and external communication, there is financial viability and a diverse donor base, a quality management system is applied, an adaptive strategy is ensured, there is an efficient and transparent Monitoring and Evaluation (M&E), and a knowledge agenda and repository are constantly updated.

In conclusion, through the process of the TOC, we have been able to identify what GASL does versus what ANs and Cluster members do which has resulted in a clearer demarcation of roles/deliverables, being more intentional about activities and that the M&E measures GASL and not its member actions.

2.9 Dissemination of results

In GASL, partners and stakeholders share their knowledge and information for free through several means:

1. GASL consensus notes;
2. written reports from ANs, published by FAO and the partners involved, and facilitated by GASL;
3. written reports published by partners;
4. presentations in global/regional/national MSP meetings;
5. international workshops and events; and
6. via the GASL website (www.livestockdialogue.org) and/or the partners' websites.

2022-2024 strategic framework: Action Plan outcomes,

3. outputs and activities according to the GASL Theory of Change

The new AP will contribute to the GASL vision established in the GASL TOC:

By 2030 sustainable, inclusive, resilient and diverse livestock systems across the world contribute significantly to Sustainable Development Goals of the UN Agenda 2030 and are integral to sustainable food systems.

Figure 3 shows the graphical representation of the 2022-2024 GASL Strategic Framework explained as follows.

3.1 Outcomes

Looking to 2030, the 2022-2024 GASL AP aims to achieve 3 overarching outcomes:

3.1.1 Evidence and practice change:

GASL network partners from academia/research, public and private sectors, civil society, NGOs and intergovernmental organizations jointly assemble robust scientific evidence, share lessons and exchange practices for more sustainable food systems.

3.1.2 Dialogue:

Livestock and non-livestock stakeholders engage in GASL-convened dialogue to share scientific knowledge, foster consensus, align interventions and formulate joint actions towards more sustainable livestock systems leaving no one behind.

3.1.3 Policy change:

Public and private decision makers use robust scientific evidence and expertise assembled and communicated through GASL to change policies towards more sustainable livestock systems.

3.2 Outputs and the GASL spheres of action

In the medium term, GASL will achieve these outcomes through actions organized around three outputs according to the different spheres (*control - influence - interest*) described in its 2020 TOC, adjusted by the GASL Secretariat in July 2021 to better fit the implementation of the new AP (see also Figure 5 below). A fourth output is included to describe key coordination and management processes developed by GASL for its effective operation.

3.2.1 For the sphere of control, GASL will deliver evidence-based options and solutions:

Through collaboration, learning and knowledge exchange, GASL will help livestock systems actors combine to assemble evidence and recommend proven practices and solutions that can be applied to achieve more sustainable livestock systems.

- a. A key element to achieve this outcome is the establishment of effective and inclusive internal knowledge exchange processes.
- b. Raising awareness of the multiple and diverse roles of livestock in development through facilitating dialogue within GASL and equipping members to engage and dialogue beyond the livestock sector.
- c. Showing solutions through enabling and supporting stakeholders to promote and deliver good practices and policies for change: more sustainable, inclusive and resilient livestock solutions.

3.2.2 For the sphere of influence, GASL will facilitate stakeholder engagement and understanding:

Through inclusive discourse and access to knowledge and evidence, GASL will help raise awareness of sustainable livestock opportunities and their contributions to development outcomes.

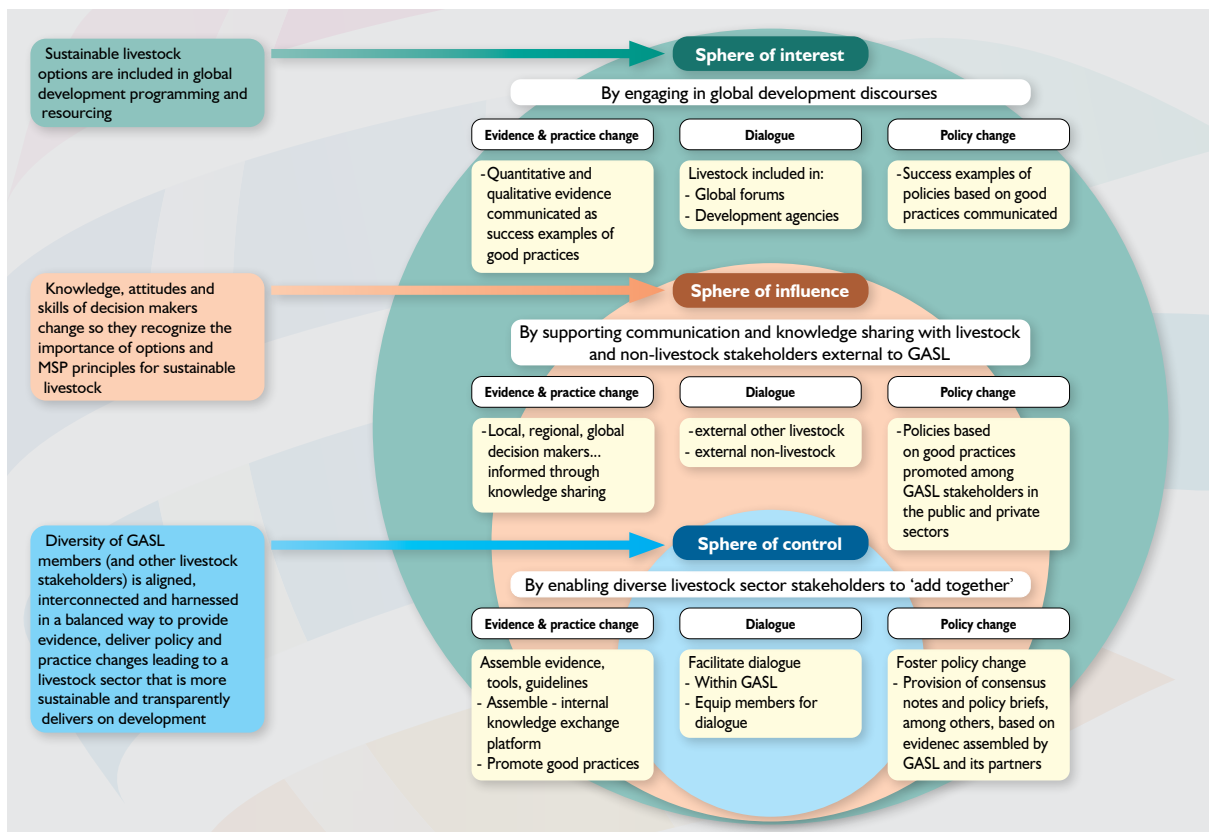
- a. The focus here is on supporting communication and knowledge sharing with livestock and non-livestock stakeholders external to GASL.
- b. Evidence, tools and guidelines inform and advise local, regional and global decision makers.
- c. GASL facilitates dialogue between GASL members and other livestock sector actors and external non-livestock sector actors
- d. Local, regional and global decision makers are able to access, use and deploy options for more sustainable livestock-based practices underpinned by supporting policies.

3.2.3 For the sphere of interest, GASL will catalyze food systems policy changes:

Through outreach, engagement and evidence-based communications, GASL with its members will help make the case for more sustainable livestock systems. The ambition is for sustainable livestock options to be included in development programming and resourcing worldwide.

- a. Qualitative and quantitative evidence about the roles of livestock in sustainable development and future food systems is communicated in the context of global development processes (SDGs, COP, UN FSS, etc.).
- b. Dialogue that includes livestock elements is present in global forums, development agency planning, etc.
- c. Examples of successful policy and practice changes inform global decision making regarding the changes needed and the multiple roles of livestock in development.

Figure 5 GASL outcomes through actions organized around three outputs according to the different spheres (control - influence - interest) as described in the 2021 revision of the GASL TOC



3.2.4 Coordinate and manage:

Coordination of activities so that no one is left behind, stakeholder influence is balanced, there is effective internal and external communication, there is financial viability and a diverse donor base, a quality management system is applied, an adaptive strategy is ensured, there is an efficient and transparent M&E, and a knowledge agenda and library are constantly updated. It includes five categories:

- a. GASL instruments
- b. Funding and reporting (AST and Chair)
- c. Communication
- d. Engagement and coordination
- e. Review and assess

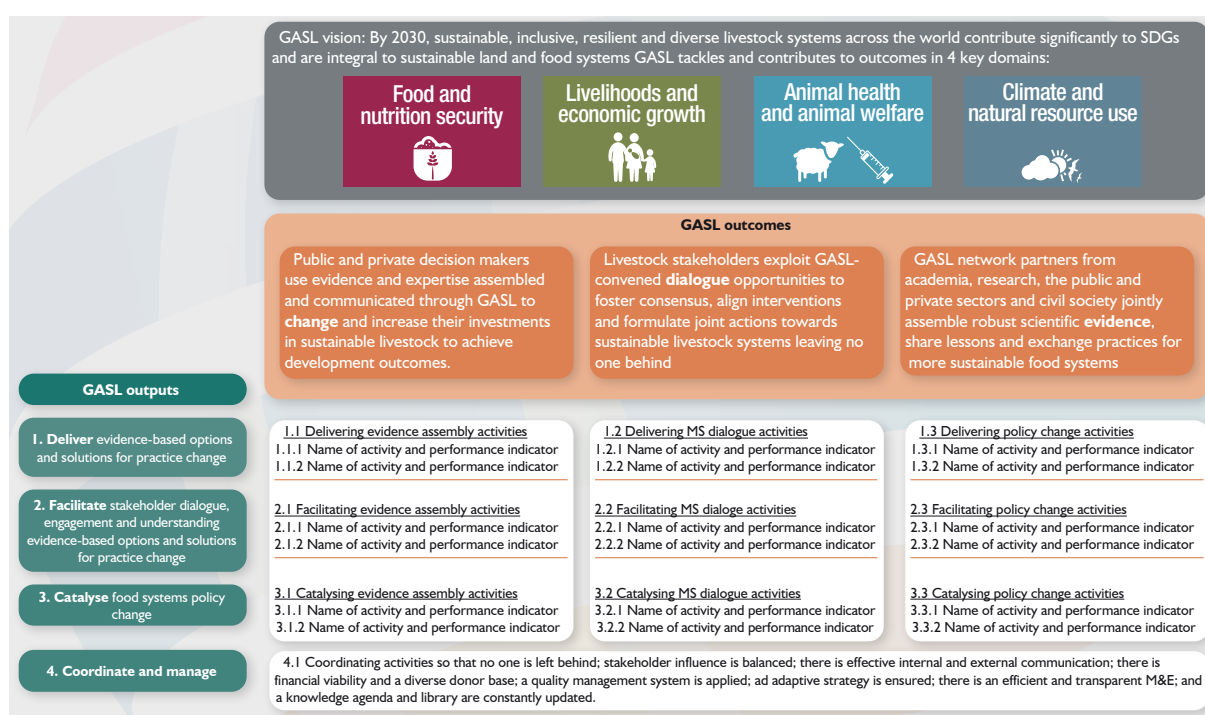
According to the GASL TOC, recommendations to implement a GASL M&E framework will be followed and each activity developed to achieve these outputs. As well, they will have a simple performance indicator to measure the level of achievement according to the related sphere. GASL will organize itself also to explore better interfaces and engagement with other stakeholders such as consumers and farmers.

3.3 Activities

The outputs above are cross-cutting to the three GASL outcomes and each of them will include different activities according to the related sphere (control, influence, interest). Using this framework of outcomes and outputs from the GASL TOC, the inclusion of priority activities in the GASL AP took place in late August and September 2021 when the 2022-2024 GASL AP Task Force convened to complete that task.

A conceptual approach to allocate activities to the AP outputs, based on suggestions received during the FSS Independent Dialogue organized by GASL and ILRI in May 2021, and also from the GASL regional and global MSP meetings from June 2021, was suggested as departure point for the AP Task Force, following the concept presented in Figure 6 below.

Figure 6 Conceptual allocation of activities to outputs



The concrete categories of activities and their indicators suggested by the 2022-2024 GASL AP Force using Figure 3 as a conceptual road map are shown below in Table 1.

Table 1 2022-2024 GASL Action Plan Activities Prioritized by Output across Outcomes

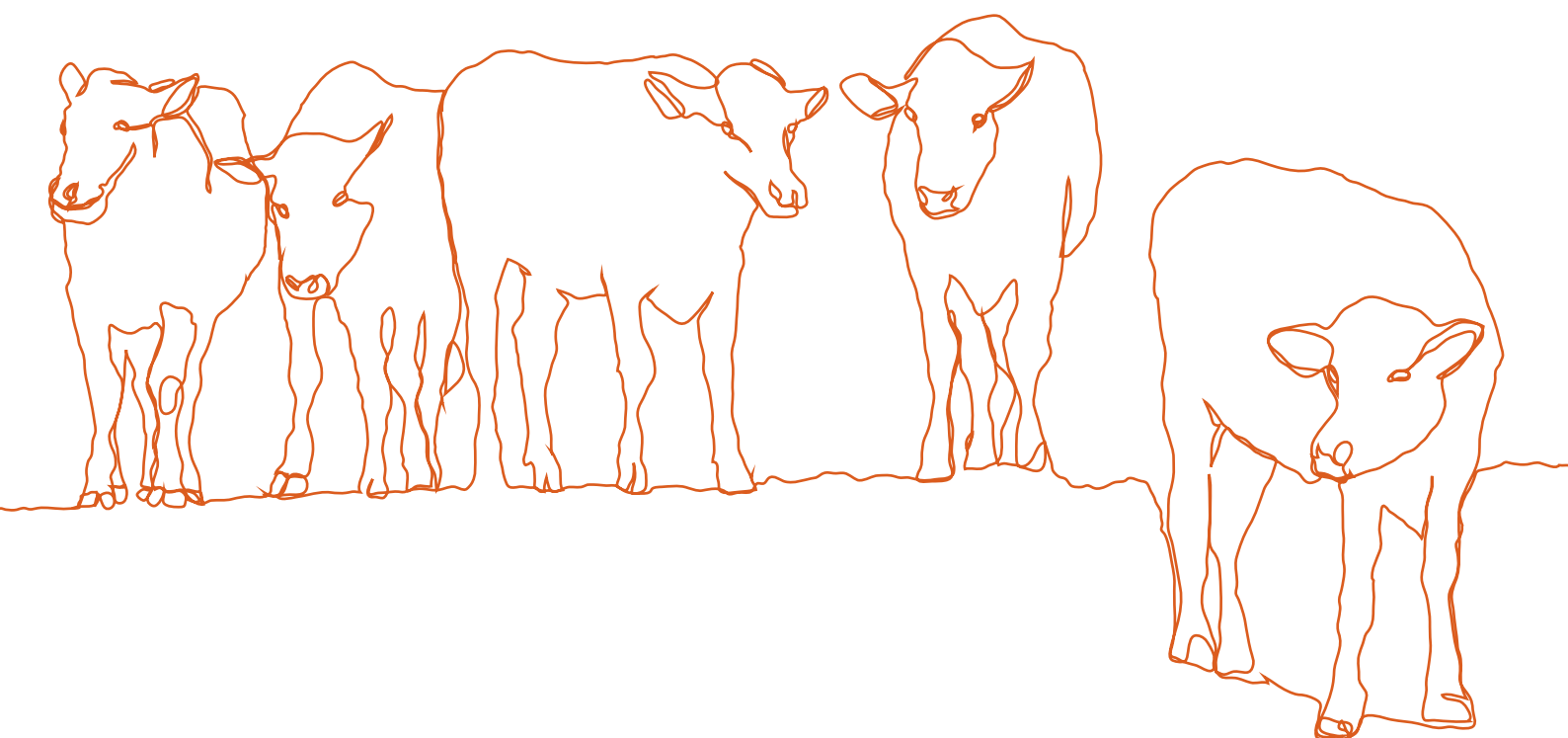
OUTPUT 1 ACTIVITIES: Deliver evidence-based options and solutions for practice change (Sphere of Control)						
	Outcome 1 Evidence and practice change		Outcome 2 Dialogue		Outcome 3 Policy change	
	1.1 Delivering evidence assembly activities	Indicator	1.2 Delivering MS dialogue activities	Indicator	1.3 Delivering policy change activities	Indicator
Output 1: Deliver evidence-based options and solutions for practice change (Sphere of Control) Full Output 1 text: Deliver evidence-based options and solutions: Collaboration, learning and knowledge exchange help livestock systems actors combine to assemble evidence and recommend proven sustainable practices [sphere of control]	1.1.1 Compilations of evidence on key topics through (a) identification and prioritization of topics and resources by topic-specific task forces and (b) scientific review Time frame: January-December 2022	Scientific, evidence-based compilations of evidence on key topics.	1.2.1 Identify new groups and initiatives and processes to engage with them Time frame: January-June 2022	1. Number and geographical outreach of new engagements 2. Processes to ensure appropriate interface with initiatives and stakeholder groups not yet part of GASL	1.3.1 Agree on GASL policy change topics and establish working groups that assemble evidence, identify and address knowledge gaps and develops multiple communication products (e.g.: production of policy briefs and research articles) Time frame: January-June 2022	1. Policy communication working groups established 2. Number and practical value of policy briefs application catalogues produced
	1.1.2 Foster/support scientific studies and activities (data collection, fields visit, study tours, meta-analyses and systematic reviews, scientific exchanges between GASL members and different universities or research centers, videos) on key GASL topics taking into account farm-level realities to assemble relevant evidence regarding sustainable livestock. Among them., a task force to analyze the possibility of a GASL-led sustainability assessment for livestock Time frame: January 2022-October 2024	1. Scientific value of the reports, manuscripts, videos, produced by the working groups 2. Available tools and methodological approaches of public domain	1.2.2 Organize multi-stakeholder workshops and GASL MSP meetings at global, regional and national level) involving various combinations of relevant and identified missing stakeholders to foster consensus coordination and leadership: Time frame: January 2022-October 2024	1. Number of multi-stakeholder workshops per year 2. Effect of coordination actions developed in favor of sustainable livestock development	1.3.2 Organize seminars or conferences with policy makers that deliver evidence on GASL agreed topics and identify and address policy gaps (e.g. human diets, animal genetics, One Health (including animal welfare and human health, silvopastoral and pastoralist systems, natural resources use efficiency), value chain, communications, circular economy, multiple roles, livelihoods, climate change, consumers, food safety, sustainable livestock production systems, ecological services) Time frame: January 2022-October 2024	1. Number of GASL seminars/conferences / year 2. Number of events that influenced policy change in certain countries 3. number of participants in each event
	1.1.3 Promote interactions between ANs & Clusters to better harness GASL's diversity to address sustainable livestock 'hot topics' Time frame: January 2022-October 2024	1. Review and adjustment of ANs, clusters and their functioning in relation to priority topics	1.2.3 Engage single-stakeholder groups to raise interest and profile of GASL Time frame: January 2022-October 2024	1. Number of new members that join GASL per year after engagement		
	1.1.4 Generate/promote publications of different sorts to catalyze evidence on the different key GASL topics through ANs, Clusters, and stakeholders in general, according to GASL publication rules Time frame: January 2022-October 2024	1. Number of GASL generated/supported publications on key topics per year	1.2.4 Establish capacity and support mechanism for GASL members to engage in and support dialogue within and beyond their constituencies Time frame: January -October 2022	1. Number of dialogues organized by members		
			1.2.5 Develop tailored communication products that promote the diffusion of GASL results Time frame: January 2022-October 2024	1. Number of communication products produced		
			1.2.6 Foster constant dialogue between ANs & Cluster by internal seminars to improve synergies Time frame: January 2022-October 2024	1. Number of AN or Cluster members involved in the interactions		
			1.2.7 Promote the development of the GASL Latin American and African chapters through consensus building webinars Time frame: January 2022-October 2023	1. Participation and representation in webinars (number and constituency of people involved)		

OUTPUT 2 ACTIVITIES: Facilitate stakeholder engagement and understanding (Sphere of Influence)						
	Outcome 1 Evidence and practice change		Outcome 2 Dialogue		Outcome 3 Policy change	
Output 2: Facilitate stakeholder engagement and understanding (Sphere of Influence) Full Output 2 text: Facilitate stakeholder engagement and understanding: Inclusive discourse and access to knowledge and evidence help raise awareness of sustainable livestock opportunities [sphere of influence]	2.1.1 Developing/adopting a platform for knowledge and good practice sharing at all levels Time Frame: January-December 2022	1. Knowledge platform adopted and operational by end of 2022/2023	2.2.1 Facilitate convergence of views, and understanding and consensus building across different livestock related stakeholders (e.g. adopting a consensus building methodology) and with other relevant initiatives (CFS, COAG, SCL) Time Frame: January-December 2022 (mechanism) January 2022-December 2024 (facilitation)	1. A consensus building mechanism helps GASL to be more effective as a global facilitator	2.3.1 Establish a working group that undertakes specific organizational and communication activities to foster opportunities to share evidence through multiple communication channels with other livestock stakeholders and policy makers (e.g. workshops, webinars, MSP meetings, conferences, seminars, knowledge exchange portal) Time Frame: January-June 2022	1. Organizational working group established and operational 2. Number of events developed per year by this group with influence in policy makers
	2.1.2 Organize regular exchange activities (meetings on defined topics, conferences) to foster co-innovation approaches among stakeholders to promote adoption of sustainable technologies and practices Time Frame: January 2022-October 2024	1. Co-innovation approaches and ideas are used by GASL stakeholders and are visible in their agenda	2.2.2 Foster agile, consensus building ways to enhance capacity to provide timely leadership in global discussions and events and conflict resolution Time Frame: January-June 2022	1. GASL's leadership is prominent in important global discussions	2.3.2 Promote (through policy briefs and events) integration and technologies among policy makers that allow an increase in production efficiency with positive impacts on the environment Time Frame: January-June 2022	1. Policy makers discuss GASL evidence and start adoption processes of policies that promote GASL good practices

OUTPUT 3 ACTIVITIES: Catalyse food systems policy change (Sphere of Interest)						
	Outcome 1 Evidence and practice change		Outcome 2 Dialogue		Outcome 3 Policy change	
	3.1 Catalyzing evidence assembly activities	Indicator	3.2 Catalyzing MS dialogue activities	Indicator	3.3 Catalyzing policy change activities	Indicator
Output 3: Catalyze food systems policy change (Sphere of Interest) Full Output 3 Text: Catalyze food systems policy change: Outreach, engagement and evidence-based communications help make the case for more sustainable livestock systems [sphere of interest]	3.1.1 Create a task force to develop consistent sustainability indicators, metrics and definitions to measure and address certain key GASL topics (e.g. diets, environmental impacts/services, production systems and species contributions to the four GASL sustainability domains) Time Frame: January -December 2023	1. Task force for review of existing indicators (or development of new indicators) is established	3.2.1 Foster external communication activities through social media to share scientific evidence on sustainable livestock through stories at all levels and to all audiences in society, including clear, simple messages to the general public (e.g., media events, blogs and social media posts such as twitter, short videos, photos, posters) Time Frame: March 2022-December 2024	1. Number of external communication activities per year 2. Number of various social media posts tweets generated	3.3.1 GASL and its stakeholders participate and share various messages based on scientific evidence in global, regional, and national fora that catalyze changes through communicating qualitative and quantitative evidence through multiple engagement and media channels in country policies for adoption of good practices for sustainable livestock Time Frame: January 2022-December 2024	1. GASL's messages footprints can be appreciated on the ground as they are implemented in different regions
	3.1.2 Foster/recommend the use of the consistent sustainability indicators, metrics and definitions to measure and address certain key GASL topics (e.g. diets, environmental impacts/services, production systems and species contributions to the four GASL sustainability domains) Time Frame: January -December 2023	1. Number of GASL stakeholders that use indicators, metrics, definitions, and review mechanisms of some sort	3.2.2 Engage in other dialogues at global level Time Frame: March 2022-December 2024	1. GASL is a present figure in global dialogues/ events		

OUTPUT 4 ACTIVITIES: Coordinate and manage	
Coordinating activities so that no one is left behind; stakeholder influence is balanced; there is effective internal and external communication; there is financial viability and a diverse donor base; a quality management system is applied; an adaptive strategy is ensured; there is an efficient and transparent M&E; and a knowledge agenda and library are constantly updated	
4. Coordination and management activities	Indicators
4.1 GASL instruments	
4.1.1 Agenda Support Team (AST)	
<ul style="list-style-type: none"> • AST facilitates provision and coordination of expertise and analysis • AST provides secretarial support to GG and the Chair • AST provides progress reports on the use of the Global Agenda's trust fund resources to its donors and GG • AST facilitates stakeholder interaction, coordination, and consensus building • AST supports organization of global, regional, and national MSP, GG and other meetings • AST promotes the inclusion of gender issues in the dialogue facilitation activities of GASL • AST supports the GASL Chair and GG with fundraising strategies and activities • AST facilitates assistance in the preparation of guidance for technology and policy development • AST fosters, facilitates, and reports performance evaluations and impact analysis of GASL activities according to its TOC 	<ol style="list-style-type: none"> 1. Feedback from GASL leaders and FAO supervisors about the effectiveness of support provided 2. Delivery of reports three times a year during GG meetings and through an annual progress report delivered in March of following year 3. Feedback from GASL leaders and FAO supervisors on quality of reports 4. Statistics per gender of participants in GASL dialogue facilitation activities 5. Number of consensus notes agreed by the GG on relevant guidance topics
4.1.2 Chair	
<ul style="list-style-type: none"> • The GASL Chair assists in the development of a GASL brand and global profile, with concomitant quality control and clearing procedures • The GASL Chair ensures quality assurance on evidence generated or assembled from GASL's work and decides on final clearance to consensus notes, research reports and other publications of MSP focus after the GASL Editorial Committee has reviewed them and made a recommendation • The GASL Chair leads the preparation and facilitation of regional and global annual MSP meetings • The GASL Chair convenes at least three GG meetings per year to advance implementation of recommendations from the MSP • The GASL Chair facilitates the continued effective and broad participation and commitment of sector stakeholders • The GASL Chair contributes to the preparation of GASL publicity and livestock sustainability advocacy including material for regular website updates • The GASL Chair plans, supports, and implements fundraising strategies and activities with the GG, fundraising task force and AST • The GASL Chair guides GASL's engagement with existing intergovernmental and other policy-related processes • The GASL Chair represents GASL in different fora and promotes it and its objectives among sector actors 	<ol style="list-style-type: none"> 1. Feedback from GASL leaders and FAO supervisors 2. GASL Editorial Committee reports and clearance emails 3. Degree of collaboration with intergovernmental bodies such as the COAG SCL 4. Feedback from GASL leaders and FAO supervisors on actions implemented 5. Events where GASL left a relevant message to inspire policy makers 6. Feedback from GASL leaders and FAO supervisors on actions implemented
4.1.3 Guiding Group (GG)	
<ul style="list-style-type: none"> • GG meets at least three times a year: Global MSPs and two face-to-face meetings in Rome. Need-based virtual meetings on demand suggested by the GASL Chair • GG discusses and acts towards adaptation of Clusters and ANs to respond to new challenges 	<ol style="list-style-type: none"> 1. Minutes and specific documentation and reports 2. Number of people attending GG, Cluster, ANs and face to face meetings 3. GG meeting summaries in the GASL annual progress reports of the Global Agenda 4. Annual progress reports of GASL
4.1.4 Clusters and Action Networks (ANs)	
<ul style="list-style-type: none"> • Clusters and ANs meet on specific issues and document and communicate their findings, producing and publishing position papers via the GASL communication structure. Cluster and AN coordinators manage a two-way engagement with the GG and prepare and convey these position papers • Clusters and ANs consolidate and organize their activities for 2022- 2024, are supported by a cluster and AN coordinator and a group of volunteers. Clusters have a maximum of 5 representatives each in the GG and AN coordinators are invited as observers to the GG meetings • Clusters and ANs work with AST to design, develop, finalize and implement work plans, including dialogue and regular communications, and ensure information flow between clusters and ANs to facilitating dialogue 	<ol style="list-style-type: none"> 1. Clusters and ANs meetings minutes 2. Clusters and ANs position papers on different key and emerging issues posted on the website 3. Extent of engagement of a breadth of stakeholders representing all main sectors, issues and geographical regions in a functional cluster and AN group 4. Regular engagement of clusters and ANs in dialogue and solutions development 5. Extent and quality of contribution of clusters and ANs to GG strategy 6. GASL position papers published on the GASL website and used in the Global Agenda GASL communications and advocacy 7. Clusters and ANs' engagement in MSP meetings and other agenda activities maximizes visibility of each sector and technical group's dynamic solutions-focused outputs 8. AST coordination communications with clusters and ANs 9. Cluster and AN Work Plans published in the GASL AP
4.1.5 Coordination of GASL with FAO processes and operations	
	<ol style="list-style-type: none"> 1. Monthly meetings
4.2 Funding and reporting (AST and Chair)	
4.2.1 Secure funding for GASL core activities	
4.2.2 Engagement with existing and new donors	
<ul style="list-style-type: none"> • Updates as per donor requirement • Development of proposals • Proposal reporting 	<ol style="list-style-type: none"> 1. Stable GASL funders (resources match plan) 2. Number of new funders 3. GASL progress report
4.2.3 Annual GASL report	

OUTPUT 4 ACTIVITIES: Coordinate and manage	
4.3 Communication	
<p>4.3.1 Internal.</p> <p>Enhance the interconnectedness of all members of the agenda, ensuring that up-to-date information from all constituents is readily and easily accessible and shared to facilitate both use of and contribution by the membership. Specifically:</p> <ul style="list-style-type: none"> • Provide ready access for all members to information and resources from across the livestock sector • Ensure that all members are kept up to date with activities of the agenda itself, and of its diverse membership • Provide a forum where ideas and issues can be raised and discussed across members – see Output 1.2 • Ensure the different parts of the agenda (the executive committee, GG, cluster groups, focus areas and multi-stakeholder platform) are able to communicate and access resources within and between themselves • Provide access to resources that members can use to inform and present sustainable livestock issues to their constituencies – see Output 2.2 	<ol style="list-style-type: none"> 1. Internal newsletter 2. GASL forum space 3. GASL internal communication platform 4. GASL resources repository
<p>4.3.2 External.</p> <p>Enhance the understanding and investment in the global livestock sector by the public at large, as well as a range of policy makers and development investors to shape an equitable, sustainable, and healthy global livestock sector. Specifically:</p> <ul style="list-style-type: none"> • Raise the profile of livestock dimensions in the global discourse on agriculture and development – see output 3 • Articulate key messages on the roles of a sustainable livestock sector and the opportunities to enhance such roles • Provide balanced, empirical and anecdotal information on the livestock sector tailored to audience needs – see Output 3.3 • Attract participation by new members across all the diverse clusters of the GASL – see Output 1.2 • Inform and connect the GASL with other related initiatives – see Outputs 1.2 and 1.3 	<ol style="list-style-type: none"> 1. Number of social media posts 2. Short videos/ interviews 3. Blog
4.4 Engagement and coordination.	
<p>Support representation of the GASL Chair and members at events; engagements outside of GASL; outside of livestock, etc..</p>	<ol style="list-style-type: none"> 1. GASL represented in a number of events
4.5 Review and assess.	
<p>Foster, facilitate and report performance evaluations and impact analysis of GASL activities according to its TOC</p>	<ol style="list-style-type: none"> 1. Performance evaluations and impact analysis reported, communicated, discussed, and incorporated into the GASL TOC



4. Project risks

4.1 Risks and mitigation measures

Some of the major risks and suggested mitigation measures of the project are listed in the table below:

Table 2 Risks and mitigation

Risk	Mitigation measures	Risk level
Lack of engagement and insufficient participation of diverse stakeholders from all sectors of society	GASL shows its partners consistently the benefits of active commitment to the MSP processes. Ensure participation with highly motivating activities on emerging sustainability issues with diverse stakeholders from all GASL clusters and sectors of society.	Medium
Reputational risks ²	GASL has in place a set of well-tested guidelines and procedures to conduct the partnership. These will be further consolidated by strengthening representation and a balanced participation of every cluster throughout the 2022-2024 AP period	Medium
Quality of results risks ³	Close, high-level technical and political supervision of GASL's activities and publications. GASL has an editorial committee that reviews the multi-stakeholder nature of the contents and clear procedures for publication and branding	Medium
The FAO COAG advises to redirect the initiative	Update COAG actively on GASL's self-monitoring routines	Low
The SCL created in COAG undermines GASL's Public Sector Cluster if not coordinated well with GASL activities	GASL country representatives follow up with COAG that a formal connection be established between the SCL and GASL, so that the SCL helps to foster consensus and strengthens the GASL Public Sector Cluster. The Chairs of COAG and GASL, and the SCL and GASL secretariats, meet regularly and continually develop synergistic work.	Medium
Coherence with other initiatives and alliances is not sufficiently assured. Duplication and competition, instead of making use of synergies, prevails	Monitoring, cross-participation and use of potential synergies with other initiatives and alliances. This includes identification of key interfaces with livestock and non-livestock initiatives such as COAG-SCL (as above), CFS, processes arising out of UN FSS, Koronivia, COP26, Nutrition for Development (N4D) and so on.	Medium
Insufficient core funding on time	Work towards a broad funding and funder base. Solicit further support with present core funders, and approach new donors. GASL management maintains regular communication with donor agencies.	Medium
Negative voices about livestock production and industry	Establish dialogue with those groups based on scientific evidence, including engagement in the non-livestock conversations at the global level.	High

The column in the middle above describes the strategies to deal with each potential risk. The AST and the Chair of the Global Agenda will deal with the mitigation of the risks, under the surveillance of the GG where FAO is an active member as a stakeholder in the Intergovernmental and Multilateral Organization Cluster.

4.2 Environmental and social risks

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

² It refers to the political consequences of conducting the partnership without formal agreed guidelines and procedures.

³ It refers to the lack of confidence in the partnership's deliverables in the absence of appropriate technical and political supervision.

5. Performance measurement and evaluation

5.1 GASL Monitoring and Evaluation System (M&E)

The GASL Secretariat is in charge of monitoring GASL's initiatives with supervision of the FAO Livestock Information, Sector Analysis and Policy Branch (NSAL) advisor and the GASL Chair. In this section we will refer to a more detailed proposed measurement and evaluation plan with performance indicators that will be related to the envisioned activities of the outputs/outcomes, connected to a GASL M&E framework that will be developed during the 2022-2024 implementation phase. Regarding baselines, GASL has 10 years of experience in the livestock sustainability field and departure points in this new AP are well known. For gender action, a consultancy during inception will define a baseline.

According to the GASL TOC, recommendations to implement a GASL M&E framework will be followed and each activity developed to achieve the outputs will have a performance indicator to measure the level of achievement according to the sphere they belong to. As GASL is a MSP, the overall M&E purpose for its M&E framework should:

1. serve accountability both within the partnership as well as towards external stakeholders;
2. assist and guide strategic management both for the GASL programme as well as for its network organizations;
3. assist and guide GASL operational management;
4. assist and inform GASL knowledge management;
5. enhance learning including enhancement of practical wisdom and good livestock practice judgements.

The revised GASL TOC provides the vision, outcomes, outputs, activities and main assumptions of how GASL plans to achieve impact and create added value for society. Every result/outcome will be reformulated in a set of key indicators. For a partnership like GASL, it is also important to add process indicators that allow to monitor how the process unfolds as GASL partners proceed together in their partnership.

5.2 GASL spheres of interaction

The GASL TOC has three spheres of operation.

5.2.1 *Sphere of control*

The first one is the area fully under control of GASL, represented by its core GASL components (clusters, ANs, AST and GG) and the set of outcomes planned to be achieved by the activities mentioned around each output. As these activities are under direct control of GASL they can be monitored following M&E guidelines of the GASL host FAO.

Process indicators can also be added at the sphere of control level.

5.2.2 *Sphere of influence*

The second level is the sphere of influence, where GASL members interact with other actors.

A key strength of GASL is that all actors are represented in the GASL GG. They interact with their respective constituencies and mobilize them to use the outcomes described above to accelerate sustainable practice and policy effectiveness. This is done through a set of outputs, all geared towards the SDGs GASL is contributing to.

Process indicators at the sphere of influence can be added too.

5.2.3 Sphere of interest

The sphere of interest is the long-term SDG impact that GASL stakeholders seek to contribute to, together with other actors interested to achieve sustainable and systemic changes in the livestock sector at the global level. These are presented according to the main SDGs where GASL contributes and will therefore use the UN indicators selected for each SDG.

Process indicators at the sphere of interest that can also be added.

5.3 Reporting

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

Content Reporting: Reports on activities, achievements, expenditure and financial projections will be needed for each GASL GG meeting. In addition, comprehensive annual progress reports will be compiled.

Financial Reporting: The Global Agenda will work based on annual budgets, approved by the GG and communicated to the GG.

Financial reporting will be done for:

- donors according to the formats and periodicity agreed with FAO
- the GG. A narrative/progress report will be presented at every GG meeting and once a year as a formal publication

5.4 Contribution analysis (CA)

The possibility of a Contribution Analysis (CA) could be assessed and discussed in the third year of the project through an external consultancy. As most of the work of GASL is done together with partners, GASL can claim to have contributed to the outcomes. Therefore, a CA can be considered as a main evaluation methodology. CA is a Theory-Based Evaluation methodology to test selected impact pathways in the TOC. It assesses the extent to which (parts of) the pathways, considering interventions by GASL and partners, assumptions, external actors and factors, can be confirmed or refuted. Together with GASL members, as well as with external resource persons, the analysis could identify those ingredients that together were sufficient and/or necessary to explain the outcomes obtained or not. This would be a contribution claim or the story of change that is sufficient to explain if an outcome is achieved or not. If CA is not feasible, an evaluation of the level of achievement of the outputs identified in the project will be considered with information on the targets established in the AP. This information could be collected by the AST from AN and Cluster coordinators, using the indicators cited in the project strategic frame, assessed by the AST and the Chair, and communicated to the GG. In addition, the assumptions related to the risks will be revised every six months to adjust the risk table if necessary.

5.5 FAO Evaluation

The AP 2022 – 2024 foresees an external evaluation by FAO in the second half of 2024. A corresponding budget line has been included for that purpose.

5.6 Lessons Learned

The M&E System and the yearly Progress Report will produce a set of recommendations and lessons learned that will be shared with GASL members and partners. This will be taken into account in future planning to ensure reinforcement of the strengths and improvement of the weaknesses. Likewise, GASL members and partners are invited to share the recommendations and lessons learned of their activities in similar interventions.

6. Finances: Budget, funding mechanism and financial resources

6.1 Summary Budget 2022-2024

6.1.1 Summary Budget 2022-2024

For the AP 2022-2024, a realistic financial frame is proposed based on the following considerations:

- The AP 2022-2024 focuses on four sustainability domains
- Sponsoring of MSP participation will be only partially done when participants are able to contribute
- ANs can expect modest amounts as seed money and will finance their core functions with funds raised directly by the ANs and members
- GASL will continue its efforts to finance the annual MSP meetings through specific MSP sponsoring by members and non-members of GASL.

Table 3 shows the summary of the proposed budget. The budget shows five categories of investment to support the mandate of the GASL AP: **The Secretariat** is the provider of operational support to the GG, the Chair, and the coordinators of the Clusters, ANs and Editorial Committee. It also includes the consultancies to ensure the impact of GASL in 2022-2024 (gender, communications, M&E system, CA, Cluster and AN assessment, etc.). **The MSP Process** takes place at the global, regional and national levels, including governance bodies' activities (GG, Task Forces, Editorial Committee and interpretation). **The MSP Travel** supports the different dimensions of the MSP Process, including a line for GASL representation in world events. **The ANs'** seed capital in five different categories to ignite valuable processes that are key for the implementation of the AP, and the FAO Technical Support Services required for any project with a budget level such as GASL's. The annual investment will average USD 1.2 Million for a total of USD 3.6 Million for the three years. Therefore, the funds to be raised from 2022 to 2024 are USD 3.6 million (three million six hundred thousand USD).

Table 3 2022-2024 GASL Target Budget in USD⁴

Budget item	2022	2023	2024	Total
1. Secretariat	582 972	374 472	395 844	1 353 287
- Chair				In kind
FAO Project Staff	210 731	210 731	210 731	632 193
- Project Manager	195 696	195 696	195 696	
- NSA Information Analyst	15 035	15 035	15 035	
Consultants	345 910	143 910	173 910	657 130
Secretariat consultants	143 910	143 910	137 310	425 130
- Process support consultant	24 910	24 910	24 910	
- GASL Communicator	65 400	65 400	65 400	
- Communication support consultants	27 000	27 000	27 000	
- Graphic designer	10 000	10 000	10 000	
- English Editor	10 000	10 000	10 000	
- Intern	6 600	6 600		
Technical consultants	202 000		30 000	232 000

⁴ The amounts are based on donor pledges. The project's budget in USD will be revised accordingly to match the credited amount. FAO will provide a financial statement in FAO standard format. All expenses, including FAO staff expenses, are covered by the trust funds.

Budget item	2022	2023	2024	Total
- Monitoring, Evaluation & Learning System Consultancy	50 000			
- Livestock sector assessment consultancy	50 000			
- Gender consultancy	18 000			
- Contribution analysis consultancy	10 000		30 000	
- Cluster & Action Network assessment	50 000			
- General Livestock Sustainability Guidelines (develop 2021 scoping exercise recommendations)	24 000			
Subtotal Personnel	556 641	354 641	378 041	1 289 323
Personnel services (8% of salaries under project 787/MUL)	3 331	3 331	2 803	9 464
Total Personnel	559 972	357 972	380 844	1 298 787
Other: Comm. mat., equipment & reserve	23 000	16 500	15 000	54 500
2. MSP Process	330 000	322 000	310 000	962 000
- MSP process global	205 000	205 000	205 000	
- MSP process regional	25 000	25 000	25 000	
- MSP process national	20 000	20 000	20 000	
- Governance, Guiding Group, Task Forces	15 000	10 000	10 000	
- Editorial Committee	15 000	12 000	10 000	
- Interpretation/translation in Rome	50 000	50 000	40 000	
3. MSP Travel	92 040	151 646	151 646	395 332
- Sponsorships MSP participants	32 040	76 646	76 646	
- Sponsorships Guiding Group	25 000	25 000	25 000	
- GASL representation in World Events	15 000	20 000	20 000	
- AST and Chair	20 000	30 000	30 000	
4. Action Networks' Seed Capital	189 844	146 366	70 748	406 958
- Workshops and meetings to share good practices	64 158	20 680		
- Research support for good practices	22 469	22 469		
- Good practices systematization and guidelines	22 469			
- Validation, implementation and scaling-up	60 748	83 217	60 748	
- Publications support	20 000	20 000	10 000	
5. Technical Support Services			75 000	75 000
- Final Evaluation and report			75 000	
Other Direct Costs (FAO New Cost Recovery Policy applied to USDA & BMG grants)	72 255	31 755	27 329	131 339
Subtotal	1 267 111	1 026 239	1 030 566	3 323 916
FAO project support costs (7%)	88 698	71 837	72 140	
Total	1 355 808	1 098 076	1 102 706	3 556 590

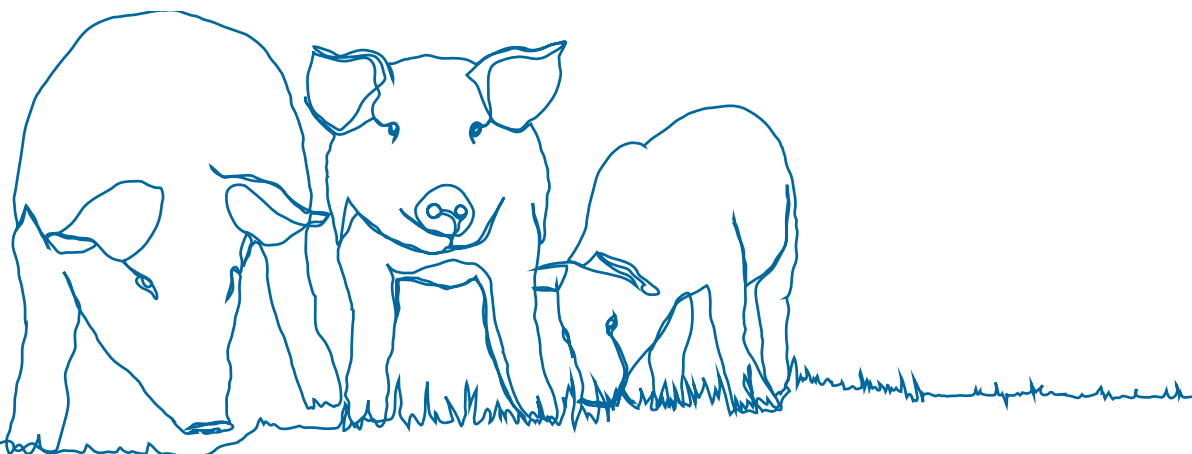


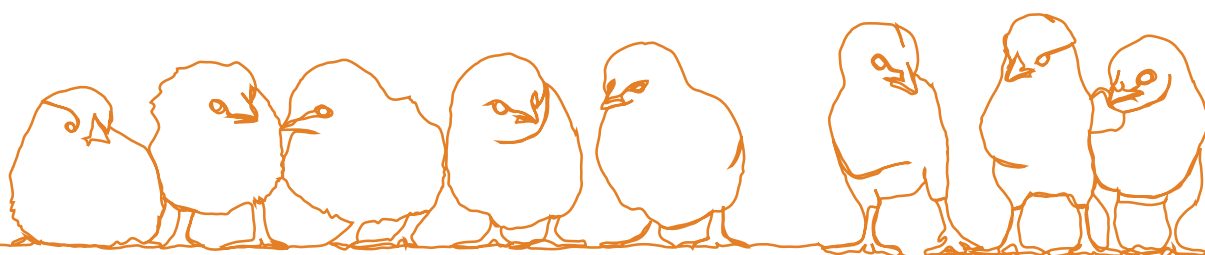
Table 3a 2022-2024 GASL Target Budget in Accordance with the FAO Chart of Accounts

Accounts	Description	Year			Total
		2022	2023	2024	
5011	Salaries Professional	210 731	210 731	210 731	632 193
5012	Salaries General Service	0	0		0
5013	Consultants	345 910	143 910	167 310	657 130
5014	Contracts	519 844	468 366	380 748	1 368 958
5020	Locally Contracted Labour (Overtime)				
5021	Travel	20 000	30 000	30 000	80 000
5021	Travel (non-staff)	72 040	121 646	121 646	315 332
5023	Training				
5024	Expendable Equipment	23 000	16 500	15 000	54 500
5025	Non Expendable Equipment				
5026	Hospitality				
5027	Technical Support Services				
6800	Project evaluation			68 000	68 000
6111	Terminal reports			7 000	7 000
5028	General Operating Expenses (GOE)				
5040	GOE - external common services				
5050	GOE - internal common services-Direct Support Cost - Other Central Support Services	72 255	31 755	27 329	131 339
5070	Chargeback	3 331	3 331	2 803	9 464
Sub-Total		1 267 111	1 026 239	1 030 566	3 323 916
5029	Support Cost (7%)	88 698	71 837	72 140	232 674
Total		1 355 808	1 098 076	1 102 706	3 556 590

6.2 Sources of funds and fundraising

For the 2022-2024 GASL AP, pledges received so far amount to about 85 percent of the expected total budget and are from current donors of GASL (e.g. Bill & Melinda Gates Foundation, Switzerland, the Netherlands, the GDP and the CNE), and from Ireland and the United States Department of Agriculture/ Foreign Agricultural Service (USDA/ FAS) as new donors.

GASL has a strategy of donor diversification in place since 2019, which has been consistently applied with disturbances during the pandemic years. This strategy aims at constantly seeking new partners, donors and sponsors to maintain at least a 75-25 per cent proportion between existing donors and new donors plus one-time sponsors. This strategy will continue over the 2022-2024 AP period.



Sources of funds 2022-2024. For the AP Period 2022-2024 the estimated donor pledges are listed in table 4.

Table 4 Target Donor Pledges for the 2022-2024 GASL Budget, USD

Donor	2022	2023	2024	Total
Existing donors				
Bill and Melinda Gates Foundation*	636 629	431 685	431 685	1 499 999
Switzerland	240 750	240 750	240 750	722 250
Netherlands	110 000	110 000	110 000	330 000
Global Dairy Platform	35 000	35 000	35 000	105 000
Confédération Nationale de l'Élevage	16 500	16 500	16 500	49 500
Subtotal existing donors	1 038 879	833 935	833 935	2 706 749
Other sources				
New public donors (Ireland*, USDA/FAS*)	109 769	23 981		133 750
Major new donors, private and foundations				
Sponsoring of GASL MSP Meetings	0			0
Contributions of GASL members to Action Networks through GASL	65 000	65 000	65 000	195 000
Subtotal other sources	174 769	88 981	65 000	328 750
Total	1 213 648	922 916	898 935	3 035 499

Existing donors: The existing donors will continue to contribute a solid base of the GASL funds.

New public sector donors: GASL needs to expand its public donor base and its fund raising efforts continue to identify additional governments as members and donors of GASL. In 2022, the government of Ireland became a new public sector donor.

New donors, private and foundations: GASL has to approach potential donors in the private sector and foundations to acquire new members and additional donors. GASL fundraising efforts continue to identify potential private donors and foundations as members and donors of GASL.

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

Contributions of GASL members to Action Networks: To support the activities of the ANs, GASL members will continue to contribute in-kind and financially and source funds from their specific networks.

6.3 In-kind contributions

Many GASL partners offer also their representatives' professional time to participate in GASL as in-kind contributions, particularly GG and AN members and the Chair. The current Chair of GASL is fully funded by ILRI and it is estimated that this reflects about two monthly salaries/annum, plus travel costs.

7. Timeline and milestones

A detailed timeline and milestone table is shown in Annex 5. For now, a timeline and milestones for 2022 can be developed and communicated in detail. For 2023 and 2024 the timeline and milestones will need to be revised according to the progress made in the implementation of the AP.

Annex 01

GASL 2022-2024 Action Plan Task Force and Regional MSP Support Groups

GASL task force to support the production of the 2022-2024 GASL Action Plan

Name / Last Name	Shirley Tarawali	Time Zone / CEST	Nairobi, Kenya . CEST+1
Cluster	GASL Chair	Email	s.tarawali@cgjar.org
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Affiliation	FAO	Mobile Number	+39 3482573293
Name / Last Name	Peter Ballantyne	Time Zone / CEST	Scotland . CEST-1
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Name / Last Name	Eduardo ArceDiaz	Time Zone / CEST	Rome, Italy . CEST
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Name / Last Name	Hsin Huang	Time Zone / CEST	Paris, France . CEST
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Affiliation	IMS	Mobile Number	+33 614681936
Name / Last Name	Nancy Bourgeois	Time Zone / CEST	Bern, Switzerland . CEST
Cluster	Academia/research	Email	nancy.bourgeois@bfh.ch
Affiliation	HAFL	Mobile Number	+41 797558543
Name / Last Name	Alexandre Ickowicz	Time Zone / CEST	Montpellier, France . CEST
Cluster	Academia/research	Email	alexandre.ickowicz@cirad.fr
Affiliation	CIRAD-FAO	Mobile Number	+33 615480384
Name / Last Name	Nitya Ghotge	Time Zone / CEST	Pune, India . CEST+3.5
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Name / Last Name	Yuriy Nesterov	Time Zone / CEST	Ankara, Turkey . CEST+1
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Affiliation	FAO	Mobile Number	+380 978837688
Name / Last Name	Anne-Laure Roy	Time Zone / CEST	Paris, France . CEST
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Name / Last Name	Liz Wedderburn	Time Zone / CEST	Auckland, NZ . CEST+10
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Name / Last Name	Walter Oyhantcabal	Time Zone / CEST	Montevideo, Uruguay . CEST-5
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Affiliation	Ministry of Livestock	Mobile Number	+598 99661524
Name / Last Name	Ilse Kohler-Rollefson	Time Zone / CEST	Ober-Ramstadt, Germany . CEST
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Affiliation	League for Pastoral Peoples	Mobile Number	+49 015785676849
Name / Last Name	Fagouri Said	Time Zone / CEST	Morocco . CEST-1
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Affiliation	WAMIP North Africa	Mobile Number	+212 661751752
Name / Last Name	Emmanuel Coste	Time Zone / CEST	Paris, France . CEST
Cluster	Donors (private sector)	Email	e.coste@interbev.fr
Affiliation	La Confédération Nationale de l'Elevage (CNE)	Mobile Number	+ 33 678163793

The members of the Regional Support Groups that enabled the organization of the regional virtual MSP meetings and offered key inputs for the success of the 2022-2024 GASL AP were:

→ **Anglophone Africa**

Sarah Ossiya and Beatrice Adhiambo, African Union Inter-African Bureau for Animal Resources (AU-IBAR); Martin Barasa, Vétérinaires Sans Frontières (VSF) Germany; Tsehay Gashaw, ILRI; and Simplicie Noula, African Union Commission (AUC).

→ **Francophone Africa**

Sarah Ossiya and Beatrice Adhiambo, AU-IBAR; Simplicie Nouala, African Union Commission AUC; Alexandre Ickowicz, International Cooperation Centre of Agricultural Research for Development (CIRAD); Fagouri Said, World Alliance of Mobile Indigenous Peoples (WAMIP), North Africa; and Anne-Laure Roy, Ministry of Agriculture and Food, France.

→ **East Asia**

Dengpan Bu, Chinese Academy of Agricultural Sciences (CAAS), China; Hongjie Yang, National Husbandry Station, China.

→ **Eastern Europe and Central Asia**

Pierre Gerber, World Bank; Yuriy Nesterov and Mariia Uzengin, FAO.

→ **Latin America**

Walter Dyhantcabal, Ministry of Livestock, Agriculture and Fisheries, Uruguay; Pablo Frere, Redes Chaco, Argentina; Rogerio Mauricio, Federal University of São João del-Rei (UFSJ), Brazil.

→ **North America**

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

→ **Oceania**

Ruaraidh Petre, Global Roundtable for Sustainable Beef (GRSB); and Liz Wedderburn, AgResearch, New Zealand.

→ **South Asia**

Ilse Koller-Rollefson, League for Pastoral Peoples (LPP), India; and Nitya Ghotge, Livestock Development and Ethnoveterinary Group (ANTHRA), India.

→ **Swiss and French Jura sub-regional consultation**

Olivier Girardin, Olivier Boillat and Veronique Frutschi, Fondation Rurale Interjurassienne (FRI). Emmanuel Coste, Confédération Nationale de l'Élevage (CNE). Anne-Laure Roy, Ministère de L'Agriculture et De L'Alimentation, France. Nancy Bourgeois Lüthi, Bern University of Applied Sciences, School of Agriculture, Forest and Food Sciences, Haute école des sciences agronomiques, forestières et alimentaires (HAFL). Fritz Schneider, Samsoft AG. Urs Niggli, Agroecology Science, Institute of Sustainable Food and Farming Systems. Beat Bapst, Swiss Association of Animal Sciences. Michaël Sapin, The Federal Office for Agriculture (FOAG).

→ **Western Europe**

Andrea Rosati, European Federation of Animal Science (EAAP)

Annex 02

Priority setting criteria to allocate activities to outputs within the GASL Action Plan

The following criteria were suggested during the 1st Task Force Meeting on 2 September and reviewed by TASK FORCE members attending the 2nd meeting on 9 September (Fritz Schneider, Alexandre Ickowicz, Nitya Ghotge, Hsin Huang, Nancy Bourgeois, Lavinia Scudiero and Eduardo ArceDiaz)

1. **Relevance across domains and across spheres:** select priority activities that have an impact and influence in more than one sustainability domain and in more than one GASL sphere of action when possible.
2. **Value-added:** Activities where GASL and its members/stakeholders can add value and share good examples of sustainable practices/policies.
3. **Clear priority topics and reduced number of activities:** Address a reduced number of activities, clustering them by priority topics (e.g., six topics: three easy or mainstream topics and three that are not simple).

Suggested key topics so far: human diets, animal genetics, One Health (including animal welfare and human health), value chain, communications, circular economy (livestock multiple roles, linkages in the agricultural economy and livestock's role to prevent natural disasters and other ecosystem services, livelihoods), climate change, consumers, food safety and any follow-up topics after the FSS and COP26.

(remark importance of context specific solutions when addressing priority topics)

4. **Matched with Action Networks and Clusters' agendas:** Allow ANs and Clusters to review/suggest activities that are complementary and generate synergies with existing GASL initiatives.
5. **Clear action-oriented formulation and monitoring:** Formulate action-oriented activities (avoid using objectives or outputs as activities) with performance indicators to determine level of achievement according to a M&E system that will be in place.
6. **Relevant for providing leadership in global discussions and events:** Actions that increase GASL capacity to engage timely in important global discussions and events.
7. **MSP-supported:** Activities need to aim or have support from multiple stakeholder types.
8. **Multi-perspective issues:** Activities need to address important social issues, especially those that may have no clear agreement among stakeholders.
9. **Global/regional/national importance:** Activities need to address global, regional or national issues with potential local development but not too locally specific issues.
10. **Under-supported key issues:** Activities with poor commitment and investment of other international institutions and bodies compared with the importance of the issue (brainstorming on emerging issues)

Annex 03

Potential contributions of Clusters and Action Networks to the four Sustainability Domains in the GASL Action Plan

This annex presents summary tables of potential specific contributions of Clusters and ANs to the four Sustainability Domains in the 2022-2024 GASL AP. Please note that they are incomplete suggestions to be refined during the years of implementation of the GASL AP.

Table 1 Potential contributions of some GASL Clusters to the four Sustainability Domains in the 2022-2024 GASL Action Plan

Cluster No.	Cluster name	Sustainability Domains				
		Food & Nutrition Security	Livelihoods & Economic Growth	Animal Health & Animal Welfare	Climate & Natural Resource Use	Several domains simultaneously
1	Academia/ Research				Exchanges on animal health and welfare jointly with NGO and Social Movements clusters	<ul style="list-style-type: none"> Ensure quality of GASL publications in any of the four domains by participating of the Editorial Committee of GASL (peer reviewers) Support the Editorial Committee in defining criteria and possible new frameworks required according to the type of publications (e.g. peer reviews, evidence, methods) Support MSP meetings by synthesizing outcomes and formulating next steps Propose emerging scientific hot topics to GASL through Academia & Research brainstorming Support ANs and/or other clusters in investigating / discussing hot topics Elaborate synthesis of knowledge on scientific topics when needed Communicate GASL's and GASL members activities within the own community (fellow researchers at universities or research centers, students, etc.) and outside (consumers, federations, etc.). Supporting ANs during MSP presentations as facilitator, discussants or summarizing daily activities Support the scientific organization of the MSP meetings Encourage new membership for the Academia & Research Cluster Supporting GASL in various task forces Formal participation at meetings/seminars and the like on behalf of A&R Cluster and GASL to the outside world (e.g. ATF, COAG, etc.) Supporting GASL in responding to scientific based seminal documents related to Livestock (e.g. Lancet Report)
2	NGOs				Exchanges on animal health and welfare jointly with Academia and Research and Social Movements clusters. Use of complementary medicine with Social Movements cluster	<p>Gender in livestock, in science , policy and practice (webinar)</p> <p>Making livestock more sustainable. Lessons in recycling.</p> <p>Discussions on Just transition in the livestock sector</p> <p>Livestock within planetary boundaries</p> <p>International Year for Rangelands and Pastoral people meetings</p>
3	Social Movements and Community Based Organizations	Seminars promoting pastoralist systems	Seminars promoting pastoralist systems	Seminars promoting pastoralist systems	Exchanges on animal health and welfare jointly with NGO and academia clusters	Latin America Chapter of GASL

Table 2 Potential contributions of Action Networks (ANs) to the four Sustainability Domains in the 2022-2024 GASL Action Plan

AN No.	AN name	Sustainability Domains				
		Food & Nutrition Security	Livelihoods & Economic Growth	Animal Health & Animal Welfare	Climate & Natural Resource Use	Several domains simultaneously
1	Closing Efficiency Gap (CEG)	<p>Providing evidence of nutritional relevance and value of products derived from sustainable livestock options applying the efficiency matrix measuring</p> <ul style="list-style-type: none"> Economic & production performance 	<p>Providing evidence of sustainable livestock options applying the efficiency matrix measuring</p> <ul style="list-style-type: none"> economic & performance <p>Note. Social aspects of livestock and elements such as gender, employment generation, and affordability for animal sourced foods should be also explored.</p> <p>Priority setting criteria - 1, 2, 3, 4, 5, 6, 7, 8</p>	<p>Animal welfare is also our objective. It would be included in the efficiency matrix.</p> <p>Priority setting criteria - 1, 2, 3, 4, 5, 6, 7</p>	<p>Providing evidence of sustainable livestock options applying the efficiency matrix measuring</p> <ul style="list-style-type: none"> natural resource use efficiency water use Greenhouse Gas (GHG) resilience <p>Seminars</p> <p>Report or paper</p> <p>Priority setting criteria - 1, 2, 3, 4, 5, 6, 7</p>	<p>Seminars, build projects with the participation of different ANs & Clusters (e.g Livestock for Social Development, GNSPS, Social Movements) providing support and exchange to improve EM.</p> <p>Scientific exchange between CEG member and different universities or research centers</p> <p>Foster Latin America chapter involving several ANs</p> <p>Videos</p> <p>Publications (reports or papers)</p> <p>Reactivation potential AN member</p> <p>Continuous improvement of Web site (CEG)</p> <p>Priority setting criteria – 4, 6, 7, 8, 9</p>
2	Restoring Value to Grasslands (RVG)					<ol style="list-style-type: none"> Analyzing and documenting on the ground practice that restores multiple values to grasslands and builds resilience of grassland systems Work with other ANs and clusters to ID common analytical methods and practices implemented by farmers and grazers for sustainable livestock systems Paper on multifunctionality of grassland systems Consolidate and validate the method and simulation models on the multifunctionality of grass systems on AN2 fields Tools to enhance use of multi-functionality dialogues Framework and guidelines on multifunctionality AN2 web resource with case study descriptions, access to tools Data base of grassland related cases Processes to enhance use of multi-functionality dialogues base on case studies and organization of webinars, workshop, side-event in international conferences Consolidate and validate a multifunctional analysis framework to support the public action to identify transition pathways Develop guidelines to inform and communicate widely on the multicriteria evaluation method of grass systems Create social media presence to continuously communicate AN2 activities
3	Livestock Environmental Assessment and Performance Partnership (LEAP)					
4	Global Network on Silvopastoral Systems (GNSPS)				<ul style="list-style-type: none"> Policy brief on the contribution of SPS to reduce Climate Change and accomplish NDCs 	<ul style="list-style-type: none"> Global congress of SPS Generation of evidence on the role of SPS in the context of small-scale production to contribute to livelihoods and economic growth Scientific studies on the role of SPS on the four sustainability domains in different set-ups/ regional conditions using common indicators. Development of strategy to increase awareness of SPS as a tool to improve sustainability of livestock in Africa

AN No.	AN name	Sustainability Domains				
		Food & Nutrition Security	Livelihoods & Economic Growth	Animal Health & Animal Welfare	Climate & Natural Resource Use	Several domains simultaneously
5	Dairy Asia	<p>Organize and co-organize the following events to increase the public awareness on the milk consumption and production, and dairy nutrition as well as developing the sustainable dairy sector in Asia and Pacific region.</p> <ol style="list-style-type: none"> 1. "Dairy Asia webinar", 2. "Dairy Asia dialogue", 3. "Dairy Asia: milk talk" podcast, 4. "Dairy Asia: milk walk" movement and online challenge. 	<p>Organize the webinar and dialogue on the topic "GI and GIAHS & dairy sector in the remote area", and if possible, prepare the «e-guidebook for GI and GIAHS dairy products»</p>	<p>Co-organize the webinars and dialogue for pasture and rangeland, animal health and welfare, if possible, prepare the «e-guidebook for GDFP (Good dairy farm practices)»</p>	<p>Support and promote the non-cow milk production in the remote area in Asia and Pacific through the building the working groups for the camel milk, mare milk, goat milk, sheep milk and yak milk production.</p>	<p>Organize the webinars, dialogues and events in the celebration the «Asian Milk Week» dedicated to «World Milk Day»</p> <p>Organize the announcement and cooperation with «Dairy Asia goodwill Ambassadors» for increasing the public awareness on the milk and dairy sector in Asia and Pacific region</p> <p>Organize the regular activities to expand the Dairy Asia membership to the North-East Asia, Central Asia, West Asia and Middle East.</p> <p>Organize the event for «Dairy Asia award» for sustainable dairy sector in Asia and Pacific region</p> <p>Organize the «Dairy Asia: e-fair» inviting the stakeholders in the value chain in the region</p>
6	Livestock Antimicrobial Partnership (LAMP)			<ol style="list-style-type: none"> 1. Compile global/regional synthesis on policies, regulations, antimicrobial use and resistance understandable by a broad stakeholder audience 2. Arrange a multi-stakeholder dialogue (meeting?) on antimicrobial use in the livestock sector. 		<p>Note that these two activities both do have a direct impact on /relates to the Food & Nutrition Security and Livelihoods & Economic Growth domains!</p>
7	Livestock for Social Development	<p>Support evidence on the role of livestock in food security and nutrition</p> <p>Contribute to provide tools and methods that partially help to measure the impact of livestock in food security and nutrition (e.g. Dairy Impact Methodology)</p> <p>Facilitate knowledge exchange and knowledge management throughout the development of platforms (i.e. L4SD platform proposal)</p>	<p>Provide evidence of the role of livestock to social development (socioeconomic role of livestock) at global, regional and national level</p> <p>Provide tools and methodological approach for measuring socioeconomic role of livestock (e.g. Dairy Impact Methodology)</p> <p>Support the development of tools and methodological approach for calculating the potential contribution of livestock if natural resource use efficiency is improved</p> <p>Contribute to the knowledge exchange and knowledge management providing support to the development of frameworks (i.e. platforms)</p>			<p>Contribute to provide evidence, facilitate knowledge exchange and the development of tools and methodological approach for measuring livestock socioeconomic impact and potential contribution if NRUE is improved</p>
8	Animal Welfare			<p>Promoting current animal welfare content in different ways</p> <p>Hold a webinar</p> <p>Recruiting new members</p>		<p>Embed and represent animal welfare as a crosscutting topic into relevant higher-level activities</p>

Annex 04

Roles and responsibilities

GASL will maintain the expertise necessary to conduct, control, manage, and monitor all aspects of the project in compliance with all applicable FAO requirements and standards.

The Terms of Reference (TORs) of the AST members and the GASL Chair are included below as a reference.

Terms of Reference GASL Manager		
Position Title:	Project Manager, Global Agenda for Sustainable Livestock	
Grade Level:	P4	
Unit / Division/Department:	Livestock Information, Sector Analysis and Policy Branch (NSAL), Animal Production and Health Division (NSA), Agriculture and Consumer Protection Department (NS)	
Programme/Project Number:	MTF /GLO/1020/BMG	
Duty Station:	FAO HQ in Rome with travel to other regions.	
Duration:	Three years	
Expected Start Date of Assignment:	January 2022	Duration: December 2024
Reports to:	Name: Henning Steinfeld	Title: Chief NSAL

General duties and responsibilities
<p>The vision of the Global Agenda for Sustainable Livestock (GASL) is to become one of the key implementation mechanisms of the UN Agenda 2030 for Sustainable Development. In order to achieve this goal some of the main challenges ahead include: Enhance an efficient governance mechanism for an effective global policy dialogue on sustainable livestock; boost the resource mobilization to strengthen the capacity of the Global Agenda to fully operationalize its objectives in promoting the analysis, development, transfer and dissemination of policy recommendations, and technologies to improve livestock sustainability; provide stakeholders with the necessary support to adequately participate in the MSP process; promote North-South, South-South and triangular regional and international cooperation on access and sharing knowledge; improve the coordination among similar existing mechanisms, in particular at the international level.</p> <p>Under the overall supervision of the Chief, NSAL, the Incumbent will be responsible for the management of the Global Agenda for Sustainable Livestock to the achievement of these challenges. In particular, the incumbent will:</p> <ol style="list-style-type: none"> 1. Coordinate the operational support for the Chair, Guiding Group, Clusters and Action Networks and the functioning of the Global Agenda general oversight mechanisms; 2. Coordinate the development and implementation of interaction tools required to support the communications, sharing of local and global knowledge, experiences, practices and activities of the Chair, Guiding Group, Clusters and Action Networks to facilitate effective multi-stakeholder dialogue and participation in the Global Agenda; 3. Coordinate the technical support required by the Action Networks in the Global Agenda; 4. Plan and support fundraising strategies and activities with the Chair; 5. Supervise required technical and administrative reporting and project documentation related to the Global Agenda; 6. Supervise all Global Agenda logistics in support of global, regional and local level key activities; 7. Perform other related duties as required. <p>Candidates will be assessed against the following:</p>

Minimum Requirements
<p>Candidates should meet the following:</p> <ul style="list-style-type: none"> • Advanced university degree in agriculture, livestock sciences, economics, agricultural economics or a related subject; • Seven years of relevant experience in livestock sector analysis, analysis of agricultural sector related issues and policy or strategic advice; • Working knowledge of English, French or Spanish and limited knowledge of one of the other two or Arabic, Chinese, Russian.

Terms of Reference Communication Specialist			
Job Title**:	Communication and knowledge management specialist, Global Agenda for Sustainable Livestock		
Unit/Division/Department:	Livestock Information, Sector Analysis and Policy Branch (NSAL), Animal Production and Health Division (NSA), Agriculture and Consumer Protection Department (NS)		
Programme/Project Number:	GASL Partnership – MTF /GLO/1020/BMG		
Duty Station:	Home-based or FAO HQ in Rome with travel to other regions.		
Expected Start Date of Assignment:	January 2022	Duration:	31 December 2024 (218 days per year)
Reports to:	Name: GASL Project Manager	Title:	Livestock Policy Officer, NSAL

General Description of task(s) and objectives to be achieved
<ul style="list-style-type: none"> • Under the overall supervision of the Chief, Livestock Information, Sector Analysis and Policy Branch (NSAL), the direct supervision of the Livestock Policy Officer, in collaboration with the Chair of the Global Agenda for Sustainable Livestock (GASL) and the Office of Communication (OCC), the subscriber will provide support to the implementation of GASL communication and knowledge management activities. More specifically, the subscriber will: <ul style="list-style-type: none"> • Establish priorities and oversee GASL internal communication processes, including: <ul style="list-style-type: none"> • Liaise with the GASL manager, the GASL Chair and the NSAL information team to redesign the GASL website prioritizing the development of a repository for all available GASL knowledge products; • Supporting webinars and other interactive events • Liaison with the GASL manager and the NSAL information team to support the publication and exchange processes of GASL knowledge products; • Liaison with the GASL manager and GASL Chair in marketing the GASL Partnership project, and in organizing fundraising meetings and outreach events in collaboration with OCC; • Oversee communication and knowledge sharing in collaboration with the Office of Communications (OCC) focusing on web-articles, stories, interviews and videos while ensuring compliance with corporate guidelines; • Liaison with OCC and the NSAL communications teams. • Support GASL external communication efforts, including: <ul style="list-style-type: none"> - Prepare social media campaigns to promote the activities of the GASL partnership through different FAO and other partners' social media channels, including GASL Action Network and member events (support organization of meetings, seminars, webinars and other outreach activities) - Collaborate with GASL partners to establish synergies in action (e.g. arrangements for communications, joint outreach events, webinars) to ensure prompt delivery of GASL activities; - Liaison with other communications teams of GASL partners when indicated by the GASL Manager - Liaison with the GASL manager to prepare GASL knowledge products (newsletters every two months) - Prepare news briefs and updates for the GASL website and liaise with the NSAL information team for publication - Perform any other duties as required.

key performance indicators	
Expected Outputs:	Required Completion Date:
<ul style="list-style-type: none"> • Plan for knowledge dissemination on livestock issues • GASL website and repository for information sharing redesigned and implemented • Contents and updates for GASL website created • GASL publications with Action Networks and FAO uploaded in the GASL website • GASL webinar series, events and annual global and regional meetings supported 	

Terms of Reference Consultant for various GASL Processes			
Job Title**: Consultant to technically support various GASL processes			
Division/Department: Livestock Information, Sector Analysis and Policy Branch (NSAL), Animal Production and Health Division (NSA), Agriculture and Consumer Protection Department (NS)			
Programme/Project Number: MTF /GLO/1020/BMG			
Duty Station: Rome, Italy			
Expected Start Date of Assignment:		January 2022	Duration: December 2024 (106 days a year)
Reports to:	Name:	GASL Project Manager	Title: Livestock Policy Officer, NSAL

General Description of task(s) and objectives to be achieved
<p>The Animal Production and Health Division (NSA) of the Food and Agriculture Organization of the United Nations (FAO) promotes and facilitates the sustainable development of the livestock sector, integrating scientific, technical expertise and policy advice. It hosts the Global Agenda for Sustainable Livestock (GASL) whose vision is to become one of the key implementation mechanisms in the livestock sector of the UN Agenda 2030 for Sustainable Development and its 17 Sustainable Development Goals (SDGs). The Livestock Information, Sector Analysis and Policy Branch (NSAL) in the NSA Division hosts the GASL Secretariat known as the Agenda Support Team (AST). The Incumbent will technically support the GASL Secretariat in various processes and events in the period of the consultancy.</p> <p>Duties and Responsibilities</p> <ul style="list-style-type: none"> • Under the supervision of the GASL Manager, the objective of the consultancy is to technically support the GASL Secretariat in the following key processes and events. • Support the development of the GASL MSP Meetings each year and the implementation of the GASL 2022-2024 Action Plan GASL; • Technically support the continuation of the production and the implementation of the GASL General Livestock Sustainability Guidelines; • Support the organization and technical engagement of different stakeholders in the various GASL processes and events; • Any other tasks related to GASL's scope of action.

key performance indicators			
Duty Station: Home-based with international travel			
Organizational Unit:	Livestock Information, Sector Analysis and Policy Branch, (NSAL), Animal Production and Health Division, Agriculture and Consumer Protection Department (NS)	Duration:	2 years, up to 120 days per year, renewable (from 1 November 2020 to 31 October 2022)
Expected Outputs:		Required Completion Date:	
<ul style="list-style-type: none"> • Efficient and professional support of the different initiatives of GASL • Support the drafting of reports of the GASL MSP Meetings • Support the organization and technical engagement of different stakeholders in the various GASL processes and events • Support the continuation of the production and the implementation process of the GASL General Livestock Sustainability Guidelines and the 2022-2024 GASL Action Plan • Report of activities and achievement 		<ul style="list-style-type: none"> Along the consultancy Along the consultancy Along the consultancy Along the consultancy Along the consultancy as appropriate 	

Annex 05

Timeline and milestones

Year 2022

- 28-Feb-2022: TORs of 2022 publications
Terms of reference (TOR) of GASL publications for current year (consensus notes, research reports, working papers, policy briefs) developed, specialists to write the documents identified, and work commissioned.
- 15-Mar-2022: Annual work plan revised
Annual plan for current year available and approved by Guiding Group
- 15-Apr-2022: GASL Progress Report 2021
Progress Report 2021 on the Global Agenda for Sustainable Livestock to be published on web page
- 01-Dec-2022: GASL publications
GASL publications for the current year completed
- 30-Dec-2022: Annual MSP Meetings
Annual MSP meetings conducted, documented, and documents communicated

Year 2023

- 28-Feb-2023: TORs of 2023 publications
TOR for consensus notes and working papers developed, specialists to write the documents identified, and work commissioned.
- 15-Mar-2023: Annual work plan
Annual plan for current year available and approved by GG
- 15-Apr-2023: GASL Progress Report 2022
Progress Report 2022 on the GASL to be published on web page
- 01-Dec-2023: GASL publications
GASL publications for current year completed
- 30-Dec-2023: Annual MSP Meetings
Annual MSP meetings conducted, documented and documents communicated
- 30 Dec-2023: M&E System for GASL in place and operational

Year 2024

- 28-Feb-2024: TORs of publications
TOR for consensus notes and working papers developed, specialists to write the documents identified, and work commissioned.
- 15-Mar-2024: Annual work plan
Annual plan for current year available and approved by GG
- 15-Apr-2024: GASL Progress Report 2023
Progress Report 2023 on the GASL to be published on web page
- 01-Dec-2024: GASL publications
GASL publications for current year completed
- 01-Dec-2024: FAO evaluation and CA of GASL project completed
- 30-Dec-2024: Annual MSP Meetings
Annual MSP meetings conducted, documented and documents communicated

Annex 06

Project log frame according to FAO format

Project impact: Enhancing the contribution of the livestock sector to the SDGs and sustainable food systems.

Description: GASL enhances the increasing positive impacts of sustainable livestock and generates substantial, measurable and lasting impacts by facilitating dialogue, generating and communicating evidence, and advocating the adoption of good practices and policies in favor of sustainable livestock sector development. Moreover, it ensures the livestock sector globally, regionally, nationally and locally responds to increased demand, contributes to development and mitigates potential harms.

Project outcomes:

1. Outcome 1: Evidence and practice change

Description: GASL network partners from academia/research, public and private sectors, civil society, NGOs, and intergovernmental organizations jointly assemble robust scientific evidence, share lessons and exchange practices for more sustainable food systems.

1.1 Output 1.1: Deliver evidence-based options and solutions for practice change

Description: Collaboration, learning and knowledge exchange help livestock systems actors combine to assemble evidence and recommend proven sustainable practices [sphere of control].

Activities Output 1.1:

1.1.1 Organize working groups to assemble relevant evidence on key topics

Description: Organize working groups with key people across clusters, ANs and relevant organizations whose knowledge, support and influence are critical to assemble relevant evidence on sustainable livestock about the key topics selected by GASL (e.g. human diets, animal genetics, One Health - including animal welfare and human health, value chain, communications, circular economy, multiple roles, livelihoods, climate change, consumers, food safety).

1.1.2 Foster and support studies on key GASL topics

Description: Foster/support scientific studies and activities (data collection, fields visit, study tours) on key GASL topics taking into account farm level realities to assemble relevant evidence regarding sustainable livestock.

1.2 Output 1.2: Facilitate stakeholder engagement and understanding

Description: Inclusive discourse and access to knowledge and evidence help raise awareness of sustainable livestock opportunities [sphere of influence].

Activities Output 1.2:**1.2.1** *Advisory group to identify missing groups in GASL*

Description: Establish an advisory group (AG) to identify and help support the organizations within noted missing groups in GASL - youth, women, farmers, keepers, livestock critics, One Health reps. (including human health), from public and private sectors beyond the livestock sector.

1.2.2 *Organize inclusive workshops on GASL key topics to foster consensus*

Description: Organize multi-stakeholder workshops involving various combinations of relevant and identified missing stakeholders to foster consensus, coordination, and leadership.

1.2.3 *Organize single-stakeholder orientation workshops*

Description: Organize single-stakeholder workshops that enable a single group to prepare for engaging in GASL MSP activities.

1.3 **Output 1.3: Catalyze food systems policy change**

Description: Catalyze food systems policy change: Outreach, engagement and evidence-based communications help make the case for more sustainable livestock systems [sphere of interest].

Activities Output 1.3:**1.3.1** *Groups for policy communication*

Description 1 : Establish working groups that undertake specific policy communication activities: production of policy briefs and research articles.

Description 2: Organize seminars or conferences with policy makers that deliver evidence on GASL key topics (e.g. human diets, animal genetics, One Health (including animal welfare and human health), value chain, communications, circular economy, multiple roles, livelihoods, climate change, consumers, food safety, sustainable livestock production systems, ecological services).

2. **Outcome 2: Dialogue**

Description: Livestock and non-livestock stakeholders engage in GASL-convened dialogue to share scientific knowledge, foster consensus, align interventions and formulate joint actions towards more sustainable livestock systems leaving no one behind.

2.1 **Output 2.1. Deliver evidence-based options and solutions for practice change**

Description: Collaboration, learning and knowledge exchange help livestock systems actors combine to assemble evidence and recommend proven sustainable practices [sphere of control].

Activities Output 2.1:**2.1.1** *Adopting a knowledge exchange platform*

Description: Developing/adopting a platform for knowledge and good practice sharing at all levels.

2.1.2 *Foster co-innovation approaches for technology/practice adoption*

Description: Organize regular exchange activities (meetings on defined topics, conferences) to foster co-innovation approaches among stakeholders to promote adoption of sustainable technologies and practices.

2.2 Output 2.2. Facilitate stakeholder engagement and understanding

Description: Inclusive discourse and access to knowledge and evidence help raise awareness of sustainable livestock opportunities [sphere of influence].

Activities Output 2.2:

2.2.1 Facilitate consensus

Description: Facilitate convergence of views and, understanding and consensus building across different livestock systems and stakeholders (e.g. adopting a consensus building mechanism).

2.2.2 Foster agile ways to reach consensus for global leadership

Description: Foster agile, consensus building ways to enhance capacity to provide timely leadership in global discussions, events and conflict resolution.

2.3 Output 2.3. catalyze food systems policy change

Description: Outreach, engagement, and evidence-based communication help make the case for more sustainable livestock systems [sphere of interest].

Activities Output 2.3:

2.3.1 Establish a working group for specific organizational and communication activities

Description: Establish a working group that undertakes specific organizational and communication activities to foster opportunities to share sustainable livestock evidence and good practices from alternative livestock systems with policy makers (e.g. workshops, webinars, MSP meetings, conferences, seminars, etc.).

2.3.2 Promote digital integration

Description: Promote (through policy briefs and events) digital integration and technologies among policy makers that allow an increase in production efficiency with positive impacts on the environment.

3. Outcome 3. Policy change

Description: Public and private decision makers use robust scientific evidence and expertise assembled and communicated through GASL to change policies towards more sustainable livestock systems.

3.1 Output 3.1. Deliver evidence-based options and solutions for practice change

Description: Collaboration, learning and knowledge exchange help livestock systems actors combine to assemble evidence and recommend proven sustainable practices [sphere of control].

Activities Output 3.1:

3.1.1 Foster use of consistent sustainability indicators

Description: Foster/recommend the use of consistent sustainability indicators, metrics and definitions to measure and address certain key GASL topics (e.g. diets, environmental impacts/services, production systems and species contributions) to the four GASL sustainability domains.

3.1.2 Generate/promote publications to catalyze evidence on key GASL topics

Description: Generate/promote publications of different sorts to catalyze evidence on the different key GASL topics through ANs, Clusters, and stakeholders in general, according to GASL publication rules.

3.2 Output 3.2. Facilitate stakeholder engagement and understanding

Description: Inclusive discourse and access to knowledge and evidence help raise awareness of sustainable livestock opportunities [sphere of influence].

Activities Output 3.2:

3.2.1 Foster external communication activities through social media

Description: Foster external communication activities through social media to share scientific evidence on sustainable livestock through stories at all levels and to all audiences in society, including clear, simple messages to the general public (e.g. media events, blogs and social media posts such as twitter, short videos, photos, posters).

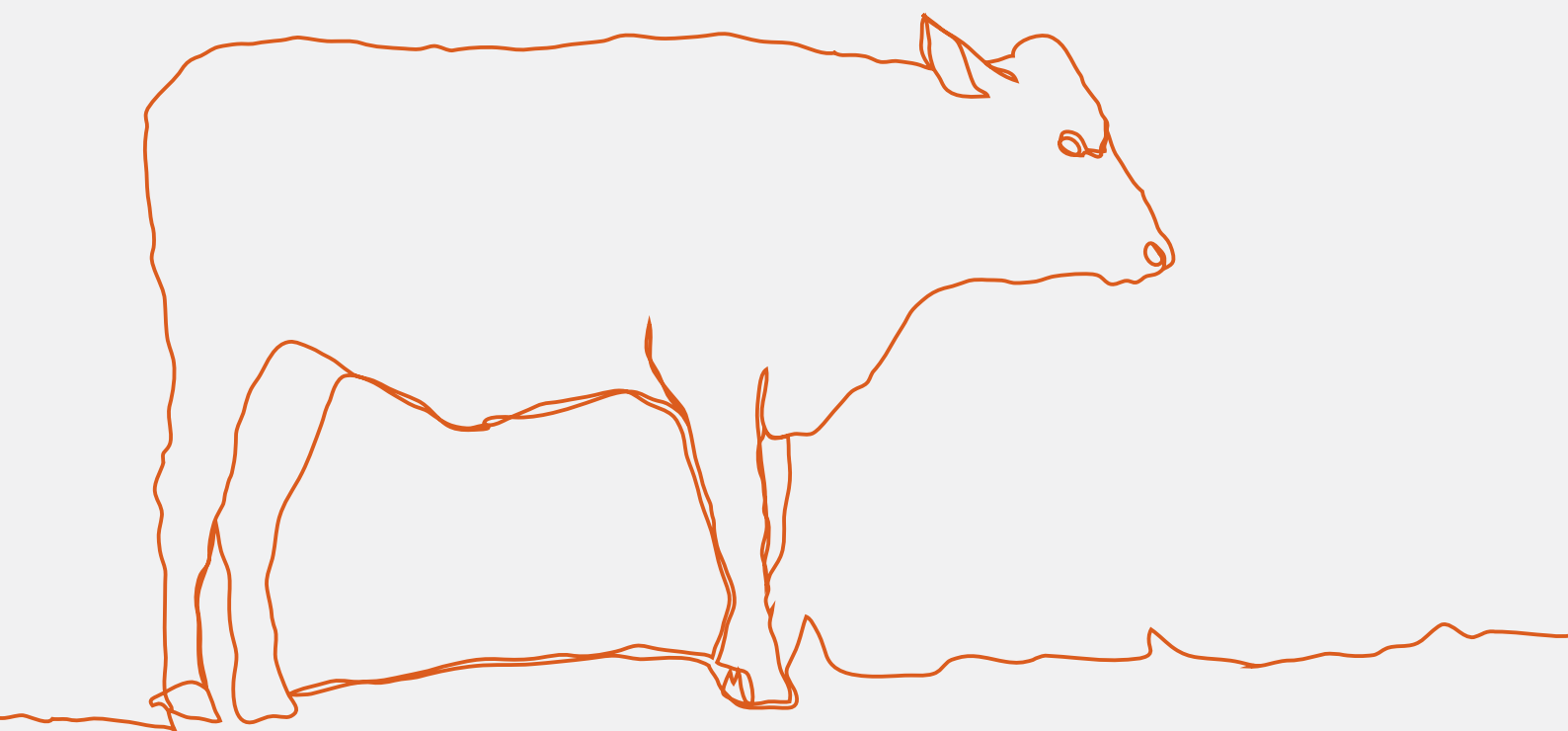
3.3 Catalyze food systems policy change

Description: Outreach, engagement and evidence-based communications help make the case for more sustainable livestock systems [sphere of interest].

Activities Output 3.3:

3.3.1 Share scientific messages worldwide that catalyze changes in country policies

Description: GASL stakeholders share various messages based on scientific evidence in global, regional, and national fora that catalyze changes in country policies for adoption of good practices for sustainable livestock.



Annex 07

GASL Clearance Mechanisms for Publishable Research with MSP Approach

Draft Terms of Reference for the Editorial Committee

Preface

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

Name of the Committee

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

Establishment of the Editorial Committee

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

Reporting relationship

The Editorial Committee reports to the GG of the Global Agenda.

Scope of the Editorial Committee

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

Functions of the Editorial Committee

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

Review and clearance process

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

Criteria for acceptance

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

The criteria used to identify eligible topics will be in line with the recommendations from HLPE on MSP:⁵

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

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

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

Expected level of rigor

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

Composition of the Editorial Committee

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

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

Time commitment

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

Communication

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

Budget

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

⁵ http://www.fao.org/fileadmin/user_upload/hlpe/hlpe_documents/HLPE_Reports/HLPE-Report-13_EN.pdf

Annex 08

Rules and Procedures of the Global Agenda for Sustainable Livestock

Preamble

Poverty and hunger eradication are among the greatest global challenges facing the world today and an indispensable requirement for sustainable development. Driven by population and economic growth, particularly in developing countries, demand for livestock products is expected to increase by about 70 percent in the next 30 years. The livestock sector could contribute to address these challenges by promoting a sustained economic growth, inclusive social development and an efficient use of natural resources.

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

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

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

Article 1: Vision and Mission

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

Article 2: Means of Action

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

Article 3: Guiding Principles of a Multi-Stakeholder Partnership

- a. MSP and their governance mechanisms have no one-size-fits-all model. Their governance, form, and function

should reflect the unique features and requirements of each partnership, goal, and/or objective. Nevertheless, a set of overarching good practices have been identified to enhance the governance, success, legitimacy, effectiveness and accountability of MSPs. As an MSP, The Global Agenda, should incorporate the following principles:

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

Article 4: Membership

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

Article 5: Structure of The Global Agenda

- a. The Global Agenda structure is based on the principles of a dynamic, open, inclusive, regionally balanced multi-stakeholder initiative working through consensus.
- b. The Global Agenda will have the following bodies: (1) The MSP, (2) a GG consisting of representatives from 7 stakeholder clusters, (3) Action Networks (AN) such as Focus Area Groups (FAs) and Knowledge Networks (KNs), and (4) an Agenda Technical Support Team (AST).

Article 6: Annual Meeting (AM)

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

Article 7: Stakeholder Clusters

- a. The purposes of the specific Stakeholder Clusters are to:
 1. Increase the engagement of a broad range of relevant stakeholders, to work towards ensuring that the voices of the wider stakeholder community are represented in the GG and in shaping the development and delivery of cluster strategy.
 2. Streamline and focus engagement through cluster representation at the strategic level of The Global Agenda via the GG.
 3. Strengthen channels for communication and dialogue between stakeholder groups and The Global Agenda processes.
 4. Identify synergies and promote dialogue between stakeholder groups towards sustainable livestock solutions at policy and practice level.
 5. Contribute to The Global Agenda budget and/or facilitate the fund raising for The Global Agenda activities as per the approved AP.
- b. Clusters are likely to include a large number and broad range of organizations. Some clusters may be very diverse. With support from the Agenda Technical Support Team, each cluster shall self-organize, and in a transparent manner, select their coordinators and cluster representatives on the GG, every two years. The GG may endorse the cluster nominations to the GG provided no objections expressed.
- c. In order to ensure balanced cluster representation three components should be ensured. They are: constituencies, regional balance, and gender. The Stakeholder groups should respect their self-organization process.
- d. The cluster representation at the GG level aims to ensure each stakeholder constituency can participate effectively in the work of the GG.
- e. The role of cluster representatives to the GG is to:
 1. Promote communication with the GG on current and relevant issues.
 2. Present key points raised by stakeholders in strategic fora.
 3. Encourage synergistic engagement between stakeholder groups and maximization of contribution to, and benefits from, The Global Agenda.
 4. Enable their constituents to shape the strategic and practical activities of The Global Agenda.
 5. Encourage stakeholders to utilize their networks to grow participation in The Global Agenda.
 6. Be a go to group for new stakeholders from that constituency.
 7. Manage an ongoing dialogue within the cluster.
 8. Be active in fundraising for The Global Agenda.
- f. There is recognition that each organization will have its own mission and objectives whilst participating in The Global Agenda. Therefore, while the cluster representatives will aim to bring forward key communications from the cluster group, their role is to facilitate dialogue.

Article 8: Developing the Cluster

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

Article 9: Guiding Group (GG)

- a. The GG will advise on and establish the overall framework, procedures and activities of The Global Agenda, and in particular:
 1. Contribute to the continuous development of the vision and strategy of The Global Agenda.
 2. Provide overall direction and guidance to The Global Agenda.
 3. Prepare, discuss and adopt the three-year AP of The Global Agenda.
 4. Support the functioning of the MSP (and its constituency clusters).
 5. Monitor and review Focus Areas (FAs), KNs and Agenda Technical Support Team activities.
 6. Establish clearance mechanisms for FA and KN products to be endorsed by The Global Agenda.
 7. Establish standing and/or ad hoc working committees to explore particular issues as deemed appropriate.
 8. Provide recommendations and programmatic advice to the standing and/or ad-hoc working committees.
 9. Represent the Agenda in different fora and promote The Global Agenda and its objectives.
 10. Facilitate the mobilization of resources.
 11. Elect the Chairperson of The Global Agenda.

- b. The GG will provide overall direction, guidance and monitoring, consisting of stakeholder representatives selected by each of the seven stakeholder clusters or cluster groups. Each cluster group will be represented by, at most, five representatives, and are organized according to the following stakeholder groups (Cluster groups):
 1. **Public sector.** Representatives from governments.
 2. **Private sector.** Representatives from private sector organizations.
 3. **Academia/research.** Representatives from research institutions and universities.
 4. **Donors.** Representatives from monetary contributors to The Global Agenda's Trust Fund.
 5. **NGOs.** Representatives from interest groups such as animal welfare and environmental or livelihood NGOs.
 6. **Social movements and community-based organizations.** Representatives of pastoralists; indigenous people; agricultural workers; small farmers and peasants.
 7. **Inter-governmental and Multi-lateral organizations.** Global public institutions that have a mandate for the livestock sector, e.g. AU-IBAR, World Bank, CGIAR, OIE, FAO, WHO, ILRI, IFAD and represented by the Livestock Global Alliance where appropriate.

- c. In order to effectively represent a broad range of views and reflect the global nature of the Global Agenda, criteria for potential organizations to be represented on the GG are:
 1. They should be global, international, or regional in the scope of their activities and influence, except for the Public Sector Cluster Representatives.
 2. Representatives should be selected from across a broad range of sectors and interests that are relevant to sustainable livestock.
 3. Signed The Global Agenda Consensus document.
 4. Demonstrable ability to understand and engage positively within the wider context of sustainable livestock and not just their own priority issues.
 5. An ability to ensure a two way flow of communication, i.e., ensure that the concerns and issues voiced in the cluster are brought to the attention of the GG, and similarly that the views and decisions of the GG are communicated back to the cluster.
 6. Own sufficient resources to participate regularly in The Global Agenda activities. However, exception may be granted upon request and after approval by the GG, to strengthen geographical and stakeholder representation, and to ensure proper functioning of the cluster.
 7. Commit time and human resources to participate actively in GG deliberations.

- d. GG Cluster Coordinators will conduct discussions among Cluster members and determine the role, focus and functioning of their Cluster, as well as the modality and criteria for selecting the Cluster's GG representatives. Such criteria included global reach and influence; proven ability to engage collaboratively; time and resources to attend and contribute to The Global Agenda processes. To encourage continuity, members of the GG will be appointed for a two-year term, renewable.
- e. Observers without vote may be admitted to meetings of the GG, according to Article 16.

Article 10: Chair of The Global Agenda

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

Article 11: Election of the Chairperson of The Global Agenda

- a. Candidates shall be nominated by the GG members and/or apply through the vacancy announcement (VA) that will be posted on the web site of The Global Agenda (www.livestockdialogue.org) and www.fao.org. Interested candidates will submit their letter of motivation and curriculum vitae to the Agenda Technical Support Team (AST) by email to livestock-dialogue@fao.org in order to be considered. Any application reaching the AST after the closing date of the posting shall not be considered as valid.
- b. The AST will screen candidates, considering his/her qualifications and experience within the livestock sector globally using the criteria agreed by the GG. A long list of candidates will be compiled (maximum of 10) and will be submitted by the AST, via email, to the members of the GG. The GG by online survey will agree a short list of three candidates.
- c. The top three candidates shall be invited to the MSP meeting where they shall be interviewed by GG members and make a short presentation during the MSP meeting on a relevant topic to The Global Agenda. At the GG meeting directly following the MSP, the GG shall by consensus, elect the Chair. The new chair will take office as soon as the hiring administrative process is finished.

Article 12: Agenda Technical Support Team (AST)

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

Article 13: Action Networks

- a. Focus Areas (FA) and KNs will be responsible to lead the implementation of activities, development of outputs and drafting of reports.

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

Article 14: Decision Making Procedures

- a. Approval by consensus building shall be the basis for decision-making process within The Global Agenda.
- b. For the GG, the procedure will be based on the principle that all seven Cluster groups of the GG strive to make decisions about the direction of The Global Agenda by consensus and that each Cluster has an equal say in the decision making.
- c. The Cluster Groups, as self-organized bodies, will adopt their own decision making process.
- d. In special situations when the consensus cannot be reached, the Chairperson of the Global Agenda may request that an issue be solved by a voting process. The quorum for a vote shall be at least half plus one of the total number of Clusters entitled to vote. The decisions will be taken by a simple majority, counting one vote per Cluster.

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

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

Article 16: Observers

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

Article 17: Amendments

- a. The GG shall consider once a year as part of its agenda an item about the status of rules and procedures.

The rules and procedures defined in this document may be amended by the GG consensus, if deemed necessary.

Annex 1 - The Global Agenda for Sustainable Livestock Consensus Document

- Recognizing that the UN Agenda 2030 for Sustainable Development, which builds on the Millennium Development Goals, provides a comprehensive framework for sustainable development, accepted by all countries and applicable to all;
- Convinced that livestock development has a key role to play for the attainment of the UN Agenda 2030;
- Conscious that each region faces specific challenges, and that there are different approaches, models and tools available in each region, in accordance with its circumstances and priorities, to achieve sustainable livestock in its economic, social and environmental dimensions;
- Taking an integrated approach to sustainable livestock that includes consideration of livelihoods, social impacts, public health and animal welfare, environmental impacts, land use and tenure, and biodiversity;
- Recognizing that the implementation of a Global Agenda for Sustainable Livestock depends on the active engagement of Governments, as well as civil society, the private sector, donors, academia and research institutions, NGOs, and Inter-governmental and Multi-lateral Organizations; and
- Accepting that The Global Agenda for Sustainable Livestock is open, consensual, inclusive, based on knowledge and mutual respect, and built on voluntary stakeholder engagement, including through its Focus Area groups and Knowledge Networks.

The signatories to this consensus agree to:

- Participate and engage actively in The Global Agenda for Sustainable Livestock as a dynamic and inclusive Partnership for evidence-based policy dialogue, knowledge exchange, and joint action at global, regional and national levels, supporting the achievement of the UN Agenda 2030 for Sustainable Development.
- Contribute to the capacity of The Global Agenda for Sustainable Livestock to build an improved understanding of livestock sustainability issues through existing evidence and/or generation of new knowledge, and to produce a diverse box of useful tools for practice and policy change.
- Commit with the other stakeholders of The Global Agenda for Sustainable Livestock to contribute to achieving local practice and policy change, focusing on continuous, context-specific improvement and innovation, and promoting livestock sector investments and project development.

Annex 2 - Agenda Technical Support Team – Terms of Reference

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

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

- One Project staff manager
- One Communications consultant
- One Operational consultant

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

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

Annex 09

List of Guiding Group Members

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Rinn Self

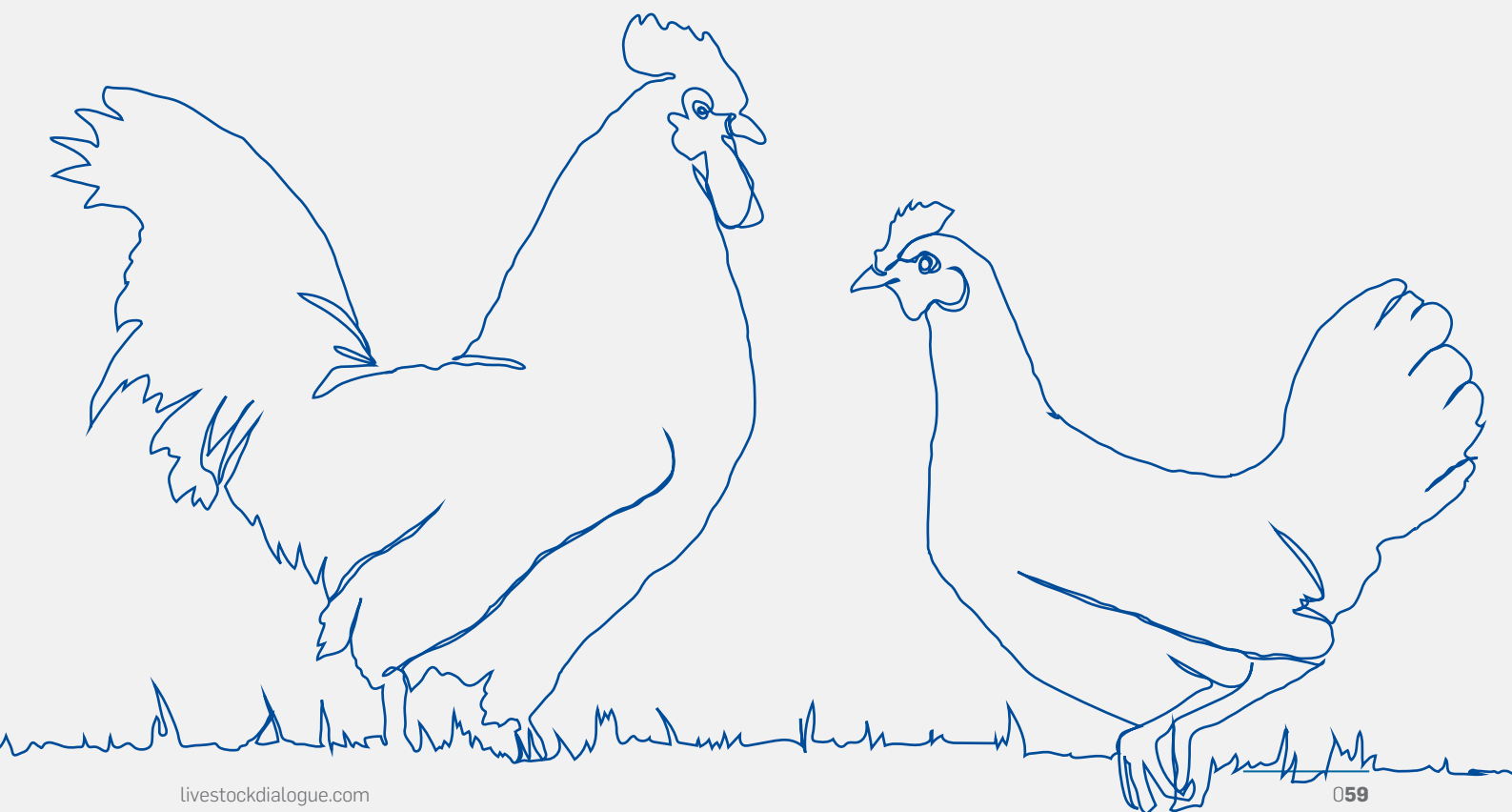
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Annex 10

List of GASL 120 Institutional Partners (national, regional and global)

NATIONAL SCOPE PARTNERS (80)				
Partner	Date of joining	Name	Position	Contact
Argentina (5)				
<i>Public sector</i>				
Government of Argentina , Instituto Nacional de Tecnología Agropecuaria (INTA)	09.03.2017	Anibal Pordomingo	INTA	pordomingo.anibal@inta.gob.ar
<i>Private sector</i>				
Camera di Commercio Italiana in Argentina	07.04.2020	Claudio Farabola	Secretary General	farabola@ccibaires.com.ar
<i>Academia & Research (A&R)</i>				
Consejo Nacional de Investigaciones Científicas y Técnicas, Argentina (CONICET)	23.06.2016	Pablo Luis Peri	Head Researcher	peri.pablo@inta.gob.ar
Universidad Austral de la Patagonia (UNPA), Argentina	23.06.2016	Pablo Luis Peri	Head Researcher	peri.pablo@inta.gob.ar
<i>Social Movements</i>				
Redes Chaco, World Alliance of Mobile Indigenous Peoples (WAMIP), Argentina	07.10.2016	Pablo Frere	Coordinator	pablofrere@gmail.com
Australia (3)				
<i>Private sector</i>				
Country Carbon, Australia	06.06.2016	Leanne Wheaton	Office Manager	copier@countrycarbon.com.au
<i>Academia and research</i>				
University of Melbourne	28.08.2018	Pending update	Animal Welfare Scientist	Pending update
<i>NGOs</i>				
KYEEMA Foundation, Australia	17.05.2017	Celia Grenning	Chief Excecutive Officer	celiag@kyeemafoundation.org
Bangladesh (1)				
<i>Academia and research</i>				
Bangladesh Livestock Research Institute, Dhaka, Bangladesh	11.05.2017	Nathu Ram Sarker	Principal Scientist	sarkernr62@yahoo.com

NATIONAL SCOPE PARTNERS (80)				
Partner	Date of joining	Name	Position	Contact
Brazil (4)				
<i>Public sector</i>				
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Government of Brazil , Embrapa	03.11.2017	Alexandre Berndt	Researcher, Sustainable Production Systems, Embrapa Southeast Livestock	alexandre.berndt@embrapa.br
<i>Private sector</i>				
Centro Brasileiro de Pecuaria Sustentavel, (CBPS)	11.05.2017	Mauroni Cangussú	Director	mauroniac@hotmail.com
Universidade Federal de São João del-Rei (UFSJ), Brazil	12.03.2013	Rogério Mauricio	Researcher	rogeriomaucio@ufsj.edu.br
Canada (4)				
<i>Public sector / Donor government</i>				
Government of Canada, Agriculture and Agri-Food Canada	Donation 31.03.2017	Patti Negrave	Deputy Director, Red Meat Section	patti.negrave@agr.gc.ca
<i>Private sector</i>				
Canadian Cattlemen's Association	12.03.2013	Larry Thomas	Environment Manager	thomasl@cattle.ca
Ranch 4 International Ltd, Canada	08.03.2013	Ted Haney	President	ted.haney@ranch4.com
Turkey Farmers of Canada		Calvin McBain	Vice Chair	info@tfc-edc.ca (+01) 905 812 3140
Costa Rica (1)				
<i>Public sector</i>				
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		Jorge Segura Guzmán	Gerente de Ganadería	jsegura@mag.go.cr

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Partner	Date of joining	Name	Position	Contact
Colombia (2)				
<i>Academia and research</i>				
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<i>NGOs</i>				
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Cuba (1)				
<i>Public sector</i>				
Government of Cuba , Ministry of Agriculture and Livestock	21.06.2016	Arian Gutierrez Velazquez	Director General de Ganadería	dirganaderia@oc.minag.gob.cu
Dominican Republic (1)				
<i>Public sector</i>				
Government of Dominican Republic , Ministry of Agriculture	01.07.2015	Duarte Contreras	Director General de Ganadería	digeganaderia@gmail.com
Ecuador (1)				
<i>Public sector</i>				
Government of Ecuador , Ministerio de Agricultura y Ganadería	17.01.2019	Diego Bastidas Pazmiño	Analista de Productividad y Nutrición Pecuaria	dbastidas@mag.gob.ec
El Salvador (1)				
<i>Public sector</i>				
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Ethiopia (6)				
<i>Public sector</i>				
Government of Ethiopia , Ministry of Livestock and Fisheries	21.06.2016	Thomas Cherenet	Policy Adviser, Ministry of Agriculture and Livestock Resources, Ethiopia	thomascherenet@gmail.com
<i>Academia and research</i>				
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Ethiopian Society of Animal Production (ESAP)	12.08.2019	Getachew Gebru Tegegn	President	ggebru@gmail.com
<i>NGOs</i>				
Mercy Corps, Ethiopia	12.05.2017	Michael Jacobs	Programme Manager	mjacobs@mercycorps.org
SOS Sahel Ethiopia	09.05.2017	Feyera Abdi		feyerabdi@yahoo.com

France (5)				
<i>Donors</i>				
Government of France, Ministry of Agriculture and Food		Anne-Laure Roy	Chargée de Mission Organisations Internationales, Ministère de L' Agriculture et De L'Alimentation, France	anne-laure.roy@agriculture.gouv.fr
<i>Private Sector</i>				
Confédération Nationale de l'Élevage (CNE), France	27.02.2017	Emanuel Coste		e.coste@interbev.fr
<i>Academia and research</i>				
International Cooperation Centre of Agricultural Research for Development (CIRAD), France	26.02.2013	Alexandre Ickowicz	Director Research Unit	alexandre.ickowicz@cirad.fr
Institut National de la Recherche Agronomique (INRA), France	16.04.2013	Jonathan Levine	International Officer	jonathan.levin@inra.fr
Institut de l'Élevage, France	19.03.2013	Jean Baptiste Dolle	Chef du Service Environnement - Bâtiment	jean-baptiste.dolle@idele.fr

Germany (4)				
<i>Private sector</i>				
GIZ, Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany	17.10.2013	Carola Von Morstein	Programme Manager	carola.morstein-von@giz.de
<i>Academia and research</i>				
Agri Benchmark, Germany	11.03.2013	Ernesto Reyes	Environment and Sustainability Manager	ernesto.reyes@agribenchmark.net
Leibniz Institute for Agricultural Engineering and Bioeconomy (ATB)	01.09.2013	Simone Kraatz	Academician/ Researcher	sikraatz@atb-potsdam.de
Leibniz Institute for Farm Animal Biology, Germany	09.04.2014	Klaus Wimmers	Director	wimmers@fbn-dummerstorf.de (+49) 38208 68 600

NATIONAL SCOPE PARTNERS (80)				
Partner	Date of joining	Name	Position	Contact
India (3)				
<i>NGOs</i>				
Anthra, India	10.05.2017	Nitya Ghotge	Director	nitya.ghotge@gmail.com
League for Pastoral Peoples (LPP)	19.03.2013	Ilse Köhler-Rollefson		ilse.koehlerroll@gmail.com
Senaapathy Kangayam Cattle Research Foundation	11.05.2017	Karthikeya Sivasenapathy	Managing Trustee	karthikeyaksm@gmail.com
Ireland (1)				
<i>Donor government</i>				
Government of Ireland, Department of Agriculture, Food and the Marine	19.12.2014	Edwina Love	Climate Change and Bioenergy Policy Division	edwina.love@agriculture.gov.ie
Italy (1)				
<i>Private sector</i>				
Fondazione Filiera Italia	10.02.2020	Luigi Pio Scordamaglia	Chief Executive Officer	luigi.scordamaglia@inalca.it info@filieraitalia.it
Kenya (4)				
<i>Public sector</i>				
Government of Kenya , Ministry of Agriculture, Livestock and Fisheries	23.06.2016	Robin Mbae	Deputy Director Livestock Production (Climate Change)	robinmbae@yahoo.com
Directorate of Livestock Production, Busia County, Kenya	23.06.2016	Bonfaceyongesa Wafula	Director of Livestock Production	bonfacewafula2007@yahoo.com
<i>Private sector</i>				
Kenya Dairy Board	23.06.2016	Margaret Jemutai Rugut	Managing Director	kibogymr@kdb.co.ke
Kenya Livestock Producers Association (KLPA)	01.11.2017	Patrick N. Kimani	Chief Executive Officer	klpakenya@yahoo.com ceo@klpakenya.org
Mexico (2)				
<i>Academia and research</i>				
El Colegio de la Frontera Sur (ECOSUR), Mexico	05.05.2016	Guillermo Jimenez-Ferrer	Investigador Titular/Ganadería y Cambio Climático	gjimenez@ecosur.mx
<i>NGOs</i>				
Fundación Produce Michoacán, Mexico	23.06.2016	Marta Xochitl Flores Estrada		dramxfe@fupromich.com

NATIONAL SCOPE PARTNERS (80)				
Partner	Date of joining	Name	Position	Contact
Mongolia (2)				
<i>Public sector</i>				
Government of Mongolia , Ministry of Food, Agriculture and Light Industry (MOFALI)	24.02.2017	Jambaltseren Tumur-Uya	State Secretary, MoFALI	jambaltseren.t@gmail.com jambaltseren@mofa.gov.mn
<i>Academia and research</i>				
Institute of Natural Resource and Agriculture Economics (INRAE)	17.04.2018	Tumur Erdenechuluun	Director	info@inrae.mn
Namibia (1)				
<i>Public sector</i>				
Kamutjonga Inland Fisheries Institute, Namibia	11.05.2017	Renier David Burger	Deputy Director	renier.burger@mfmr.gov.na
New Zealand (2)				
<i>Public sector</i>				
Government of New Zealand , Ministry for Primary Industries	19.03.2013	Don Syme	Deputy Perm. Rep., Rome FAO Mission, New Zealand	don.syme@mfat.govt.nz
<i>Academia & Research (A&R)</i>				
AgResearch, New Zealand	25.03.2013	Liz Wedderburn		lizwedderburn1@gmail.com liz.wedderburn@agresearch.co.nz
Nigeria (1)				
<i>Public sector</i>				
Ministry of Agriculture and Rural Development, Abuja, Federal Government of Nigeria , African-Asian Rural Development Organization (AARDO)	02.08.2019	Mohammed Abubakar	Member (AARDO)/senior administrative officer	amsunkanee@gmail.com
Pakistan (1)				
<i>NGOs</i>				
Society of Animal, Veterinary and Environmental Scientists (SAVES), Pakistan		Abdul Raziq	Expert	raziq2007@gmail.com
Panama (2)				
<i>Public sector</i>				
Government of Panama , Ministry of Agricultural and Livestock Development	21.01.2016	Rolando Tello J.	Director de Ganadería Nacional	rtello@mida.gob.pa

NATIONAL SCOPE PARTNERS (80)				
Partner	Date of joining	Name	Position	Contact
<i>NGOs</i>				
Fundación CoMunidad, Panama	09.05.2016	Alberto Pascual		apascual@mail.com
Paraguay (1)				
<i>Public sector</i>				
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
Rwanda (1)				
<i>Public sector</i>				
Government of Rwanda , Ministry of Agriculture and Animal Resources	03.06.2015	Theogene Rutagwenda	Director Animal Resources	rutagwendat2006@yahoo.com
Sweden (1)				
<i>Academia and research</i>				
Swedish University of Agricultural Science (SLU)s	14.03.2013	Ulf Magnusson	Professor, Department of Clinical Sciences, Division of Reproduction	ulf.magnusson@slu.se
Switzerland (4)				
<i>Donor government</i>				
Government of Switzerland, Swiss Federal Office for Agriculture (FOAG)	18.03.2013	Alwin Kopse	Head of the International Sustainable Agriculture Unit	alwin.kopse@blw.admin.ch
<i>Private sector</i>				
Swissgenetics	23.08.2017	Alizée Sauron	Project Manager International	asu@swissgenetics.ch
<i>Academia and research</i>				
HAFL, School of Agricultural, Forest and Food Sciences, University of Applied Sciences, Bern, Switzerland	12.03.2013	Nancy Bourgeois	Lecturer and Researcher in International Livestock Systems	nancy.bourgeois@bfh.ch
<i>NGOs</i>				
TAFS Forum, Switzerland	14.03.2013	Ulrich Sperling	Executive Director	ulrich.sperling@tafsforum.org
The Netherlands (1)				
<i>Donor government</i>				
Government of the Kingdom of the Netherlands, Ministry of Economic Affairs	26.11.2012	Kim van Seeters	Senior Policy Officer, Ministerie van Economische Zaken en Klimaat, Netherlands	k.vanSeeters@minez.nl

NATIONAL SCOPE PARTNERS (80)				
Partner	Date of joining	Name	Position	Contact
Turkey (1)				
<i>NGOs</i>				
The Yolda Initiative	12.10.2020	Engin Yilmaz	Director	engin@bican.net
Uganda (2)				
<i>Public sector</i>				
Government of Uganda , Uganda Bureau of Statistics	23.06.2016	Patrick Okello	Director, Agriculture and Environment Statistics	pokello@gmail.com
<i>Social Movements</i>				
Uganda National Farmers Federation	16.05.2019	Dick Nuwamanya Kamuganga	President	dick.kamuganga@gmail.com
Ukraine (1)				
<i>NGOs</i>				
Inter EcoCenter, Ukraine	15-11-2013	Leonid Protsenko	Expert	interecocentre@gmail.com
United Kingdom (2)				
<i>Academia and research</i>				
Royal Veterinary College, University of London	31.10.2014	Steven van Winden	Senior Lecturer	svwinden@rvc.ac.uk
<i>NGOs</i>				
The Donkey Sanctuary	08.03.2017	Valentina Riva	Advocacy Manager	valentina.rive@thedonkeysanctuary.org.uk
United States of America (4)				
<i>Private sector</i>				
Savory Institute, United States of America	03.08.2013	Bobby Gill	Director	bgill@savoryinstitute.org
<i>Academia and research</i>				
Feed the Future Innovation Lab for Livestock Systems, Institute of Food and Agriculture Sciences, University of Florida	14.02.2018	Adegbola Adesogan	Director	adesogan@ufl.edu
Kansas State University	27.06.2016	Nina Lilja Susan Metzger	Associate Dean, International Agricultural Programs, Professor, Agricultural Economics, College of Agriculture and K-State Research and Extension Senior Executive Administrator to the Dean/Director, College of Agriculture, K-State Research and Extension	nlilja@ksu.edu smetzger@ksu.edu

NATIONAL SCOPE PARTNERS (80)				
Partner	Date of joining	Name	Position	Contact
<i>Donors</i>				
The Bill and Melinda Gates Foundation (BMGF)	29.03.2018	Shannon Mesenhowski	Programme Officer Livestock/ Agriculture Development Team	shannon.mesenhowski@gatesfoundation.org
		Brantley Browning		brantley.browning@gatesfoundation.org

Uruguay (2)				
<i>Public sector</i>				
Government of Uruguay , Ministry of Livestock, Agriculture and Fishery	08.03.2018	Cecilia Jones	Director of the Sustainability and Climate Change Unit	cjones@mgap.gub.uy
		Walter Oyhantcabal	Former director	woyhantcabal@gmail.com
<i>Academia and research</i>				
Instituto Plan Agropecuario, Uruguay	06.03.2013	Gonzalo Becoña	Extension/Research Officer	gbecona@planagropecuario.org.uy

Vietnam (1)				
<i>Academia and research</i>				
National Institute of Animal Sciences, Vietnam	12.03.2013	Huyen Le Thi Thanh	Research Fellow	lehuyen1973@yahoo.com

REGIONAL SCOPE PARTNERS (12)				
Partner	Date of joining	Name	Position	Contact

Europe (3)				
<i>Private sector</i>				
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
<i>NGOs</i>				
Animal Task Force, European Union	12.11.2013	Susana De Magalhaes		susana.de.magalhaes@animaltaskforce.eu

America (3)				
<i>Academia and research</i>				
Centro Agronómico Tropical de Investigación y Enseñanza (CATIE), Costa Rica	17.07.2014	Muhammad Ibrahim	Director General	mibrahim@catie.ac.cr
Centro Internacional de Agricultura Tropical (CIAT), Colombia	02.08.2017	Michael Peters	Programme Leader Tropical Forages	m.peters-ciat@cgiar.org

REGIONAL SCOPE PARTNERS (12)				
Partner	Date of joining	Name	Position	Contact
Inter-American Institute for Cooperation on Agriculture (IICA)	Sept. 2019	Lloyd Day	Deputy Director General	lloyd.day@iica.int

West and Central Africa (1)				
<i>Social Movements</i>				
Association pour la Promotion de l'Élevage au Sahel et en Savane (APESS)	18.03.2013	Aliou Ibrahima	President	ibrahimaaliou.apess@gmail.com

North Africa (1)				
<i>Social Movements</i>				
World Alliance of Mobile Indigenous Peoples (WAMIP) North Africa	01.08.2016	Fagouri Said	Coordinator	fagouris@gmail.com

Africa (2)				
<i>Intergovernmental and Multilateral Organizations</i>				
African Development Bank	23.06.2016	Bouchaib Boulanouar		bboulanouar@gmail.com
African Union Commission (AUC)	22.03.2012	Simplice Noula	Head of Division of Agriculture and Food Security, Department of Rural Economy and Agriculture	Noulas@africa-union.org

East Africa (1)				
<i>NGOs</i>				
Farm Africa	29.10.2020	Anastasia Mbatia	Technical Manager - Agriculture	anastasiam@farmafrika.org

South Asia (1)				
<i>NGOs</i>				
Local Livestock for Empowerment of Rural People (LIFE), South Asia	19.03.2013	Lokhit Pashu-Palak Sansthan		lpss@sify.com

GLOBAL SCOPE PARTNERS (28)				
Partner	Date of joining	Name	Position	Contact
<i>Private sector (9)</i>				
Dairy Sustainability Framework	10.05.2017	Brian Lindsay	Development Director	brian.lindsay@dairysustainabilityframework.org

GLOBAL SCOPE PARTNERS (28)				
Partner	Date of joining	Name	Position	Contact
Global Initiatives, Singapore	08.05.2014	Sarah Anderson	Programme Director	social@globalinitiatives.com
Global Roundtable for Sustainable Beef (GRSB)	05.02.2014	Ruaraidh Petre	Executive Director	ruaraidh.petre@grsbeef.org
Health for Animals	03.04.2021	Alex Rinkus	Director	alex@healthforanimals.org
International Dairy Federation (IDF)	08.03.2013	Caroline Emond María Sánchez Mainar	Executive Director Technical Manager	dg@fil-idf.org cemond@fil-idf.org msanchezmainar@fil-idf.org
International Egg Commission	01.03.2013	Nicolò Cinotti	Secretary General, International Poultry Council	nicolo@internationalpoultrycouncil.org
International Feed Industry Federation	11.03.2013	Alexandra De Athayde	Executive Director	alexandra.athayde@ifif.org
International Meat Secretariat (IMS)	08.03.2013	Hsin Huang	Secretary General	hsin.huang@meat-ims.org
International Poultry Council	20.11.2014	Nicolò Cinotti	Secretary General	nicolo@internationalpoultrycouncil.org

Academia and research (1)

IFCN Dairy Research Network	07.11.2016	Torsten Hemme	Managing Director	torsten.hemme@ifcndairy.org
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Donors (1)

Global Dairy Platform (GDP)	19.05.2016	Donald Moore	Executive Director	donald.moore@globaldairyplatform.com
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NGOs (12)

Compassion in World Farming, United Kingdom	07.03.2013	Federica di Leonardo	Global Manager of Food Systems Advocacy	federica.dileonardo@ciwf.org internationalaffairs@ciwf.org
Heifer International	05.11.2014	Dilip Bhandari	Director of Programme and Livestock Technology	dilip.bhandari@heifer.org
Humane Society International	12.03.2013	Wendy Higgins		whiggins@hsi.org
Natural Livestock Farming Foundation	05.05.2021	Katrien van't Hooft	Secretariat NLF Executive Board	katrien@naturallivestockfarming.com
Ohio State Global One Health, LLC (GOH, LLC)	11.05.2021	Desalegne Mengesha Degefaw	Administrative Director	degefaw.1@osu.edu
Send a Cow	02.08.2021	Donald Mavunduse Titus Sagala	Director of International Operations CEO, Send a Cow Kenya	donald.mavunduse@sendacow.org titus.sagala@sendacow.org

GLOBAL SCOPE PARTNERS (28)				
Partner	Date of joining	Name	Position	Contact
The Nature Conservancy		Brian Mcpeek Mark Tercek Seki Cinco Martínez	Chief Conservation Officer TNC Mexico	s.cincomartinez@TNC.ORG (+01) 703 841 5300
The Yield Lab Institute	07.05.2019	Brandon Day	Chief Operating Officer	brandon@theyieldlab.com
Vétérinaires Sans Frontières, VSF International	10.05.2017	Margherita Gomasca	Director General	coordinator@vsf-international.org
World Animal Protection	25.03.2013	Arjan van Houwelingen	Director	houwelingen@worldanimalprotection.org
World Horse Welfare	06.02.2018	Jessica Stark	Director of Communications and Public Affairs	jessicastark@worldhorsewelfare.org
World Wildlife Fund (WWF)	22.06.2016	Appointment pending		

Intergovernmental and Multilateral Organizations (5)				
Food and Agriculture Organization of the United Nations (FAO)	28.05.2013	Keith Sumption	Officer in Charge, Animal Production and Health Division	keith.sumption@fao.org
International Fund for Agricultural Development (IFAD)	15.07.2018	Antonio Rota	Lead Technical Specialist, Livestock Policy and Technical Advisory Division	a.rota@ifad.org
International Livestock Research Institute (ILRI)	15.03.2013	Iain Wright	Assistant Director General	i.wright@cgiar.org
The World Bank (WB)	16.05.2016	Pierre Gerber	Senior Livestock Adviser	pgerber@worldbank.org
World Organization for Animal Health (OIE)	18.10.2016	Jean-Jacques Soula	Coordinator for OIE for the Global Peste Des Petits Ruminants Control and Eradication Programme	jj.soula@oie.int





GLOBAL AGENDA FOR
SUSTAINABLE LIVESTOCK

2022-2024 GASL Action Plan (AP)



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