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**Terminal Report**

**(*to be submitted at least one month prior to departure of 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 Terminal Report**  The Terminal Report is a document that the outgoing FAO Representative or Head of Office prepares approximately one month prior to departure. The objectives of this report are to:   * Provide an update on any significant events that have taken place in the country since the issuance of the annual report * Describe the key steps in the transition to the new management * Inform the 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 Terminal Report.  **Target audience**  The main users of this report will be the ADG/RR and Regional Network team, OSD as well as the new FAOR.  **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 and Regional Initiatives * 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   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 status of the five key areas noted above. 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. In addition, this should not duplicate information that is already contained in the annual report. This is a living document and recommendations and suggestions ([OSD-Director@fao.org](mailto: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 of key changes and challenges in the country situation, including economic, social or political. How do you think that these changes may affect the role and work of FAO in the future?>* |
| * 1. *<Briefly describe the relationship between FAO and the government and government officials.>* |
| * 1. *< Briefly list other key government agencies that partner with FAO, if any. Are there other ministries or government agencies that show promise? Describe general concerns, policy issues discussed, problems encountered and steps taken to resolve any issues >* |
| * 1. *<Provide information, as necessary, related to the Host Country Agreement (HCA), fulfillment of its provisions and any other relevant issue related to this agreement. >* |
| * 1. *<Provide a brief summary of your relationship with the UN Resident Coordinator and the UN Country Team. Please include considerations on Delivering as One and UNDAF (as applicable). What key areas does FAO have a leadership role in? What works well? What needs additional coordination?>* |
| * 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?>* |
| * 1. *<What partner organizations do you normally work 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 FAO need to focus on new areas/partners?>* |
| * 1. *<Other comments>* |

1. **Develop and operationalize the CPF, in line with the FAO Strategic Framework and Regional Initiatives**

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| * 1. *< Please describe the status of the CPF and the support being provided by the government.>* |
| * 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. >* |
| *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 be taken >* |
| *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. *< Are there any major areas of concern related to overall project implementation in the country or areas of the country? What has worked well and where is additional support required?>* |
| * 1. *<Please identify the main project issues to be addressed by the new FAOR, especially those that require immediate attention or where additional 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****)>* |
| * 1. *<other comments>* |

1. **Effectively manage the office, the staff and financial resources**

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| * 1. *<Describe your impressions of the office, its efficiency and effectiveness. Have you held regular meetings with staff and one-on-one meetings with the staff you have supervised? Are there general issues the ADG/RR, OSD or OHR should be aware of? >* |
| * 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.>* |
| * 1. *< Is there sufficient capacity to ensure segregation of duties or are changes needed? Does the office rely on project personnel to deliver administrative and operational support?>* |
| * 1. *< Other comments>* |

1. **Other issues**

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| * 1. *<Please list what you consider the most important aspects of your job>* |
| * 1. *<Please provide specific recommendations to your successor about your responsibilities and advice that will enable him/her to achieve the expected results.>* |
| * 1. *<List the key constraints that you typically encounter in your job.>* |
| * 1. *If you are a member of committees, working groups, etc., as a result of your job, please provide details in the table below:*  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Name of Committee/Group | Dates and Location | Focal Point | Purpose | Relevance to the Post | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |
| * 1. *<Which key reports and documents do you suggest that your successor should read?>* |
| * 1. *<Other comments>* |

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| *7.1 Annexes (Please include as a separate attachment):*  *- a list of key contacts with the government, international organizations, donors and other stakeholders;*  *- staffing of the office, including an organigram;*  *- an inventory list of official equipment held at the office, duly countersigned by the officer taking over the Representation;*  *- the budgetary, imprest account and administrative situation of the Representation, duly countersigned by the officer taking over the Representation. This includes:*   * *Budgetary situation level of Expenditure against funds Allocated in most recent year;* * *Financial situation of all imprest accounts including average monthly transactions;* * *Status report on accounting actions (outstanding items, outstanding advances, forward balance on the bank accounts etc…)* * *Inventory of the safe including petty cash;* * *Individual office inventory endorsed by the concerned staff;* * *Vehicle fleet and running conditions;* * *Status of security equipment and running conditions* |