

April 2007



منظمة الأغذية  
والزراعة  
للأمم المتحدة

联合国  
粮食及  
农业组织

Food  
and  
Agriculture  
Organization  
of  
the  
United  
Nations

Organisation  
des  
Nations  
Unies  
pour  
l'alimentation  
et  
l'agriculture

Organización  
de las  
Naciones  
Unidas  
para la  
Agricultura  
y la  
Alimentación

E

## PROGRAMME COMMITTEE

### Ninety-seventh Session

Rome, 21 – 25 May 2007

### Evaluation of Telefood

### EXPANDED MANAGEMENT RESPONSE

1. The evaluation of TeleFood was reviewed at the last session of the Programme Committee (96<sup>th</sup> session, September 2006). During the session, the report and its findings were discussed thoroughly by the members and clarification provided by the Organization on a number of issues.
2. The Organization welcomes the PC members' request for additional elements on specific issues and recommendations as listed in paragraph 42 of the PC report. Inter-departmental consultations were held between the units involved to review the policies and mechanisms in place and identify possible new orientations for the TeleFood programme, both for its advocacy (and fund-raising) and for its projects' components. The comments and proposals below represent a concerted effort to bring about tangible and substantive improvements to the Programme and ensure the best possible use of the Organization's (limited) resources to achieve both objectives: increase public awareness on the issues of hunger and food security and ensure that funds raised are used most effectively to fund projects with a direct impact on those most in need.
3. As was mentioned in the Organization's first management response, the TeleFood programme was launched with the principal purpose of raising public awareness on the issue of hunger and food security and to mobilize support from the general public and the private sector in the struggle against world hunger and malnutrition. These remain its main objectives. That is why the impact of TeleFood in terms of communication should be the first to be appreciated. Fund-raising is a necessary by-product of the activities mentioned above which, as is demonstrated by the case of Spain, can develop into a fully fledged and successful campaign. However, the Organization should ensure that the funds raised and deposited in the TeleFood Special Fund are used effectively and efficiently to the benefit of the food insecure through small income-generating projects.

For reasons of economy, this document is produced in a limited number of copies. Delegates and observers are kindly requested to bring it to the meetings and to refrain from asking for additional copies, unless strictly indispensable.  
Most FAO meeting documents are available on Internet at [www.fao.org](http://www.fao.org)

4. The Organization is pleased to provide below, for the Committee's review and consideration, proposals related to the advocacy and fund-raising strategies, as well as measures to improve the targeting of projects and streamline procedures, thus making approval and monitoring more efficient and less costly.

**A. PURPOSE AND FOCUS OF ADVOCACY WITHIN THE ORGANIZATION:**

5. Further to the Council's approval of the second phase of the reform, the World Food Day, Ambassadors' programme and TeleFood campaign have all been transferred to the new Communication Division (KCI). In line with the report's recommendations, the Organization believes that this new institutional set-up is a concrete step towards an integrated and coherent FAO Communication strategy that will enable the Organization to take full advantage of the outreach opportunities in support of its knowledge exchange and communication mandate.

6. The nature of the Organization's communication and advocacy activities and their interlinkages are addressed in the 2007 Corporate Communication Plan (attached).

7. The Organization considers it important to contribute to raising the awareness of specific target groups (youth, consumers in high income countries) on hunger and food-related issues. Specific activities will include (i) use of TeleFood concerts and other special events to communicate key corporate messages to new audiences; (ii) extension of the appealing and highly accessible [www.fao.org/ragazzi](http://www.fao.org/ragazzi) website to reach new audiences in all FAO official languages; (iii) special outdoor outreach efforts to deliver targeted messages in the host country; (iv) production of a startling photographic exhibition/Web campaign with potential for co-publishing, media outreach and public service advertising.

8. In addition, efforts will continue to be made to support FAO Representatives in their role as spokespersons for the Organization in their country/ies of assignment and to assist them in mobilizing national partners to join FAO's activities against hunger.

**B. FUNDRAISING FROM THE GENERAL PUBLIC AND THE PRIVATE SECTOR AT LARGE, AS A VALUABLE ADDITIONAL SOURCE OF INCOME:**

9. National advocacy, in particular fund-raising contexts, influence directly the types of campaign the Organization can launch. The Organization will continue to seek opportunities to develop, in partnership with national entities, awareness or fund-raising activities, depending on the context.

10. The successful example of the Spanish campaign illustrates the potential that exists, in selected countries, for raising the public's sensitivity on key issues as well as for mobilizing solidarity, both from individuals and the private sector. Since the launch of TeleFood, the development and maintaining of an effective network of committed partners has been the priority. The successful format of the TV programme dedicated to FAO, the diversification of fund-raising tools (including new technology) and a national promotional campaign on a spectrum of media (printed, TV, radio, web) have proved that a fully fledged fund-raising strategy can be successfully implemented. In addition to the awareness and fund-raising results, the existing database of approx 55,000 donors/supporters is a most valuable asset for the Organization.

11. The Strategic Planning Unit (ODGS) was established in the Office of the Director-General in January 2007. Part of its mandate is to provide strategic guidance to the Organization on emerging forms of association and opportunities for innovative collaboration with Civil Society Organizations (including Non-Governmental Organizations and Social Movements) and the Private Sector, especially through the latter's associations or multi-member platforms. Regarding resource mobilisation, the thrust is on identification of areas of greatest common

interest and comparative advantage. Coordination of FAO's relations with foundations is also included, which has particular importance given the dramatic contemporary expansion of funds from private sources destined for agriculture and rural development in developing countries and to low income groups. This is affecting the architecture of international research, extension and public services and directly addresses the challenges to achieving the Millennium Development Goals (MDGs) by 2015. The limit of this activity is the existing resources' constraints which have a direct impact on the nature of the work the Unit can actually perform, especially in terms of implementation of the fund-raising strategies with non traditional donors.

12. In the meantime, the Organization intends to try to replicate the Spanish model in selected countries, with a similar potential, albeit within the limits of existing resources and within the sole framework of the TeleFood campaign. Moreover, to widen the resource base of TeleFood, and following the recent receipt of US\$500 000 from Italy, the Organization intends to establish a multi-donor trust fund for TeleFood as well as place TeleFood on the agenda of the annual meeting with the donors.

### **C. PARTNERSHIP WITH OTHER ROME-BASED FOOD AGENCIES FOR PUBLIC ADVOCACY:**

13. The Organization recognizes that advocacy is a promising area for cooperation between the Rome-based food agencies in the field of communication. This is already happening in the context of the International Alliance Against Hunger, which held a high-level meeting last February to discuss, among other matters, strengthening the common advocacy function.

14. In various countries, such as Bolivia or Cambodia, outreach/advocacy activities are organized within the United Nations umbrella in full collaboration with other sister agencies.

15. The 2007 Corporate Communication Plan also calls for increased joint advocacy and outreach activities with the Rome-based agencies (especially in the host country) and with the UN system as a whole.

### **D. BRANDING – INCREASED VISIBILITY FOR THE ORGANIZATION AS A WHOLE AND AS PART OF THE UN SYSTEM**

16. The Organization agrees that a gradual and pragmatic approach to focus on promoting the FAO brand (also as part of the UN system) should be followed, taking into consideration exceptions where the removal of the TeleFood logo would have negative effects on fund-raising and outreach activities.

17. The Organization would like, however to recall the existing restrictions on the use of FAO emblem, which motivated the creation of a separate and distinct logo for TeleFood, that could be used in circumstances (mostly those related to a commercial context) that would not otherwise allow the display of FAO's logo.

18. However, it should be mentioned that in the past years, the Organization has systematically proposed to organizing partners use of the TeleFood logo "associated" with the FAO name, so as to clearly associate the awareness and fund-raising activity with the Organization and give clear visibility to the Organization.

### **E. NATIONAL LONG-TERM CAMPAIGNS AS A MORE EFFICIENT WAY TO RAISE AWARENESS AND FUNDS:**

19. The Organization takes note of the comment made by member countries and supports the recommendation to implement national campaigns in selected target countries.

20. In that respect, the recommendation to decentralize activities is well acknowledged. All awareness and fund-raising activities are organized in-country by national World Food

Day/TeleFood committees, who are entirely responsible for mobilizing the partners and resources needed to ensure the successful implementation of the activities. Headquarters' role is limited to providing guidance on best practices and ensuring that FAO's name and messages are not misused.

21. While concerts or Special TV programmes can undoubtedly be powerful outreach tools to reach a wide audience, the Organization is well aware that there is a need to create continuity between events (through donor relationship management) in order to build a solid relationship with and commitment from the public.

22. In the past two years, this has been possible in Spain where more and more local events are taking place all year round. The Organization believes that the successful FAO Galas have been essential in making FAO known in the country and motivating other national partners to dedicate solidarity events to our cause. The creation of a national Association in Spain and the recent outposting of a Senior Information Officer in Madrid will also contribute to developing year-round activities.

#### **F. ADVOCACY AND FUND-RAISING COSTS**

23. The evaluation report and some of the discussions held during the Programme Committee raised the issue of TeleFood costs. The Organization would like to recall that as per Conference Resolution 3/97, all costs related to the organization of events are borne by sponsors/partners.

24. The Organization would like to clarify that TeleFood campaigns such as the last ones in Spain or in Paraguay raise not only funds for projects but are also successful in mobilizing resources (in kind contribution) for promotional activities that the Organization could not otherwise afford (publicity time on TV, broadcasting time, web advertisement). These contributions, which have a direct impact on the broad dissemination of the Organization's messages, should not be neglected.

25. For example, in Spain alone, last year more than US\$ 800 000 worth of publicity was donated free to FAO by media sponsors. The ratio between the Regular Programme budget allocated to the TeleFood Unit and the resources mobilized (in kind and cash) is in the range of 1 : 6. This ratio compares very positively with other similar activities in other organizations, whose average return is in the range of 1:2 to 1:3, as mentioned in the evaluation report.

26. The Organization would like to reiterate its views on the statement by the Evaluation regarding the destination of funds. The Organization is convinced that its message to the donors regarding the fact that all donations go to TeleFood projects is a valid and perfectly honest one. Advocacy is one of the four strands making up FAO's communication programme - along with technical publishing, public information and corporate communication - and as such naturally benefits from Regular Programme funding.

#### **G. TELEFOOD PROJECTS AS A USEFUL ADVOCACY TOOL:**

27. Advocacy messages include a call for action. When the general public is made aware of an issue, individuals want to know how they can be involved and contribute to its solution. Cash donations are one of the most obvious answers, especially in the developed world where a majority of people can rely on a safe source of income.

28. Because of the increasing competition between charities, the general public however is more demanding. It wants to receive reassurance that funds donated will be used appropriately and in an efficient and transparent manner and will contribute to solving the issue at stake. Small projects, such as the TeleFood projects have the merit of showing concrete actions on a scale that people can relate to. The TV/radio features or the photo reportages that are available on the TeleFood Web page illustrate how the project has changed the lives of beneficiaries. In 2004, the features produced by *Radio Televisión Española* (TVE) and FAO in Honduras and Guatemala, or

in 2005 in Sudan, were shown on the TVE's main evening news programmes in the week leading up to World Food Day, as part of the promotion leading up to the FAO Gala and proved very effective in attracting the public's attention. Human interest stories are highly efficient in helping people understand development issues.

29. However, the Organization takes note of the recommendations of the evaluation to implement some adjustments so that TeleFood projects are more aligned with the Organization's mandate and mission and proposes the following:

## **H. INCREASING IMPACT FOR THE BENEFIT OF THE FOOD INSECURE**

### *Two-tiered targeting of poor countries and communities*

30. Targeting will be improved through a two-tiered approach that rests on country and community targeting. When allocating funds raised by developed countries, priority should be given to Low Income Food Deficit Countries (LIFDCs), Less Developed Countries (LDCs), Land Locked Developing Countries (LLDCs), and Small Island Developing States (SIDS). These four groups of countries include those countries most in need which receive special attention in the allocation of TCP resources as decided by the Council at its 129<sup>th</sup> Session in November 2005. Within countries, TeleFood projects will be exclusively targeted towards poor communities and households. Funds raised in a developing country will be allocated fully to projects targeted towards poor communities in the same country.

31. The Guidelines<sup>1</sup> will specify that project proposals must include indicators identifying the degree of food insecurity<sup>2</sup> among the proposed beneficiary communities. A list of indicators to be included in the project proposal will be provided in the Guidelines. The project proposal will also have to explain the mechanisms that will be put in place to guarantee that project benefits accrue to food insecure households.

### *Linking project activities to the objectives of reducing poverty and hunger*

32. In future, all TeleFood project requests will be appraised on the basis of their expected impact on reducing food insecurity and hunger at the project level. Only projects that target food insecure communities and include provisions for ensuring that the project benefits will reach poor households and directly increase incomes, increase the availability of nutritious food at the household level and/or improve diets will be approved. The Guidelines will be revised so that the project proposal format includes a section specifying which of these intermediate objectives the project contributes to and an explanation of the linkages between project activities and the selected intermediate objectives. Project proposals will therefore have to specify the indicators that will be used to assess impact and the monitoring arrangements. The Guidelines will be modified to include suggestions of relatively simple indicators to use in assessing changes in food security.

## **I. IMPROVING PROJECT PERFORMANCE**

### *Establish synergies with project and partners*

33. TeleFood projects will continue working in partnership with the Special Programme for Food Security (SPFS), National Programme for Food Security (NPFS), other FAO supported programmes and with other organizations, including national and international Non-Governmental Organizations (NGO), United Nations agencies and counterpart Government institutions. Where relevant and possible, partnerships with national NGOs will be expanded,

---

<sup>1</sup> In this document "Guidelines" refers to the Guidelines for projects to be funded by the TeleFood Special Fund

<sup>2</sup> In this document food insecurity is used to refer to poverty, hunger and malnutrition.

especially in contexts where SPFS/NPFS or other FAO programmes are not present. Partners will be expected to contribute to beneficiary selection; project formulation; monitoring; evaluation; providing complementary project inputs, including technical assistance and budgetary contributions. In cases where partners have a comparative advantage in project implementation, partnership arrangements will also extend to delegation of project implementation by partners. Project partners, their respective contributions and linkages between projects will be specified in the project proposal. Project approval will be partly based on an assessment of the partnership arrangements. In cases where partnerships are not envisaged, this will have to be explained in the project document.

*Broaden the range of project inputs*

34. In cases where small machinery is not available through partner organizations, and where these inputs are critical for project success, TeleFood funds will be made available for financing purchase of machinery, the cost of which should not exceed 20 percent of the total project budget. The Section “Types of projects and inputs eligible for funding” of the Guidelines will be revised accordingly.

*Provide funding for monitoring and technical support*

35. The entirety of TeleFood funds will continue to be allocated to activities and inputs directly benefiting communities. However, for projects without partnership, or if the partner institution cannot provide or fund the required monitoring and technical support, funds can be allocated from extrabudgetary resources to the FAO Representation to meet expenditures related to project monitoring and technical support, in particular transport costs and Daily Subsistence Allowance (DSA) for national experts, based on specific terms of reference which will form part of the project proposal. The funding of such support, when needed, is expected to bring important improvements to the performance of TeleFood projects which has so far been constrained by the lack of follow-up, including monitoring and support throughout implementation, explained by the unavailability of funds for these activities. The amount earmarked for monitoring and technical support should be less than 10 percent of the total budget.

*Concentrate TeleFood projects in relatively small geographic areas*

36. As demonstrated in the case of Uruguay, cost savings can be made by concentrating TeleFood projects, if possible, in the same area. This reduces travel time, increases impact in the area, allows for a more reliable and comprehensive understanding of the food insecurity dynamics in the area and builds stronger partnerships.

## **J. RAISING MANAGEMENT EFFICIENCY AND REDUCING OVERHEAD COSTS**

*Further delegation of authority to FAO Representatives (FAORs)*

37. The management of TeleFood projects will be further decentralized, following a similar arrangement as the TCP Facility. FAORs will be delegated the responsibility for project appraisal and approval within a yearly financial ceiling or allocation and in accordance with clearly defined criteria which will be spelled out in detailed guidelines. Under the supervision of the FAOR, it is expected that the majority of tasks will be carried out by National Professional Officers. Technical clearance will be provided by the Regional or Subregional Office concerned. In order to achieve greater synergies with the National Programme for Food Security, the relevant TCOS Food Security Officer will also be consulted for advice. FAORs will be responsible for obtaining the necessary technical clearance. The PPRC review will be eliminated. This decentralized arrangement will help to ensure greater linkages and coordination between TeleFood projects and other ongoing in-country activities, lighten and expedite approval procedures and reduce costs. A clear review and approval process will be established for the SROs and ROs.

*Overall management of TeleFood Special Fund, monitoring and reporting*

38. The overall management of the TeleFood Special Fund and, in particular, the distribution of yearly ceilings or allocations to FAORs and the monitoring of commitments (project approvals) and expenditures will continue to be undertaken at headquarters by TCOS and AFFC who will jointly issue an annual report on the use of the Special Fund. These activities will continue to be funded by the Regular Programme, but their costs will be substantially reduced for the reasons indicated above. In addition, performance reviews of TeleFood projects should also be undertaken by PBEE and AUD, subject to the availability of extra budgetary funds.

39. The proposals made above are reflected in the attached revised table listing the recommendations made by the Evaluation and updated to reflect the expanded management response.

Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
1	<p>The Organization needs to clarify the priority it attaches to a) fund-raising from the public and small businesses, and b) awareness-raising through events. If the measures suggested below are to be implemented a change will be required in Conference Resolution 3/97.</p>	<p>Partially accepted: The Organization recognizes the need to clarify its awareness and fund-raising strategies. Regarding awareness-raising, the integration of the Organization's major outreach campaigns within KCI will ensure a more coherent advocacy and awareness-raising strategy through events and other activities. With respect to fund-raising, this has two elements – donation from members of the public, generally stimulated by events, and specific donors' management actions, which will continue, and extension to other sources such as the private sector and foundations. In this case the Organization would recommend awaiting the report of the Independent External Evaluation and using its findings and recommendations to better define the priority attached to fundraising from the private sector. It should be stressed that the Organization considers awareness-raising through events and other relevant activities to be the priority. Change of the Conference Resolution does not seem justified, at that stage.</p>		<p>12 months, highly dependent on reflection and IEE conclusions and recommendations.</p>	



Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
2	<p>Fund- and awareness-raising:</p> <p>a) In the developed and upper middle income countries should be consolidated to the extent possible in Italy, Japan and Spain and two or three further countries identified for concentrated effort; and</p> <p>b) In developing countries should normally be integrated with activities of World Food Day, with the primary responsibility for their encouragement and support being clearly with FAORs who should be provided with support requiring limited resources, such as intranet resource kits and good practice guides. FAORs and developing country fund-raising should be stimulated by eliminating the threshold rule which only allows funds raised over US\$ 50,000 to be spent in the country and allowing all funds below a certain maximum (e.g. US\$ 200,000 to be retained in-country).</p>	Accepted.	<p>Management agrees that, in light of the existing budget constraints, efforts in terms of outreach and fund-raising should be targeted to selected countries using the criteria listed under recommendation 7.</p> <p>Responsibility for outreach and fund-raising activities in developing countries should continue to rest with FAORs and/or local entities, supported by specifically designed material.</p> <p>The Organization also supports the recommendation to allow full utilization at the country level of the resources mobilized for priority activities as identified within the existing available instruments at the national level.</p>	Immediate	KC and TC

Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
3	TeleFood advocacy and fund-raising should be extended to a wider range of FAO development and emergency response activities than TeleFood projects. This will assist both fund-raising and awareness-building.	Partially accepted.	This recommendation is closely linked to recommendation 1. The Organization suggests awaiting the results of the IEE to determine its future fund-raising strategy, including defining its rationale and the expected use of funds raised.	12 months, dependent on IEE conclusions and recommendation.	KC , TC and ODGS
4	Messages through events need to be kept very simple and direct avoiding projecting an image of a technocratic and somewhat clinical organization. Messages should draw on as wide a range of examples as possible illustrating FAO action, including emergency actions, and not be restricted to TeleFood projects and the World Food Day theme. If different themes continue to be selected each year for the World Food Day, their potential advertising impact should be assessed in making the final choice and public advocacy should always maintain focus on the central message of alleviating hunger and promoting development to fight poverty.	Accepted.	Management recognizes the need to develop messages that communicate the Organization's identity and mission in a simple way. Efforts will continue to develop messages to impact the public and enlist support (including but not only, donations) for the Organization's activities in fighting hunger and malnutrition. As mentioned in the following recommendation, Management acknowledges the need to better exploit messages and images to maximize their impact on the public.	2007 campaign	KC

Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
5	<p>To build public awareness and credibility for future fund-raising and communications work, the Organization should focus on building the FAO brand identity. Public branding of TeleFood should gradually be phased out with energies concentrated on projecting the FAO brand itself. The only exception to this is where TeleFood has strong brand recognition and its immediate removal would have negative effects on fund-raising and communications. This also means that the highly conservative and risk adverse policies applied to use of the FAO name and logo need to be relaxed and images and slogans maintained over long periods so that an association is built in the public's minds.</p>	Partially accepted.	<p>The Organization fully recognizes the need, within the constraints of existing resources, to develop the FAO brand identity, which truly reflects FAO's mandate and vision, while contributing to the development of a UN system-wide advocacy and communication strategy. One cannot ignore, however, the investment made on the TeleFood concept and the agreements signed with partners, in particular in the countries that have been supporting "TeleFood" successfully. In addition, limitations on use of the FAO emblem have to be taken into consideration.</p> <p>The Organization recognizes the need to refine its policy for collaboration with the private sector with a view to facilitating the fund-raising process while safeguarding the Organization's image and reputation and limiting undue influence in certain areas (such</p>	2007 campaign	KC

Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
6	<p>Donors should be offered the possibility of giving money through regular direct debit (e.g. monthly). It would be prohibitively expensive and would limit flexibility unnecessarily if donors were to be linked to individual TeleFood projects. However, regular donors and donor groups (e.g. Japan) should have the opportunity to choose at least in some measure what they wish their donations to be used for and to receive information on the work. This will be facilitated if the purposes of giving are broadened from TeleFood projects to wider purposes on which it will be easier to provide donors information. Donors could be encouraged to visit activities they support in groups contributing to both their ties with the activities but also their awareness of development issues. This would however require that FAO ensures that typical activities do demonstrate sustainable benefits to a greater extent than is the case with the average TeleFood project.</p>	Accepted.	<p>as policy development, standard settings and neutral forum for exchange of information).</p> <p>Management agrees with the recommendation to better link, within specific criteria, donors to projects. Initial attempts have been made within the framework of TFD and Japanese donations to develop a more systematic reporting and feedback. Financial arrangements will need to be made with those donors requesting more specific reporting to ensure that this be provided in the requested timeframe and format.</p>	12 months	KC and TC

Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
7	The raising of both funds and awareness may be consolidated in existing countries and expanded by FAO in a few additional countries with careful consideration of the above factors. As was the case in Spain, a resident-committed focal point should be identified in each new country to be considered, to initiate work until more institutional arrangements can be developed, such as a committed national association.	Accepted.	This recommendation is closely linked to recommendation 2.  The Organization takes note and acknowledges the importance of developing national associations to facilitate outreach and fund-raising. The appointment of a national consultant in focus countries will be constrained by the limited resources.	Immediate and as resources are available	KC
8	In order to address the institutional issues of TeleFood, the overall integrative strategy for FAO in communication and in fund-raising still remains to be more adequately defined, and:		The Organization has taken action to integrate the various outreach/advocacy activities in a new branch in the Communication Division which has been established as of 01/01/07. KCIW, the World Food Day/Special Initiatives Branch groups the WFD, Ambassadors' programme and TeleFood campaign. KCIW is responsible for developing and implementing, as part of the overall public relations and promotion activities of the Division, the Organization's advocacy outreach activities.	6 – 12 months	KC

Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
a)	All advocacy and information and communication activities should be brought together in one unit in KCI.	a) Accepted.	See above	39083	ODG
b)	A dedicated unit derived from the TeleFood Unit should have the clear mandate for fund-raising from the public and related sponsorship and direct fund-raising from small and medium businesses. At the same time another unit should have the responsibility for fund-raising from major corporations, foundations, etc. with due regard to the conclusion of the evaluation of FAO's Cross Organizational Strategy for Broadening Partnerships and Alliances which found major opportunities for partnership were being lost by regarding the private sector mainly as a potential source of funds (although not the subject of this evaluation, following from its findings and the evaluation of partnerships and alliances, consideration to combining fund-raising from foundations, etc, with that from other donors in what is currently TCAP could be seriously considered, separating the concept of private sector partnership from fund-raising).	b) Partially accepted.	This recommendation is closely linked to recommendation 1. A Strategic Planning Unit (ODGS) was established in the Office of the Director-General in January 2007. Part of its mandate is to provide strategic guidance to the Organization on emerging forms of association and opportunities for innovative collaboration with Civil Society Organizations (including Non-Governmental Organizations and Social Movements) and the Private Sector, especially through the latter's associations or multi-member platforms.	12 months, highly dependent on the IEE conclusions and recommendations.	ODG
c)	The present TeleFood Coordination System and structure of committees should be discontinued as the priority to, and	c) Accepted.	The reflection on the most suitable arrangements to meet, as effectively and efficiently as	2007	

Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
	nature of, the work has evolved from coordination of efforts throughout the Organization to the conduct of awareness/fund-raising operations.		possible, these two objectives will impact the TeleFood Coordination structure and will also give due consideration to the proposal made for a Global Foundation (8 g).		
	d) The present reliance on individual staff members as national focal points for TeleFood should be discontinued, although if a particular individual has useful contacts this potential should not be lost, including the development of new opportunities.	d) Accepted.		2007	KC and TC
	e) The appointment of at least one national FAO Ambassador in each country targeted for fund- and awareness-raising is highly desirable, provided that a contractual agreement is agreed for their duties and responsibilities including duties and responsibilities, in the area of fund-raising, as proposed in recommendation 7 of the evaluation of communicating FAO's messages.	e) Accepted.	e) As recommendation 7 of the Evaluation of the Cross Organizational Strategy on Communicating FAOs messages is being implemented, due consideration will be given to this recommendation. The nomination of soccer player Raúl from Spain in 2004 is in line with this recommendation.	2007	KC
	f) If FAO is to maintain and increase its fund- and awareness-raising activities, it needs to re-examine its policy regarding the private sector. Reputational risk is a reality but a more flexible and less risk	f) Partially accepted.	f) This recommendation has far wider implications than just for TeleFood and needs to be considered in the broader context of the Organization's	2007	ODGS and KC

Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
	adverse approach is essential specifically designed for sponsorship of fund and awareness-raising from the public by FAO. A clear policy is also required for donations (as distinct from sponsorship) which states that the donor may not utilise information on the donation in any publicity or advertising unless this is agreed beforehand.		relations with the private sector following the establishment of ODGS		
	g) In addition to encouraging the development of national associations, foundations, etc. an FAO Global Foundation should be established which would be an invaluable facilitation mechanism for all aspects of fund and awareness-raising.	g) Accepted in principle.	g) While agreeing in principle with the desirability of establishing such a global foundation, it must be recognized that there are considerable legal complexities involved and it may not be practical to proceed in the light of well-known resource constraints. However due consideration will be given to undertaking a study on the feasibility of such a proposal.	2007	KC, LEG and ODGS
9	Separate TeleFood Projects should be discontinued and funds mobilised from public donations used to support clearly identified components of wider FAO projects or programmes where they will fully meet the criteria of addressing the needs of the poor both in absolute and	Partially accepted, as the Organization would recommend the continuation of stand-alone projects. The orientation in this recommendation would be in contradiction with feedback from organizers of successful TeleFood operations who want FAO to show at	Greater integration of TeleFood projects into larger programmes will be considered where relevant, but there should not be a general policy placing greater emphasis on this particular	June 2007	TCO OCD AFFC



Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
	<p>relative terms (such projects may include SPFS and emergency response). Where funds are raised in developing countries they may be used, at least in part in those countries but all funds raised in developed countries should be spent in LDCs. FAORs should receive a yearly indication of the TeleFood funds available for supplementary funding to projects in their country. Detailed Guidelines need to be developed and made public on the use of publicly subscribed funds in FAO projects and programmes, including the obligations for public reporting and openness to contact with the public donors.</p> <p>If TeleFood projects are continued as separate entities, <u>which is not recommended</u>:</p>	<p>subsequent events how, where, when and to whom the resources were given, together with the impact on reducing hunger for beneficiary communities. Furthermore, it is not recommended to integrate TeleFood projects into simple emergency assistance programmes as they do not provide the required support services over a sufficiently long period.</p>	<p>formulation criterion. However partners will be systematically sought and criteria will be reformulated to better target projects towards the food insecure and improve impact on reducing hunger and poverty. These changes will be widely publicized at both headquarters and in the field, and emphasized in the TeleFood formulation Guidelines. Indicators will need to be incorporated into project documents to assess impact.</p> <p>When allocating funds raised in developed countries, priority will be given to LIFDCs, LDCs, LLDCs or SIDS and funds raised in a developing country will be entirely allocated to projects in the same country.</p> <p>The management of TFD projects will be further decentralized and the FAORs will have the authority to appraise and approve TeleFood projects within a</p>		

Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
			pre-defined annual ceiling. Annual reports on the use of TeleFood funds will be produced.		
	a) They should all be sub-projects of larger FAO projects or of projects of partners.	a) Accepted without completely excluding appropriate stand alone projects.	a) Will be implemented wherever possible.	June 2007	FAORs
	b) Free provision of inputs should be discontinued and projects moved to a micro-credit model.	b) Partially accepted, only in communities where a micro-credit scheme is already fully operational as Micro-credit schemes for the very poor, without adequate training and sufficient local capacity, have proven very difficult, and contradict the concept of simplicity of the TeleFood project.	b) Will be implemented wherever possible.	June 2007	FAORs
	c) FAORs should be given direct responsibility for allocation of TeleFood funds collected in their country.	c) Accepted.	c) The Guidelines will need to be revised.	June 2007	OCD, TCO
	d) Current rules regarding duration and ceiling of TeleFood projects need to be reviewed (going beyond one year duration and above US\$ 10,000 ceiling).	d) Partially accepted: there could be flexibility regarding the duration when needed, but increasing the ceiling would not correspond to the scope of the Telefood project.	d) Revision of Guidelines is required. In addition, it is proposed that small motorized equipment may be financed, if necessary, the cost of which should not exceed 20% of the total project budget.	June 2007	TCOS
	e) Establishment of a project supervision fund (for better monitoring and supervision)	e) Accepted.	e) Extrabudgetary resources need to be identified to replenish such a fund. It is also	Cannot be determined. June 2007	TCAP TCOS

Rec. No	Recommendation	Accepted, partially accepted or rejected giving reasons if not accepted in full	Status/Main action to be taken (including additional actions not envisaged in the evaluation report)	Timing	Unit response
			proposed to allocate up to 10% of project budget, if and when needed, from extrabudgetary resources, to the FAOR for covering travel costs and DSA of national experts providing monitoring and technical support: the guidelines will be modified.		
	f) A supervision fund would also allow independent evaluation.	f) Accepted in principle, but it is suggested to provide for more simple performance reviews to be undertaken by PBEE.	f) Extra-budgetary resources need to be identified.	Cannot be determined.	TCAP
	g) If the present TeleFood projects model is continued, the examples of TeleFood projects in Uruguay give food for thought.	g) Accepted .	g) Lessons have been learned from the experience of Uruguay for adaptation to the specificities of other countries, such as devoting local resources to TeleFood related activities and to rationalize project location. Guidelines will need to be developed.	June 2007	TCOS/F AORs