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**Inception Report**

**(*to be submitted approximately three months after arrival in the country*)**

FAO Representative in
[country]

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| ***Name:*** |  |
| ***Date of arrival in country:*** |  |
| ***Date of presentation of credentials:*** |  |
| ***Date of Inception Report:***  |  |



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| **Purpose of the Inception report**The Inception Report is a document that the new FAO Representative or Head of Office prepares after approximately three months in office. The objectives of this report are to:* Provide a snapshot of the situation on entry to the new office
* Describe the first steps of transition from the previous management
* Inform ADG/RR and Director OSD of issues or concerns that need to be addressed
* Identify lessons learned and best practices which could be used by OSD and the RO to share with other countries

Based on this information, the Regional Office and OSD provide the support needed and help resolve outstanding concerns or problems. Please note that any urgent concern or confidential issue should immediately be communicated to the ADG/RR and/or OSD Director. It is also highly recommended to submit a short summary of issues of high sensitivity or concern and suggested mitigation measures and solutions in a separate confidential email to the ADG/RR and/or the OSD Director (depending on the issue/s) along with the Inception report. **Target audience**The main users of this report will be the ADG/RR and Regional Network team as well as OSD. **Scope**The report should focus on specific observations and issues related to the five key functions of the FAOR, namely:* Represent and advocate the work of the Organization
* Develop and operationalize the CPF, in line with the Strategic Framework
* Mobilize resources to support the operationalization of the CPF
* Implement the programme, as per established targets
* Effectively manage the office, the staff and financial resources

The 100 Day Checklist provided by OSD should also be kept in mind while preparing this report. For new FAORs/Heads of Office, OSD usually arranges a short VC/Skype meeting to discuss the inception period and relevant issues while the Regional Office is the first point of contact to provide support or raise issues or concerns. Please use the annotated template to guide the preparation of the report. While there are no minimum or maximum limits to the amount of information you can provide, the objective is to provide clear and concise information regarding the first three months in office. A certain degree of flexibility can be applied in the preparation of this report, depending on the circumstances.In general, country related information is not required, unless there is something new or significant to report.This is a living document and recommendations and suggestions (OSD-Director@fao.org) are welcomed to further improve it.  |

1. **Represent and advocate the work of the Organization**

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| * 1. *<Provide a brief summary which includes your date of arrival in the country, the transition from the prior FAOR (or acting FAOR) and thoughts about the preparation you received through the briefing process at HQ and/or at the Regional Office, including areas where you feel you did not receive enough information or guidance.>*
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| * 1. *<Briefly describe any issues related to the presentation of your credentials to government, and initial meetings with senior government officials. Describe general concerns, policy issues discussed, problems encountered and steps taken to resolve any issues encountered>*
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| * 1. *<Provide a brief summary of your contact with the UN Resident Coordinator and UN Agency Heads of Office. Describe the current relationship between FAO and the other UN Agencies, including consideration of Delivering as One (as applicable), UNCT and UNDAF. What works well? What needs additional coordination?>*
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| * 1. *<Based on your interactions with the government, donors, the media, and other stakeholders, how would you assess their knowledge of FAO, its work and objectives? What has been working well, and what can be improved? Are there issues that the Regional office or HQ can assist with?>*
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| * 1. *<What partner organizations have you met with? This includes donor agencies and countries, state and non-state actors, resource partners and other International Organizations. Where do new opportunities exist? What support would you need to focus on new areas/partners?>*
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| * 1. *<Other comments>*
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1. **Develop and operationalize the CPF, in line with the FAO Strategic Framework and Regional Initiatives**

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| * 1. *< Is the CPF currently being implemented, or updated and revised? What is the status and what support is being provided by the government?>*
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| * 1. *<Do projects and pipeline activities fit within the CPF and the UNDAF? Please explain any discrepancies and indicate where there are issues, including suggested adjustments, if any. >*
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| *2.3 <Other comments>* |

1. **Mobilize resources to support the operationalization of the CPF**

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| * 1. *<Do you think the resource mobilization target is realistic given the current environment? If not, please explain what you have observed and possible actions to take >*
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| *3.2 <Who are the prime resource partners >* |
| *3.3 <Other comments>* |

1. **Implement the programme as per established targets**

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| * 1. *< Did you visit field projects? Are there any major areas of concern related to overall project implementation in the country or areas of the country?>*
	2. *<Please identify ongoing projects that require attention or where additional technical support is required/necessary.* *(The list of On-going projects is available in FPMIS and therefore* ***it is not necessary to add them here if there are no issues or additional comments to add****)>*

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| * 1. TCS/RO informs country offices on a regular basis about projects that require “management actions”. These are administrative actions related to projects and highlight issues that are behind schedule or indicate an action to be taken. This may include items such as, “Project past NTE, Closure required”, “Low Delivery” and “Project Overspent”.

What actions have been required to bring projects out of “management action” status? What have been the challenges in this process?  |
| * 1. *<other comments>*
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1. **Effectively manage the office, the staff and financial resources**

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| * 1. *<Describe your first impressions of the office, its efficiency and effectiveness. Have you held regular meetings with staff and one-on-one meetings with direct reports? Are there general issues the ADG, OSD or OHR should be aware of? >*

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| * 1. *<Briefly describe the security situation of the office and its MOSS compliance as well as any issues related to Residential Security Measures (RSM , ex-MORSS), as necessary.>*
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| * 1. *< How is the office structured? Is there sufficient support to ensure a separation of duties or are changes needed? Does the office rely on project personnel to deliver administrative and operational support?>*
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| * 1. *< Other comments>*
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1. **Other issues**

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| * 1. *<Please describe any other issues, achievements or lessons learned that were not mentioned in prior sections. >*

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