

Building on the consensus: FAO's first steps after endorsement of the Voluntary Guidelines on Tenure

SUMMARY NOTE

On 11 May 2012, CFS endorsed the *Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security* ("Guidelines"). This summary note highlights the progress made in the less than five months between the endorsement and the technical meeting on the Guidelines of 4-5 October 2012. It also lists the activities planned for the six months following the October meeting. Further details are given in the attached background paper.

Activities following the endorsement of the Guidelines on 11 May 2012.

Programme development	<p>A programme to support the implementation was prepared in consultation with interested donor partners. The target budget is USD 20-30 million over 4 years. The programme document is undergoing the formal approval process in FAO.</p> <p>Approximately USD 10 million has been committed or pledged by donor partners of the European Commission, Switzerland, Germany and Belgium.</p>
Support to member countries	<p>Namibia (Ministry of Lands and Resettlement) has expressed interest in introducing the Guidelines' principles and practices in its programmes.</p> <p>The Philippines (Department of Environment and Natural Resources/ Department of Finance) has drawn on the preparatory materials for the Guidelines in preparing the Land Sector Development Framework.</p> <p>The Guidelines are being mainstreamed in FAO technical assistance, starting with a recent mission to Sri Lanka.</p>
Awareness raising: Presentations	<p>FAO Governing Bodies: side-event at Committee on Fisheries (July); featured in main program of World Forest Week (Committee on Forestry, September).</p> <p>CFS: Near East Regional Multi-Stakeholder Workshop on Food Security and Nutrition, Sudan (September).</p> <p>UN: World Urban Forum, Italy (September); OHCHR, Switzerland.</p> <p>Professions: FIG (Fédération Internationale des Géomètres) meetings in Italy (May) and Hungary (September).</p> <p>Academia: Technical University of Berlin, Germany (June); ITC, Netherlands (July); IASS Potsdam, Germany (September).</p> <p>Civil society: ILC, Peru (June).</p>
Awareness raising: Communications	<p>A new website was launched on 11 May, providing a single entry point for FAO's work on tenure and its governance (http://www.fao.org/nr/tenure)</p> <p>A communication strategy and plan are being prepared and implemented.</p>
Awareness raising: Publications	<p>The Guidelines are available as a small booklet in all FAO official languages.</p> <p>A short overview of the Guidelines is available ("<i>Voluntary Guidelines on the Governance of Tenure: At a glance</i>").</p> <p>A special volume of the <i>FAO Land Tenure Journal</i> is being published with papers on different technical aspects of the Guidelines.</p> <p>A draft study and four information papers showing the linkages with the right to food are under preparation.</p>

Capacity development: Tools and aids	<p>E-learning: An e-learning curriculum to support the implementation was developed at a workshop (July); An e-learning session on property taxation was held with the World Bank.</p> <p>Preparation of capacity development material for civil society organizations is under discussion with IPC/FIAN.</p> <p>Technical guides are being prepared on aspects of tenure governance for fisheries, forestry, gender, indigenous peoples, and on land tenure aspects of investments.</p>
Monitoring and evaluation	A publication on monitoring tenure governance from a civil society perspective is being finalized with IPC/FIAN.
Partnerships	A MOU with the Africa Land Policy Initiative Secretariat is being prepared.

Activities planned for the six months following the October meeting.

Programme development	<p>Following FAO's approval of the programme document, resource mobilization will continue to ensure that the programme is fully funded.</p> <p>Detailed proposals for a Facility to respond to direct requests related to improving tenure governance will be developed with interested donors and other partners.</p>
Support to member countries	FAO will continue to respond to requests from countries for technical assistance on tenure and its governance.
Awareness raising: Presentations	<p>CFS: Side-events at the 39th Session (October).</p> <p>Regional dissemination meetings in Africa, in collaboration with the Africa Land Policy Initiative (planned for 2012)</p> <p>Regional dissemination meetings in Asia and Pacific, Europe and Central Asia, Latin America and Caribbean, and Near East (planned for 2013).</p> <p>Briefing at the UN, New York, with the FAO Liaison Office.</p> <p>Briefing meetings for all FAO Regional and Subregional Offices.</p>
Awareness raising: Communications	<p>The website will be updated at regular intervals.</p> <p>A communication strategy will be implemented.</p>
Awareness raising: Publications	E-links and hardcopies of the Guidelines and associated documents will be widely distributed through FAO country representation and normative activities.
Capacity development: Tools and aids	<p>E-learning: the first e-learning tools will be finalized.</p> <p>Material on capacity development for civil society organizations will be published, after it is finalized with IPC/FIAN.</p> <p>The technical guides will be finalized and published.</p> <p>Proposals encouraging the use of the technical guides will be developed.</p>
Monitoring and evaluation	An expert workshop will be held to review existing monitoring and evaluation initiatives on tenure and make recommendations for the use of approaches and their harmonization.
Partnerships	<p>The MOU with the Africa Land Policy Initiative Secretariat will be finalized.</p> <p>MOUs with other partners will be prepared as required.</p>

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I. INTRODUCTION

1. The *Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security* ("Guidelines") represent an unprecedented international agreement on the governance of tenure, and place secure access to land, fisheries and forests firmly in the context of food security. The Guidelines are based on an inclusive, transparent consultation process started by FAO and then finalized through intergovernmental negotiations led by CFS (Committee on World Food Security), and which included the participation of civil society organizations, private sector representatives, academics and researchers, and international organizations. They were officially endorsed by CFS at its Thirty-eighth (Special) Session on 11 May 2012.

2. The aim of the Guidelines is to promote food security and sustainable development by improving secure access to land, fisheries and forests and protecting the legitimate tenure rights of millions of people, many of whom are poor and food insecure.

3. In the short time since the endorsement by CFS, the Guidelines have received global recognition, including at the recent G8, G20 and Rio +20 meetings. In addition, CFS decided to request the United Nations General Assembly, through the Economic and Social Council, to further endorse the Guidelines and ensure their wide dissemination to all relevant UN Bodies and Agencies. However, the real value of the Guidelines will be determined by their contribution to changes in the lives and livelihoods of men and women around the globe, and particular of the vulnerable and marginalized.

The eradication of hunger and poverty, and the sustainable use of the environment, depend in large measure on how people, communities and others gain access to land, fisheries and forests. The livelihoods of many, particularly the rural poor, are dependent on secure and equitable access to these resources. They are the source of food and shelter; the basis for social, cultural and religious practices; and a central factor in economic growth. Inadequate and insecure tenure rights to natural resources often result in extreme poverty and hunger. Many tenure problems arise because of weak governance, and the quality of governance affects the attempts to address tenure problems.

4. This paper describes the first steps of FAO and its partners in developing and implementing a programme for making improved governance of tenure a reality. The programme is for an initial period of four years following the endorsement of the Guidelines. The paper is being prepared as a background document for a technical meeting to be held during 4-5 October 2012 at FAO. The meeting, being held less than five months after the endorsement, will continue the participatory, dynamic dialogue that was crucial to achieving the consensus reflected in the Guidelines. It will be the first major meeting to address the provision of support for implementing the principles and practices found in the Guidelines.

5. The programme that is being implemented by FAO and its partners is one of many initiatives on tenure. FAO is, of course, not the only actor addressing tenure issues at the international and global levels, nor to implement technical assistance at the country level. FAO does, however, have an established role as a neutral convening body, with established strengths in the context of the Guidelines in putting new information in reach of users, of sharing policy expertise, and of developing and distributing knowledge to the field. Many actors, including government ministries, bilateral development agencies, international financial institutions, civil society organizations, private sector entities, professional associations, research institutions, regional bodies and UN agencies already have numerous existing and planned programmes and projects on tenure in accordance with their own mandates and requirements. While the overwhelming majority of these initiatives are not conducted as part of the FAO programme, they

contribute to shaping the overall environment in which the FAO programme is implemented. As many of these actors worked in various ways towards the successful development of the Guidelines, FAO encourages them to mainstream the Guidelines in their initiatives, and to contribute to a shared knowledge of existing and planned work to improve the governance of tenure.

II. OBJECTIVES, NATURE AND SCOPE OF THE PROGRAMME

6. The design and implementation of the four-year programme are based on principles of the Guidelines, i.e. human dignity, non-discrimination, equity and justice, gender equality, holistic and sustainable approach, consultation and participation, rule of law, transparency, accountability, and continuous improvement. Implementation of the programme at the national level is considered essential and will be a key aspect of the programme.

7. In line with the objectives of the Guidelines, the programme seeks to assist all, with an emphasis on the vulnerable and marginalized, to benefit from improved tenure governance. In particular, farmers and other small-scale producers, indigenous peoples, ethnic minorities, women, orphan children, illiterate populations, disabled people and the elderly are among the groups most vulnerable to losing their tenure rights in the face of growing pressure on land, fisheries and forests, and will benefit from responsible, pro-poor and pro-vulnerable governance of tenure. While the principal beneficiaries of improved tenure governance are people in developing and transition countries, people in developed countries will also benefit from enhanced tenure governance.

8. The programme supports improvements to tenure governance through the creation or enhancement of frameworks for regulating tenure. These initiatives are to contribute to improved national food and nutrition security, the realization of the right to adequate food, poverty eradication, sustainable livelihoods, social stability, housing security, rural development, environmental protection, and sustainable social and economic development. The programme covers land tenure, fisheries tenure and forest tenure as well as tenure arrangements at the interface of the land, fisheries and forest sectors, and tenure of the natural commons.

9. The programme links with, and supports, other relevant efforts such as the Africa Land Policy Initiative (LPI), the Comprehensive Africa Agriculture Development Programme (CAADP), and other initiatives to improve tenure that are being led by donors, international financial institutions and other United Nations agencies.

10. Thematic areas of the programme include:

- *Support to countries:* responding to requests for assistance;
- *Awareness raising:* assisting more people to learn more about the Guidelines;
- *Capacity development:* preparing additional tools and aids;
- *Monitoring and evaluation:* developing new approaches and adapting existing ones;
- *Partnerships:* strengthening and developing collaboration on improved tenure governance at global, regional and local levels.

III. OPERATION OF THE PROGRAMME

11. The programme is flexible, providing responses to a variety of needs in different ways.
- The provision of relevant information and technical guidance, including initial country support in response to country requests, is funded through a “*Support System*”.
 - Preliminary work is underway for the development of a *Facility*, which will respond to direct requests by applicants for limited scale grants to carry out actions to improve tenure governance, and primarily by addressing specific needs within individual countries.

The Support System

12. **Support to countries.** One of FAO’s functions is to provide technical assistance to member countries in response to their requests, and FAO has provided assistance in a wide range of technical areas of tenure and to countries in all regions. The Guidelines are now being mainstreamed into FAO’s technical assistance, starting with a recent mission to Sri Lanka. With the endorsement of the Guidelines, the Namibian Ministry of Lands and Resettlement has expressed interest in introducing the principles and practices of the Guidelines in its programmes. In the Philippines, preparatory material of the Guidelines was used in the preparation of the Land Sector Development Framework by the Department of Environment and Natural Resources and Department of Finance. The extent of technical assistance provided by FAO to member countries in connection with the Guidelines is expected to increase over time, particularly with growing calls for implementation of the Guidelines, such as that made by the Regional Conference for Europe in 2012. Under the Support System this would be typically limited to short-term responses to requests, for example, for scoping and identifying possible approaches to address possible interventions. Evidence from recent months already indicates that the level of requests to FAO for such assistance has increased markedly.

13. **Awareness raising** and the dissemination of information have been the preliminary focus of FAO’s activities in the first few months following the endorsement of the Guidelines, although systematic regional awareness raising will only commence operationally in November. All stakeholders and relevant parties, including government, civil society and the private sector, continue to be primary target audiences for awareness-raising. The Guidelines themselves have been prepared in the format of a small booklet that is available in all official languages of the Organization. A short, simple overview of the Guidelines has been prepared (“*Voluntary Guidelines: At a glance*”), and a brochure has been developed and printed to provide a brief overview of tenure governance as well as the framework of the Guidelines and the process for preparing them (“*Governance of Tenure: Making it happen*”). A series of papers on different technical aspects of the Guidelines are being included in a special themed edition of the FAO Land Tenure Journal. FAO’s website on tenure has been redesigned to provide a single entry point for the Organization’s work on tenure and its governance. In addition, and as a part of FAO’s regular activities, awareness raising will also be focussed on FAO’s decentralised offices at the regional, sub-regional and national levels.

14. For FAO Governing Bodies, the Guidelines were included in COFI (at a side event in the Committee on Fisheries, July 2012) and in the context of COFO (in a main session of the World Forest Week, Committee on Forestry, September 2012). Two relevant side-events are also planned for CFS in October 2012. The Guidelines were presented at the World Urban Forum in Naples and at the Human Rights Council in Geneva in September. Briefings are also being given to ministries and bilateral agencies of individual countries in response to their requests for updates. The Guidelines will play a role in a number of meetings and fora throughout 2013, including the Global Forum for Food and Agriculture and the Policies Against Hunger conference series.

15. Regional technical meetings for awareness raising are being prepared, starting with meetings in Africa being held in 2012, and elsewhere in early 2013. These meetings are intended to raise awareness of the Guidelines and related materials, and to allow participants to think and discuss how they can use the Guidelines when they return home. The meetings are anticipated to help build or extend peer networks of interested people in each region, and to identify existing mechanisms and initiatives in countries that may support improvements to tenure governance at the country level. There are already regional proposals from the FAO Regional Office levels to extend the dissemination specifically to the country level in selected regions where resources are available. The meetings will involve all stakeholders, including civil society organizations and the private sector. The latter stakeholder group will be particularly targeted to ensure appropriate participation.

16. **Capacity development.** The preparation of additional tools and aids together with is underway to support understanding and sharing of methodologies and good practices, with the initial focus on technical guides covering the following specific aspects of the Guidelines:

- Tenure governance in fisheries;
- Tenure governance in forestry;
- Gender-equitable governance of tenure;
- Tenure of indigenous peoples;
- Land tenure aspects of agricultural investments.

E-learning tools that provide an introduction to the Guidelines are also being prepared. As with other FAO technical guides, the guides and e-learning materials are not negotiated documents and instead are being prepared with technical experts and will undergo peer reviews before finalization. They are intended to present a technical elaboration of the principles and good practices in selected areas of the Guidelines in the form of processes and actions. Technical guides on additional topics will be prepared, contingent on availability of resources, and FAO would like to seek the views of interested partners on such potential additional topics. In addition, preliminary work on a technical guide on governance of water tenure is being carried out, although not directly in the context of the Guidelines.

17. **Monitoring and evaluation.** There is considerable interest in the monitoring and evaluation of tenure governance. As an initial step, FAO is working with civil society to document civil society's perspective on monitoring of tenure governance. The research undertaken by civil society explores ways of monitoring the governance of tenure and provides an overview of existing monitoring and evaluation systems and practices in relation to tenure that are being used, including by civil society organizations. In addition, an expert meeting will be convened in 2013 with the aim of reviewing approaches for monitoring and evaluation of tenure governance, and assessing commonalities and possibilities for harmonization in order to allow for comparisons of results produced using different approaches and correspondence with CFS perspectives on broader issues of monitoring. With regard to the Guidelines themselves, they are voluntary and not an international treaty with a monitoring body. While the Guidelines call for a report to CFS on the progress of implementation of the Guidelines, FAO does not endeavour to, nor does it have the capacity to, monitor the extent of implementation of the Guidelines by individual countries.

18. **Open and inclusive partnerships** were an important factor in the successful development of the Guidelines and such partnerships are crucial for improving tenure governance. Existing partnerships are being maintained and strengthened, including through means such as this meeting in October. Further extending and expanding partnerships and networks, and, where needed, creating new partnerships with all interested stakeholders, are vital for the establishment of thematic and regional networks to support improved tenure governance, for the effective and efficient implementation of Voluntary Guidelines related work in support of implementation, and for providing a platform for integrating and disseminating the work planned by FAO under this programme.

19. The improvement of tenure governance is dependent upon the contributions of people from all sectors (i.e. public and private sectors, civil society organizations, and academia), and through representation at all levels (i.e. local, national and international organizations). In the short time following the endorsement of the Guidelines, a number of partners have taken steps to disseminate information and to raise awareness through their own networks. For example, several partners have posted information on the Guidelines on their own websites, and an informative guide has been prepared by ActionAid and International Food Security Network, with co-funding by the European Commission (*“A brief introduction to the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security”*).

20. For the medium term, strategically important thematic approaches are being developed with partners to promote and ensure active dissemination and inclusion of the Guidelines and related materials as standard reference points. As an example, FAO is supporting the development of academic networks and core materials for the inclusion of the Guidelines and related themes of tenure governance in academic programmes, and a technical paper addressing these matters is being prepared. Another medium-term initiative is the continuing development of inexpensive, open source software for recording land tenure rights, which is being piloted in the short term by FAO and its partners. This work is in recognition of the critical importance of appropriate, adequate, affordable and accessible data models for land administration to implement the core principles of the Guidelines, and is being piloted with interested governments and land administration bodies.

The Facility

21. The Facility is intended to be able to provide limited scale grant resources in relatively rapid response to needs and requests from within countries of all regions, and with regard to all aspects of improving tenure governance. It is not envisaged that such grants would be for execution by FAO. However, the rules of the Facility will need to accommodate the particular requirements of individual donor partners for funding including, for example, for certain activities by designated classes of applicants, or for specific regions. The level of funding available for individual applications to the Facility is to be established with donors and other partners. The Facility is intended to provide funding for a range of activities that produce sustainable results. In some cases, activities may be relatively low cost and yet self-sustaining. In other cases, the activities funded by the Facility may be catalytic and where possible co-funded, such as the design and preparation of work to be funded by other, usually pre-identified, sources, such as donors or international financial institutions. However, the Facility is not intended to fund large multi-year projects, such as those typically funded by major donors or international financial institutions.

22. The Facility would be designed in accordance with the principles of the Guidelines, taking advantage of FAO’s established role as a neutral convening body, ensuring non-discrimination, transparency and accountability, and avoiding conflicts of interest. The design would also benefit from the experience of FAO and other organizations in implementing similar initiatives. These include, for example, the National Forest Programme Facility and the Support Programme for African, Caribbean and Pacific countries regarding Forest Law Enforcement, Governance and Trade (ACP FLEGT), both of which are hosted by FAO; and the World Bank’s Global Agriculture & Food Security Program (GAFSP).

23. The main steps of the process for funding work through the Facility will be:

- Launching of periodic calls for applications;
- Initial screening of applications received against a predefined and published set of criteria;
- Technical review of the eligible applications;
- Selection of the applications to be funded, based on the technical reviews;
- Contracting with the successful applicants;
- Monitoring of the work done by the successful applicants, and ensuring that the funds allocated are spent in accordance with the conditions of the contracts.

Some thoughts on the Facility

The technical secretariat for the Guidelines within FAO puts forward the following thoughts, which have been developed on the basis of preliminary discussions with a range of interested partners.

- *The Facility should be demand driven.*
- *The Facility should serve to provide complementary funding (e.g. to fund work that might not be able to secure funding from other existing sources).*
- *The Facility should respect the entire content and scope of the Guidelines and be available for use:*
 - *in all regions of the world;*
 - *by all relevant actors (e.g. governments, civil society organizations, private sector associations, academic and research institutions); and*
 - *to improve all aspects of tenure (e.g. land tenure, fisheries tenure, forest tenure, tenure arrangements at the interface of the land, fisheries and forest sectors, and tenure of the natural commons).*
- *The Facility should provide an appropriately balanced distribution of funding with regard to use in different regions, by different actors, and for different aspects of tenure.*
- *The amount of money that should be available for a successful application should be relatively small. That is, it should not support a large-scale, multi-year programme of work. (The amount of money that should be available for an individual application will be dependent in part on the overall amount of money provided to the Facility in order to ensure an appropriately balanced distribution.)*
- *The Facility should support sustainable initiatives:*
 - *Some initiatives could be relatively small and yet be self-sustaining. For example, a consortium of universities might apply for funds to jointly prepare courses on improving governance of tenure. In such a case, the implementation of the courses would be carried out and funded by the universities themselves.*
 - *Some initiatives could be catalytic. For example, a government agency might apply for funding for the design of a project to improve a specific aspect of governance of tenure. In such a case, the implementation of the design could be financed by another funding source (e.g. an international financial institution or a bilateral development agency). In this example, the government agency and body identified to fund the implementation of the design should ensure the necessary coordination at the time of preparing the application to the Facility for funding the work on the design. Or, for example, a joint application may be made by a government agency/CSO/private sector/academic consortium for setting up a multi-stakeholder platform to address policy issues in a country.*
- *Information on applications to be funded by the Facility should be shared so that development partners are aware of the work that is being planned.*
- *The Facility should have the appropriate checks and balances to ensure all applications receive the same opportunity for consideration, and that there are no conflicts of interest in decisions to fund applications.*

However, the actual operations of the Facility will be shaped in part by the priorities of donor partners. While donor partners should be expected to uphold the objectives and principles of the Guidelines, they often have priorities for certain parts of the world and for certain technical areas. For example, the first donor partner to indicate an interest in funding the Facility might have a priority to support work in Africa, and in the technical area of land tenure. In such a case, the Facility would not be able to respond to applications for work in other regions of the world, or for the improvement of tenure of fisheries or forests. In this hypothetical example, the set of criteria for applications to be funded by the Facility would have to be developed so they reflect the situation of support only for land tenure initiatives in Africa.

It will be important for a wide range of partners to participate in discussions on the rules of the Facility. But these discussions can begin in a concrete, meaningful way only when there is an expressed interest from at least one donor partner to provide funding for the Facility.

Programme funding

24. Support for implementation of the Guidelines is included in FAO's current Strategic Framework and work programme, and FAO Council requested FAO in June 2012 to ensure that the Guidelines are included as a priority in the new Strategic Framework being developed and in relevant work programmes. The ongoing process developing working drafts for the five new strategic objectives includes the Voluntary Guidelines in all five SO texts, as at end-August 2012. FAO's Regular Programme budget contributes staff time and other resources as available for support to the implementation of the Guidelines. Demand for tenure related work from FAO is already showing signs of significant increase, as awareness of the Voluntary Guidelines becomes more widespread.

25. In addition, implementation of the programme requires substantial financial resources from voluntary contributions during the four years under consideration. The Support System is estimated to require about USD 20-30 million. Of this, something less than USD 10 million is already contributed or pledged by donor partners of the European Community, Switzerland, Germany and Belgium. The voluntary contributions for the Support System are to provide for:

- Direct technical assistance to respond to requests from countries and civil society organizations to improve tenure governance (approx %);
- Regional meetings and other activities to disseminate widely and increase awareness of the Guidelines and their use (approx %);
- The preparation of additional technical guidance and other materials and activities for capacity development that are relevant to global, regional and national audiences (approx %);
- Support for the development of effective monitoring and evaluation (approx %);
- Partnerships (approx %);
- Increased capacity of FAO to respond to the rapidly rising number of requests for support for guidance and assistance in the context of these areas of activity. FAO has become internationally recognized as a centre of excellence in tenure of land, fisheries and forests, and has the technical expertise to respond to requests. However, the increasing number of requests for assistance arising from the high interest created by the Guidelines is exceeding FAO's capacity to respond. The financing of additional tenure project posts is being sought in order to maintain responsiveness.

26. For the Facility, the appropriate level of funding will be determined following further discussions with potential donor partners and others to assess the supply of funds and the anticipated demand for the assistance.

Programme governance

27. A new **Governance Body** for the four year programme is being designed to provide the needed interaction between FAO and its partners that wish to collaborate in the implementation of the programme. Reflecting the spirit of the Guidelines, the Governance Body of the programme is to be inclusive, transparent and participatory in order to ensure the representation of parties that intend to contribute in different ways, whether financially or technically, and whether directly with FAO or by aligning their own initiatives and projects to the programme.

28. The principle roles of the Governance Body are to participate in the continuing development of a broad consensus on improving tenure governance; provide inputs and guide decision-making of the programme; and assist in coordinating activities of partners to ensure the most effective use of partnership resources.

29. CFS has an important role to play as the Guidelines call for progress on the implementation to be reported to CFS. The outcome of the CFS Open-ended Working Group on Monitoring will inform the ways in which such reporting should occur.

30. In addition, FAO will continue to establish and maintain appropriately the required interaction with donor partners to ensure proper responsibility and accountability for the voluntary contributions that fund the programme.

Some thoughts on the Governance Body

The technical secretariat for the Guidelines within FAO puts forward the following thoughts, which have been developed on the basis of preliminary discussions with a range of interested partners.

The Governance Body is intended to provide high-level, strategic guidance to ensure the relevance, responsiveness and effectiveness of the FAO programme. In particular, it should continue the development of a broad consensus on improvements to the governance of tenure in the context of the Guidelines, and thereby participate in the identification of emerging issues which will require responses from the FAO programme. It is also intended to guide the most effective uses of partnership resources by contributing to the coordination of activities and initiatives of partners.

The Governance Body should be inclusive and participatory. In doing so, it will need to bring together a range of partners, including:

- *Donor partners that provide multi-year programmed funding. (FAO rules require certain interaction with donor partners to ensure proper responsibility and accountability for the voluntary contributions that fund the programme.)*
- *Partners that contribute directly to the FAO programme either through specific financial contributions (e.g. the co-funding of workshops) or through specific technical contributions (e.g. the joint preparation of technical guides).*
- *Partners that do not contribute directly to the FAO programme but that wish to work towards the alignment of their own programmes and the FAO programme in order to achieve synergies.*
- *Partners that wish to be eligible to receive funding from the FAO programme (e.g. from the Facility when it is created). There will be a need to provide for such a relationship in a way that does not result in a conflict of interest in decision-making.*

In addition, a new relationship with CFS will need to be developed in order for progress on the implementation to be reported, in accordance with Section 26.

The Governing Body should meet regularly as part of the proposed annual forum.

IV. CONTINUING THE ENGAGEMENT AND DIALOGUE

31. The participatory and dynamic dialogue on tenure governance, developed during the preparation and negotiation of the Guidelines, will be continued and extended in various ways, including through the convening of an annual forum. This forum, which is intended to be open and inclusive, will facilitate the sharing and highlighting of important examples of improved tenure governance, particularly at the country level; provide critical scientific discussions on key and emerging aspects of tenure governance; and allow partners to share information in order to promote the coordination of activities. The annual forum will also serve as an opportunity for the Governance Body of the programme to meet and take appropriate action. The forum will be designed and scheduled to complement other existing conferences and similar initiatives, such as the annual World Bank Conference on Land and Poverty, with which FAO and its partners are involved. Consistent with the Guidelines, the forum will address the tenure of land, fisheries and forests.

32. FAO seeks to continue and enrich the engagement and interaction with member countries, civil society organizations, the private sector and academia. In doing so, it aims to be responsive to the needs of member countries and others. FAO is committed to work in partnership to improve tenure governance for the benefit of all, with an emphasis on vulnerable and marginalized people, and with the overall goal of achieving food security for all.