

COUNTRY PROGRAMME EVALUATION SERIES

Evaluation of FAO's technical cooperation assistance in the Kingdom of Saudi Arabia

ANNEXES

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION**

October 2016

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned. The views expressed in this information product are those of the author(s) and do not necessarily reflect the views or policies of FAO.

© FAO 2016

FAO encourages the use, reproduction and dissemination of material in this information product. Except where otherwise indicated, material may be copied, downloaded and printed for private study, research and teaching purposes, or for use in non-commercial products or services, provided that appropriate acknowledgement of FAO as the source and copyright holder is given and that FAO's endorsement of users' views, products or services is not implied in any way.

All requests for translation and adaptation rights, and for resale and other commercial use rights should be made via www.fao.org/contact-us/licence-request or addressed to copyright@fao.org.

For further information on this report, please contact:

Director, Office of Evaluation (OED)
Food and Agriculture Organization
Viale delle Terme di Caracalla 1, 00153 Rome
Italy
Email: evaluation@fao.org

Photo credits cover: ©FAO

Contents

Acknowledgements..... iv

Annex 1: Evaluation terms of reference 1

Annex 2: The evaluation team..... 14

Annex 3: Portfolio analysis..... 16

Acknowledgements

The FAO Office of Evaluation would like to thank all those who contributed to this evaluation, led by Ms Arwa Khalid and supported by Mr Ahmedou OuldAbdallahi from the FAO Office of Evaluation (OED). The evaluation team was composed by six international independent subject matter experts Mr Jonathan Robinson as lead consultant who covered in particular crop production; Mr Salah Shazali covered rural development and extension, Mr Moulay Hassan, covered crop protection, Mr Maurizio Dioli, covered livestock development, Mr Harry W. Denecke, covered irrigation and Mr Venkatesh Salagrama, covered fisheries and aquaculture. The report was peer-reviewed by Mr Olivier Cossee and Mr Bernd Bultemeier, from the Office of Evaluation. The administrative support provided by Ms. Sarah Jaff in OED was critical in the success of the evaluation.

The evaluation was carried out with the invaluable assistance of the FAO staff at the Regional Office for the Near East and North Africa (RNE); Subregional Office for the Gulf Cooperation Council States and Yemen SNG) and the Programme Coordination Unit (PCU) in the Kingdom of Saudi Arabia. Their insight, knowledge, advice and comments made this evaluation possible.

The evaluation benefited from the inputs of many other stakeholders, including Permanent representation of the Kingdom Saudi Arabia to FAO, Ministry of Environment, Water, and Agriculture (MoEWA), government officers, farmers' organizations and the staff of other UN agencies, research centres and private sector. Their contributions were critical to the team's work and are deeply appreciated.

Annex 1: Evaluation terms of reference

Introduction

The evaluation of FAO's Technical Cooperation Programme in the Kingdom of Saudi Arabia (KSA) is being conducted at the request of the Kingdom's Minister for Agriculture (MoA), a request fully supported by FAO's Regional Office for the Near East and North Africa (RNE). Although KSA's Technical Cooperation Programme differs in some important aspects from other FAO country programmes¹, this evaluation will, in the main, follow the Country Programme Evaluation (CPE) approach developed by FAO's Office of Evaluation (OED). Apart from following OED's CPE guidelines, the evaluation will follow the Norms and Standards for Evaluations in the United Nations, as well as the UN's ethical guidelines²

The Terms of Reference (ToR) for the evaluation follow a preparatory phase, consisting of: a *desk review of existing documentation*³; a preliminary *analysis of FAO's portfolio* of work in KSA; a contextual analysis and *scoping interviews* with FAO staff at the country, regional levels and in HQ. The ToR also benefited from discussions held during an inception mission in December 2015 with a wide range of partners at the national level including government officials, donors and UN agencies. The evaluation will cover the past nine years of the programme (2007⁴-2015); the emphasis will be on evaluating themes and issues important to the KSA's Technical Cooperation Programme, individual projects will mostly not be evaluated in detail.

These ToR will be the guiding document for the Evaluation Team and will be shared with counterparts in KSA, FAO staff in the PCU, FAO's Regional Office for the Near East and North Africa, the Sub-regional Office for the Gulf Cooperation Council States and Yemen (SNG), and FAO headquarters (FAO HQ). Their purpose is to provide a description of the technical cooperation programme in KSA, identify key areas of work undertaken over the past nine years, define the scope of the evaluation and outline the evaluation work plan. A set of overarching evaluation questions has been developed to further sharpen the objective and inform the methodology to be employed at different stages of this assessment. The methodology and the evaluation tools will be further developed by the team over the course of the evaluation.

Purpose of the evaluation

The evaluation is intended to provide accountability and to draw lessons that could inform future cooperation activities. In particular, it will assess the achievements of the FAO/KSA Technical Cooperation Programme at strategic, technical, operational and management levels, and examine how FAO exercised its comparative advantage through guidance given by the FAO' RNE, SNG, and FAO headquarters.

The *main audience* for the evaluation, to which most of the lessons and recommendations will be addressed, is the Government of KSA, the Programme Coordination Unit and the Regional and Sub-regional Offices as well as FAO HQ. Further users of the evaluation will be FAO's partners

1 The main difference is that the cooperation between the Kingdom of Saudi Arabia and FAO is covered by Unilateral Trust Fund Agreements (the Kingdom of Saudi Arabia providing all funding for the projects implemented by FAO), and that no FAO Representation exists in the country. However, the Programme Coordination Unit (PCU) performs functions similar to those of an FAO Representation. The programme coordinator complements the role of the Chief Technical Adviser at the project level and is the key interlocutor with the Government and other stakeholders. In addition, the PCU ensures financial and administrative management and implementation of all the portfolio projects. The budget allocated for this unit under the last two technical cooperation agreements was USD 18.2 million.

2 www.unevaluation.org.

3 Existing FAO projects in KSA from 2007 to the present, government strategy and planning documents, GIZ publication on organic farming in KSA and the United Nations Development Programme Evaluation in 2008.

4 A Memorandum of Understanding (MOU) was signed between FAO and the Ministry of Agriculture (MOA) of the Kingdom of Saudi Arabia (KSA) on 15 November 2006, according to which FAO is to provide expertise, technical assistance and other forms of support for research and development of agricultural, animal and fish projects for five years, then was followed by signing an agreement between FAO and the MOA on 22 November 2006, to put the MOU in force starting 1 April 2007, the Programme ended in April 2012, however, FAO and the KSA signed a new MOU for a second-phase Programme comprising 18 projects, including one for the continuity of the PCU, for the period May 2012 to July 2016.

within the broader development community, including resource partners, KSA agricultural producers and private sector stakeholders, and other UN agencies, in particular those with whom strategic interventions were identified in the context of the KSA.

Brief overview of the Kingdom of Saudi Arabia

The Kingdom of Saudi Arabia has one of the fastest growing populations in the world, reported to have grown from 7.3 million in 1975 to 27 million in 2013⁵ and annual growth rate of 3 percent. The population is also very young, with 73 percent of the Saudi population below 30 years of age and 45 percent below 15 years of age. Demographic factors therefore have direct effects on projections for the economy and the needs for housing, employment, social infrastructure and for the provision of water and other basic services.

The KSA's Eighth Development Plan (2005-2009) also included a Strategic Vision 2025, which was first elaborated as a long-term perspective on development in Saudi Arabia, providing the framework for successive five year plans up to 2025. This vision of the Saudi economy sets out a wide array of long term national development objectives, addressing dimensions other than the economic, in the belief that human development also encompasses social and cultural dimensions. An important element of this future vision is a national commitment to promoting economic diversification away from heavy reliance on natural resources, namely oil and natural gas, and avoiding negative impacts on the environment, particularly water resources. These objectives were retained and expanded in the Ninth Development Plan (2010-2014)⁶, the focus of which continued to be on economic diversification, expanding equal opportunity employment, providing good health and education services throughout the nation, building manpower skills and protecting the Islamic traditions and cultural heritage in Saudi Arabia⁷.

In recent years the performance of the Saudi economy has closely mirrored international crude oil prices with GDP increasing annually about 2 - 4 percent. However, in line with the diversification strategy, the non-oil sectors are expanding rapidly and the economy has gradually reduced dependence on oil revenues by diversifying into export industries such as metals, plastics and chemicals. Over the last decade Saudi Arabia has also made far reaching progress in improving social services and initiated steps to reduce the incidence of poverty. The substantial advancements in human development are recorded in detail in the most recent Human Development Report for the country⁸.

The government has adopted and signed almost all the major international conventions relating to the environment and social advancement and has subscribed to the fundamental objectives of the Millennium Development Goals (MDGs) which include a commitment to reduce environmental degradation. The MDGs reports on Saudi Arabia, produced in coordination with UNDP, demonstrate that the targets set for a number of goals have already been reached or even surpassed, while others are expected to be reached well ahead of schedule.

The Government of the KSA identifies the agricultural sector as one main pillar in the economic development of the kingdom. Several government efforts have resulted in a significant growth in this sector; such as the increase in the Agriculture Domestic Product (ADP) from SAR 990 million (USD 263 million) in 1970 to about SAR 35.08 billion (USD10 billion) in 2015⁹.

Despite significant progress made over the years, the agricultural sector continued to face some challenges. Consequently, Saudi Arabia made an important strategy shift in recent years in favour of sustainable production systems. This change is reflected in the Ministry of Economy and Planning's Ninth Development Plan launched in August 2010. The Ninth Development Plan had a budget volume of USD 385 billion, representing a 67 percent increase in spending over the preceding the Eighth National Development Plan. Under the plan, the largest share of government spending (50.6 percent) was set aside for human capacity development including

5 Saudi Arabia national censuses report 2010

6 The Eighth Development Plan (2005–2009). Ministry of Economy and Planning. Kingdom of Saudi Arabia (MOEP)

7 The Ninth Development Plan (2009-2014). Executive Summary. MOEP 2009

8 Human Development Report for the Kingdom of Saudi Arabia 2013, Ministry of Economy and Planning, Kingdom of Saudi Arabia and UNDP. 2013

9 Ninth Development Plan 2010–2014

education and labour skills improvement. Social development and health care received 19 percent of total allocations, economic resource development 15.7 percent, transportation and tele-communications 7.7 percent and municipal services and housing 7 percent.

The agriculture, forestry and fisheries sector was envisaged under the Ninth Development Plan to achieve real growth estimated at an average annual rate of about 1.7 percent at constant 1999 prices, compared with 1.4 percent under the Eighth Plan. Contributions of the sector to GDP are expected to be about 4 percent by the end of the Ninth Plan. The target growth rate of the sector is consistent with the Ninth Plan's aim of adopting an integrated strategy for the administration, development and rationalization of water resources.

FAO in the Kingdom of Saudi Arabia

Overview of FAO's field work in the KSA

Technical cooperation between FAO and the Kingdom goes back 50 years: the first technical agreement between FAO and KSA was signed in 1964. This was followed up over the years with a succession of FAO technical agreements with KSA to provide technical support in the development of the agriculture sector¹⁰.

The FAO project portfolio in the KSA during the period 2006-2015 included a total of 37 projects, out of which 30 are financed by the Unilateral Trust Fund¹¹ (UTF). The remaining 7 are global, interregional, regional and sub-regional projects funded by TCP, TF/GCP and Trust Funds (TF). Annex 1(Non-UTF projects) gives the details of these 7 projects.

Table 1 below shows the projects by fund group and their respective Budget and number of projects.

Table 1: Total budget by funding group

Fund group	Number of projects	% share of budget
TCP	3	0.59
TF	2	6.45
TF/GCP	2	8.73
TF/UTF	30	84.22
Grand Total	37	100.00

Source FPMIS

FAO-KSA Technical Cooperation Agreement (KSA)¹²

For the period evaluated, two TCAs have been implemented; on 15 November 2006, FAO signed a Memorandum of Understanding (MOU) for a programme covering the following priority areas: Sustainable management, conservation and development of natural resources; Development of agricultural rural areas; Boosting productivity, production and marketing, enhancing efficiency and diversification of production; Upgrading technical and quality standards to cope with international requirements and Training and building of institutional capacity. These priority areas comprised of 13 projects. The second agreement (TCA 2011-2016) covered the following priority areas: Sustainable management of water resources; Sustainable crop production and

10 Starting with the first technical agreement between FAO and KSA, FAO was to provide technical support in the development of the agricultural sector, improve the technical performance of MoA, and also to develop the technical skills of the national cadres in order to replace expatriates with trained national staff. Cooperation was stepped up in 1981 through Unilateral Trust Fund Agreements whereby KSA make annual deposits to FAO to cover FAO's technical assistance.

11 The Unilateral Trust Fund modality allows developing countries to benefit from the Organization's technical expertise through UTFs which are fully funded by the beneficiary countries themselves, either from national resources or from the proceeds of loans, credits and grants made available by international finance institutions or bilateral donors.

12 Official documents use Technical Cooperation Programme (TCP) interchangeably with Technical Cooperation Agreement (TCA); these TOR use only the acronym TCA.

Good Agricultural Practices (GAP); Crop protection and Development of natural resources and Sustainable development of animal resources, and four complementary areas: Fish farming development; Institutional development and capacity building; and International cooperation development, with a total number of 17 projects. Table 2 and 3 below shows the components and the respective projects under the two Agreements TCA 2006-2011 and TCA 2011-2016).

Table 2: FAO-KSA Technical Cooperation Programme (2006-2011)

Priority area/sub-programmes (components)	Projects
Sustainable Management, Conservation and Development of Natural Resources	<ul style="list-style-type: none"> • Improvement of Irrigation Water Management in the Kingdom of Saudi Arabia; • Sustainable Development for Irrigated Agriculture in Al-Hassa; • Preservation and Improvement of Arabian Horse in its Homeland
Development of agricultural rural areas	<ul style="list-style-type: none"> • Support of the Rural Institutions for the Benefit of Small-Scale Farmers in the Kingdom of Saudi Arabia.
Boosting productivity, production and marketing and enhancing efficiency and diversification of production	<ul style="list-style-type: none"> • Establishment of a Date Palm Research Centre in Al-Hassa, Phase II; • Development of Tropical and Subtropical Fruits in Jazan and Tihama Plaines; • Support to the Fish Farming Centre, Jeddah; • Development of Production, Processing and Marketing of Olive in the Kingdom of Saudi Arabia, Phase II; • Strengthening the National Centre for Horticultural Research and Development (NCHRD) in Najran; • Camel Breeding, Protection and Improvement Centre in the Kingdom of Saudi Arabia.
Upgrading technical and quality standards to cope with International Requirements	<ul style="list-style-type: none"> • Animal Quarantine and Import Requirements; • Capacity Building in Integrated Plant Health Management;
Training and building of institutional capacity	<ul style="list-style-type: none"> • Improvement of Agricultural Training Centres in the Kingdom of Saudi Arabia.

Table 3: FAO-KSA Technical Cooperation Programme (2011-2016)

Priority areas/sub-programmes (components)	Projects
Sustainable management of water resources	<ul style="list-style-type: none"> • Development of irrigation water management and improvement of water use efficiency • Development of the utilization of non-conventional water resources
Sustainable crop production and Good Agricultural Practices (GAP)	<ul style="list-style-type: none"> • Development of an international date palm research centre • Development of olive production and processing techniques • Development of technology transfer of the horticulture sector • Strengthening of rural development sustainable programmes
Crop protection and Development of natural resources	<ul style="list-style-type: none"> • Development of agricultural extension and technology transfer • Strengthening the sustainable management of the natural pastures and forests in KSA • Capacity building in Integrated Plant Health management
Sustainable development of animal resources	<ul style="list-style-type: none"> • Camel breeding, protection and improvement centre in KSA • Preservation and improvement of Arabian horse in its homeland • Development of veterinary diagnostic and vaccines production laboratories • Development of animal epidemiological surveillance and early warning systems
Complementary sub-programmes	Individual projects
Fish farming development	<ul style="list-style-type: none"> • Development of production and techniques of marine fish farming
Institutional development and capacity building	<ul style="list-style-type: none"> • Institutional Development and strengthening of human capacities working in the agricultural sector
International cooperation development	<ul style="list-style-type: none"> • Support and capacity building of the International Cooperation Department

Total budget and expenditure by TCA

Table 4 below shows the total budget and actual expenditure segregated by the two TCAs. For TCA 2006-2011, the total budget was USD 64.1million with a total actual expenditure of USD 58 million. Under TCA 2011-2016 the total budget was USD 63.million, with a total actual expenditure of USD 36 million as of the start of this evaluation.

Table 4: Total budget and actual expenditure by TCA

Programme	Total budget (DWH)	Total actual expenditure(DWH)
2006-2011	64,098,862	58,065,516
2011-2016	63,213,947	36,017,347
Total	127,312,809	94,082,863

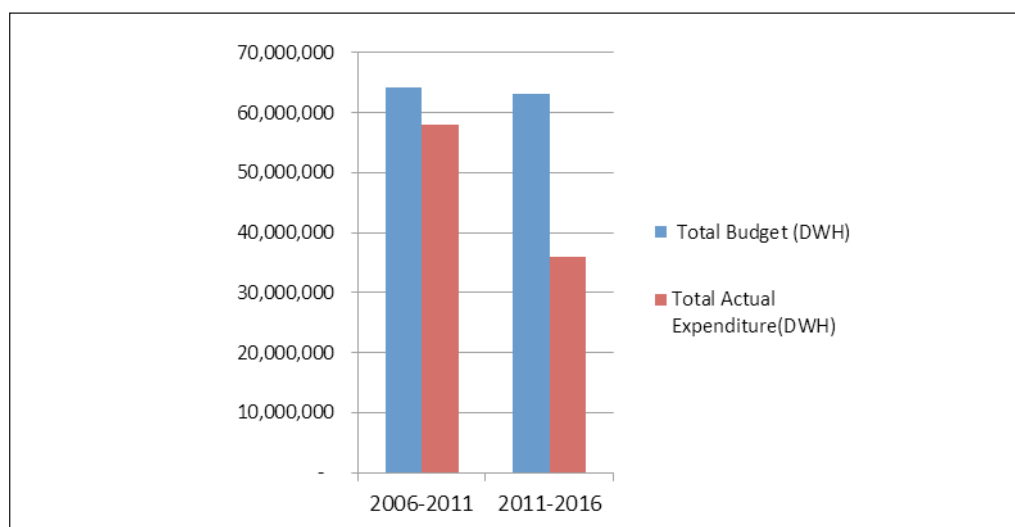
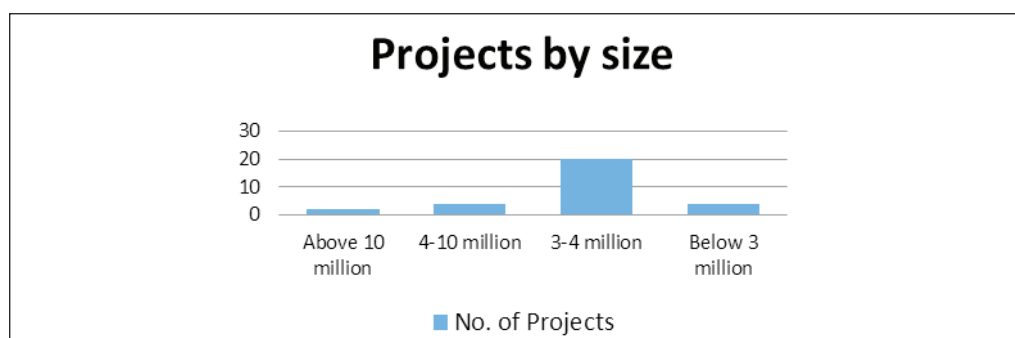


Figure 1: Total budget and actual expenditure by TCA



Classification of Project according to budget

Table 5: breakdown of the projects by budgets

Project size	Number of projects	Total budget(USD)
Above 10 million	2	30,167,124
4-10 million	4	17,710,936
3-4 million	20	68,398,836
Below 3 million	4	11,035,913
Total	30	127,312,809

Table 5 above shows the breakdown of the projects by project size. Majority of the projects (66 percent) have budgets between USD 3 to 4 million. In both TCAs, two projects have budgets exceeding USD 10 million; both are related to the establishment of the Programme Coordination Unit (PCU). These projects are UTF /SAU/031/SAU and UTF/SAU/036 Establishment of the PCU which has a budget of USD 18.6 million and USD 11.6 million respectively.

Four projects with budgets between USD 4 to 10 million are UTF /SAU/043/SAU (Establishment of an International Date Palm Research Center in KSA) with a budget of USD 4.7 million; UTF/SAU/21 (Camel Breeding, Protection and Improvement Centre in Northern Region of the Kingdom) with a budget of USD 4.4 million; UTF /SAU/040/SAU (Development and Technology Transfer of the Horticultural Sector) with a budget of USD 4.5million and finally UTF /SAU/035/SAU (Improving Animal Disease and Vaccine Production in KSA) with a budget of USD 4.1million.

The majority of projects are in the three to four million USD range. There are also four projects with budgets below 3 million. These projects are UTF /SAU/016/SAU (Development of Production, Processing and Marketing of Olive in KSA) with a budget of USD \$2.9 million; UTF /SAU/023/SAU (Animal Quarantine and Import Requirements) with a budget of USD 2.7 million; UTF /SAU/033/SAU (Preservation and Improvement of the Arabian Horse in its Homeland) with a budget of USD 2.7 million and finally UTF /SAU/014/SAU (Support of the Rural Agricultural Institutions and Diversifying Agricultural Activities of Small Scale Farmers in Rural Areas) with a budget of USD 2.5 million.

The Country Office (Programme Coordination Unit)

The Programme Coordination Unit (PCU), was established in 2006 in Riyadh, to manage and support the implementation of the Programme. The PCU is headed by a Senior FAO Programme Coordinator (PC) who is the key interlocutor with the Government and other stakeholders. The unit was established for the successful coordination, implementation and monitoring of the various technical assistance services provided by FAO in the framework of the TCA. The PCU also ensures financial and administrative efficiency in the management and implementation of all the portfolio projects. The unit also plays a crucial role in providing each project with the needed logistical, administrative and managerial backstopping. Moreover, in the absence of a Chief Technical Adviser (CTA), the PC could provide the required managerial role to oversee the implementation of the projects. In addition he ensures financial and administrative management and implementation of all the portfolio projects.

The PCU reports to RNE, which reviews and approves technical specifications for procurement, monitors project implementation and guides and Takes part in the recruitment and performance of PCU international personnel. RNE provides as well operational support for actions that are either beyond the delegation of authority of PCU, or for which PCU is not mandated to. Lead Technical Units (LTUs) at RNE and FAO HQ provide technical support to the PCU in the form of periodic technical backstopping missions, review of technical specifications of procurement items and technical clearance of Quarterly Project Implementation Reports (QPIRs) and six-monthly progress reports. KSA also falls under FAO's SNG; however, the institutional contacts are limited.

Key sectors of Technical Cooperation Agreement 2006-2016

Following a review of project documents and the stated objectives of both TCAs, the evaluation has identified seven key priority areas: i) sustainable use of natural resources, especially land, water and environmental conservation; ii) capacity development (institutional and human); iii) plant resources development and protection; iv) animal production and health improvement; v) fisheries and aquaculture development; vi) sustainable and integrated agricultural and rural development.

All the 30 projects have been grouped under the above listed six priority areas by triangulating information from different sources (FPMIS, project documents and Data warehouse). The main budget element in the TCA is capacity development. Annex 6 gives a total list of the projects under the various priority areas with their total budget, total actual expenditure, start date (Entry on Duty/EOD) and end date (Not to Exceed/NTE).

Table 5: Total budget by priority area

Priority areas	Number of projects	Total budget (DWH)	Total actual expenditure (DWH)
Sustainable development of animal Resources	6	21,157,035	15,018,771
Capacity development (institutional and human)	9	54,021,992	39,248,930
Aquaculture development	2	6,941,236	5,666,844
Sustainable and integrated agricultural and rural development	2	6,052,206	3,663,997
Sustainable crop production	6	22,350,867	17,395,403
Sustainable management of natural resources	5	16,789,473	13,088,919
Grand total	30	127,312,809	94,082,863

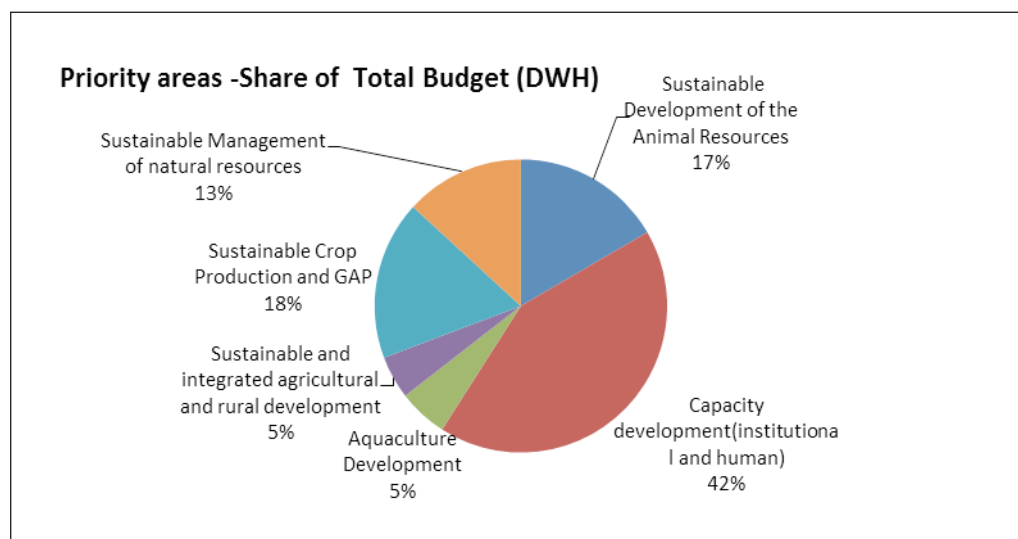


Figure 2: Total budget (DWH) by priority area

Scope of the evaluation

This evaluation will examine the FAO's TCAs with the Kingdom for the period 2007 until September 2015, with a focus on results and outcomes (*anticipated, unanticipated, positive, negative, intentional and unintentional*) and potential impacts. The evaluation will also assess the concepts of the TCAs, their design and partnerships, as well as the role and relevance of the Programme Coordination Unit.

The evaluation will cover the key priority areas: i) sustainable use and management of agricultural natural resources (irrigation water and range land and forestry); ii) human and institutional capacity development; iii) sustainable development of animal resources and animal health; iv) sustainable and integrated agricultural and rural development; v) fisheries and aquaculture development; and vi) sustainable crop production and protection.

In addition, the evaluation will seek to compare actual outcomes/results with original intentions and identify enabling as well as constraining factors which influenced performance.

Objectives

The reference documents for the evaluation in the absence of an over-arching strategy document will be the TCA documents, and also the individual project documents as well as FAO Strategic Framework and the relevant national development strategies and plans. The specific objectives of this evaluation are to:

- Assess the strategic relevance and comparative advantage of FAO's interventions in responding to Kingdom needs' and priorities;
- Assess FAO's technical cooperation programme contributions to expected results and national objectives identified in the Agreements under the six priority areas;
- Assess the sustainability and continuity of FAO's technical cooperation programme interventions in the Kingdom
- Identify lessons learnt as well as causes of successes and failures;
- Identify gaps in FAO's country programming and outline potential areas of future work.

During the inception mission the cooperation on sustainable management of natural resources and how to incorporate perspective of rural development in the technical cooperation (comprising crop protection, irrigation, livestock, fisheries and aquaculture) emerged as key areas in which FAO has been providing and is planning to provide more cooperation in the future. Policy support and technical assistance for livestock, fisheries and aquaculture development were singled out as areas for more in-depth study should the programme continue. The evaluation will assess the effectiveness of FAO interventions and also identify possible directions for the future FAO's collaboration with KSA.

Evaluation questions

The following questions have been developed to further define the objective of the evaluation. More specific questions will be developed by the team during the preparation phase for the in-country mission.

Over-arching evaluation question:

What difference has FAO's technical cooperation programme made to agricultural and rural development and food security in the Kingdom of Saudi Arabia?

Strategic relevance

- How relevant and coherent was the FAO's technical cooperation programme to the National Development Plan priorities?
- How well does the FAO's technical cooperation programme portfolio reflect the national agricultural development and food security priorities?
- To what extent is the TCA in line with, and supportive of, FAO's Strategic Framework??
- What has been the added value of FAO's technical assistance to the Kingdom of Saudi Arabia?
- To what extent has the knowledge generated by the FAO's technical cooperation programme (including success stories and good practices) been disseminated to partners, up-scaled and/or replicated?
- How was the FAO's technical cooperation programme designed to cater for the technical, managerial and functional levels of capacity development?
- Who are the ultimate beneficiaries of the technical cooperation outputs?
- How well do projects reflect the beneficiaries' needs?
- How do ultimate beneficiary engage in the process of project identification and formulation?

Partnership and Coordination

- How does FAO's technical cooperation programme engage in (national, regional and international) partnerships and to what extent were these partnerships complementary and synergetic?
- To what extent has FAO's technical cooperation programme supported the coordination of actors working in the rural development and food security sector?
- To what extent has FAO's technical cooperation programme influenced the position and decisions of partners (what partners?) in relation to agricultural and rural development food and nutrition security?

Normative values

- To what extent has FAO's technical cooperation programme effectively taken in consideration cross-cutting themes in its interventions including, environmental sustainability, , gender roles and vulnerable groups?

Comparative advantage

- To what extent has the FAO's technical cooperation programme taken into consideration and benefited from FAO's comparative advantage vis-à-vis other development actors (national and local government, the private sector, and other international development partners) at the technical level?

Impact and effectiveness

- What key tangible results (outputs and outcomes) has the technical cooperation programme achieved during 2006-2015?
- What sustainable developmental changes and impacts at sectoral level did FAO's technical cooperation programme bring about that would not have resulted in its absence?
- To what extent have technical, managerial and functional capacities been built at individual level?
- Has sufficient institutional capacity been built (at the Ministry or sector level) to deal with current and emerging agricultural development issues?
- To what extent has an enabling environment been created in such areas as partnerships, governance, policy and legal frameworks?

Sustainability of results

- What are the prospects of sustaining the FAO's technical cooperation programmes' results after its completion?
- To what extent has the knowledge generated by the FAO's technical cooperation programme (including success stories and good practices) been disseminated to partners and other FAO projects and programmes, up-scaled and/or replicated?

Coherence and synergies

- To extent has the PCU structure and staffing been efficient and effective in providing financial and administrative support to the programme implementation?
- Have the human and financial resources allocated for the technical cooperation programme been used efficiently and adequately for achieving the objectives and the expected results of the technical cooperation programme?
- What has been the contribution by FAO HQ, RNE and SNG to the programme, particularly in terms of technical and operational support?
- To what extent has FAO's knowledge base (normative products, guidelines, publications, etc.) been used by the technical cooperation programme at country level?

Methodology

The evaluation questions identified above will be contextualised and addressed further by defining sub-questions according to the priority areas, different types of activities/projects, and stakeholders. These sub-questions will be developed by the evaluation team during the preparations for the in-country mission. Questions and critical issues identified during the inception mission will also be further developed.

To answer the over-arching evaluation question: ***What difference has FAO's technical cooperation programme made to agricultural and rural development and food security in the Kingdom of Saudi Arabia?***, the evaluation will make use of the following tools: review of existing reports and documents, semi-structured interviews with key informants, stakeholders and participants, supported by check lists and/or interview protocols; direct observation and focus group discussions during field visits.

Further, the evaluation team will analyse the needs assessments (and/or project identification studies), and how they took into account the needs of different stakeholders: e.g. Government and farmers. It will then research what these needs were, and whether the programme responded to them. To gather information related to this question the team will review relevant documents and conduct semi-structured interviews with the key informants, internal and external stakeholders at the central and decentralised levels and secondary sources. Protocols for interviews will be developed by the team before the main evaluation mission and during the first week of the mission. In addition, workshops targeting different groups of stakeholders will be organized to identify issues, lessons learned and potential areas for future interventions. Information from different sources will be validated through triangulation.

Through stakeholder mapping carried out with the support from the PCU, the team will identify who is best to respond to each question. Sources of information will be key informants, internal and external stakeholders at the central and regional levels and secondary sources. Information from different sources will be validated through triangulation.

Considering the importance placed on **results**, the team will conduct in-depth impact study (S) in one or two focus areas (e.g. irrigation and or aquaculture development) to assess changes brought by FAO's technical cooperation programme interventions on the beneficiaries¹³, through reconstruction of base-line situation, observations and focus group discussion.

The evaluation will adopt a consultative approach, seeking and sharing opinions with stakeholders at different stages throughout the process. Different sources will be used to verify information. Triangulation of information across stakeholders will be a key approach for validating evidence.

Emphasis will be placed on assessing FAO's contributions to capacity development. The definition adopted in FAO's *Capacity Development Corporate Strategy* (2009), based on the enhanced capacities across three dimensions (individual, organizational, and enabling environment); it constitutes an important analytical framework for this evaluation.

Finally, the evaluation will follow UNEG Norms and Standards as well as ethical guidelines. Gender and equity aspects will be examined throughout the evaluation.

Process

Preparatory phase

These ToR are the result of the preparatory phase, which included:

- A desk review of existing documentation ;
- A *portfolio analysis*, prepared to better understand FAO's technical cooperation programme priorities and details of its programme in the country, providing an overview of activities and, when possible, of results achieved;

¹³ It depends on access granted from the KSA Government to these areas.

- A *context analysis*, prepared to highlight the country's needs and priorities falling within FAO's technical cooperation programme areas of work; and
- An *inception mission*, carried out in December 2015 for two weeks to discuss with FAO staff at country and regional levels as well as to engage with the national government and set up a framework for collaboration with key national counterparts, scope the national research and evaluation capacity to establish collaborations for the evaluation process, and discuss evaluation design and activity plans with the relevant programme managers. Interviews with internal and external stakeholders were conducted to identify key issues for the evaluation and formulate related evaluation questions.

Main evaluation phase

This phase will include the following:

- Desk review of existing documentation, and in particular any previous evaluations, monitoring information and M&E studies;
- On the basis of the ToR, development of more specific evaluation questions;
- Field visits to project sites to be selected in coordination with the PCU to meet with government staff at provincial and district level, project beneficiaries and beneficiary communities;
- In-depth impact study (s) will be carried out to assess the results of FAO's technical cooperation programme-support on e.g. irrigation and fisheries and aquaculture at community level;

The main evaluation will take place in January-February 2016; preliminary findings will be presented to the PCU, NRE, SGN and MoA.

Drafting and dissemination of the report, follow up of findings, conclusions, recommendations

The Evaluation Manager (EM), with the support of the Lead Consultant and the Associate Evaluation Manager (AEM), will consolidate team members' contributions to prepare the draft report. The draft report will be circulated to FAO staff and the Consultative Group (CG – see below), who will provide comments and suggestions before the finalisation of the report.

The final draft report will be presented to the national government counterparts, development partners, implementing partners and other national and regional stakeholders in order to validate the overall conclusions reached by the team, build consensus on the way forward, promote ownership of the evaluation results and maximise their use. The FAO Programme Coordinator in consultation with the RNE ADG and with inputs from RNE, SNG and relevant units at HQ will be responsible for coordinating the management response to the report and its recommendations.

Wide dissemination of the report to maximise the impact of the evaluation results will be ensured by OED, with the PCU. The final report and FAO's management response are public documents and will be broadly disseminated both internally and externally¹⁴ (see below).

Organisation of the evaluation

Roles and responsibilities

Office of Evaluation: OED is responsible for managing the evaluation and leading the team through the designated Evaluation Manager (EM). During the preparatory phase, the EM is responsible for drafting the ToR for the evaluation, selecting team members, and drafting individual ToR. In the main evaluation phase, the EM will oversee and guide the evaluation team, especially during the launch. Towards the end of the evaluation, the EM will facilitate discussions during the analysis of findings, conclusions and recommendations. OED, in collaboration with the CG and the PCU, will promote the dissemination of the report.

¹⁴ The Office of Evaluation posts all reports on the OED website. The FAO representative is responsible for distributing the report to all key stakeholders at the country level after its finalisation.

Evaluation Team: The evaluation team will be responsible for collecting data and analysing evidence to develop findings, conclusions and recommendations under their areas of responsibility. For this purpose, the Lead Consultant will assist in coordinating the team and in preparing the final report in close collaboration with the EM. The Lead Consultant will have shared responsibility for leading the evaluation process, as well as directly carrying out specific parts of the evaluation related to Crop production in Saudi Arabia at policy, institutional and community level, identifying the reasons for observed successes/failures and produce evidence based findings and lessons learned to allow the PCU team and FAO management to improve the design and implementation of its interventions, and to inform decision about FAO's future strategic partnership with Saudi Arabia¹⁵, team members will participate in the initial briefing sessions delivered by OED, and through group discussions will contribute to the refinement of the methodology and preparation of the evaluation tools. At the beginning of the main evaluation phase, each team member will carry out a desk review of documents in their area of work. During the evaluation phase, team members will conduct individual and group interviews with internal and external stakeholders, participate in field visits to project sites, participate in the analysis session and at the initial stakeholder debriefing, contribute written inputs to the evaluation report and support the EM in the consolidation of the inputs and the preparation of the draft report. Once the draft report is circulated and the comments received, the team members will provide advice on the integration of comments received from the Consultative Group and FAO staff.

Programme Coordination Unit: The PCU staff will review and provide comments on the ToRs, assist OED in mapping FAO's stakeholders in the country, review and comment on the evaluation programme and advise on the identification of locations for the field visits, ensure that the team has access to all relevant available documentation, be available for priority scheduled and agreed meetings and discussions with the evaluation team, provide possible administrative and logistical support to the evaluation, and provide comments to the draft report. The PC in consultation and with the support of RNE, SNG and with inputs from relevant units at HQ) is responsible for leading and coordinating the preparation of the management response, and after one year of preparing the follow-up report informing on progress in the implementation of the evaluation's recommendations.

RNE, SNG and HQ divisions: Relevant HQ divisions and FAO staff involved in the country programme will also provide their comments to the draft ToRs and later to the draft report, ensure time for meetings with team members, and provide information and documentation upon request.

Consultative Group: The Consultative Group will be an integral part of the process to improve the relevance and use of the evaluation. The CG will help guide the evaluation, providing advice at key stages throughout the process. In particular, the group will be asked to i) provide comments on the ToR; ii) assume an advisory role for the evaluation team during the main mission to refine the methodology and, if needed, facilitate meetings with national government officials at the central and decentralized levels; iii) provide comments on the draft report for the finalization of the report and lastly iv) ensure the promotion and use of evaluation results through dissemination within the government and amongst external stakeholders.

Tentative evaluation timeline

September- November 2015	Preparatory work
December 2015	Two-week inception mission with the objective of involving the MoA, KSA, FAO staff and partners in the evaluation process, refine the scope and questions
Early January 2016	Development and Distribution of the ToR
Mid-January	Further document reviews and fine-tuning of evaluation approaches
Late-January-Early February	Main evaluation missions during which the evaluation team will carry out interviews with stakeholders including KSA officials and private sector representatives. Field visits will be organised covering different provinces where FAO's technical cooperation programme was, or is being implemented. Preliminary findings will be presented to the PCU, NRE, SGN and MoA.
March	Drafting of report and distribution of draft to PCU and to Consultative Group for comments
March	Integration of comments and preparation of the final draft report
April	Presentation of the final report and validation. Finalisation of the report
April	Publication of the final report and dissemination

¹⁵ Specific ToRs were designed for the IC role in this evaluation.

Non-UTF projects in the Kingdom of Saudi Arabia (TF,TCP,TF/GCP)

Fund Group	Geographical Coverage	Operating Unit	Donor	Project Symbol	Project Title	Project Status	Actual EOD	Actual NTE	LTO Unit	LTU Officer	Recipient Countries
TCP	Interregional	NRLDD	FAO	TCP/ INT/3301	Support to policy consultation and actions to boost sustainable use of water and energy resources for agricultural production and livelihood improvement in the Near East and North Africa Region in the context of climate change	Financially Closed	2010-06-01	2013-03-31	NRLDD	Salman, M.	Algeria, Bahrain Iran, Iraq Jordan, Kuwait, Lebanon Libya, Mauritania Morocco, Oman, Qatar, Saudi Arabia , Sudan, Syria, Tunisia Turkey, United Arab Emirates, Yemen
				TCP/ RAB/3101	Formulation of a Unilateral Trust Fund Project for obsolete pesticide prevention and disposal	Financially Closed	2008-01-01	2009-04-30	AGPP	Davis, M.	Bahrain, Kuwait Oman, Qatar Saudi Arabia, United Arab Emirates
	Sub Regional	SNG	FAO	TCP/ SNG/3402	Support to capacity development for fishery stock assessment in GCC countries and Yemen	Operationally Closed	2012-09-01	2014-12-31	SNGDD	Mannini, P.	Bahrain, Kuwait, Oman Qatar, Saudi Arabia, SNG - Sub regional Office for the Gulf Cooperation Council States and Yemen, Abu Dhabi United Arab Emirates Yemen
TF	Global	FIDFD	Multilateral	FMP/ / GLO/002/ MUL	FAO/Multi-donor Partnership Programme (FMPP) - International instruments concerning food, agriculture, fisheries and forestry, and the production, safe use and fair exchange of agricultural, fishery and forestry goods	Financially Closed	2009-01-01	2010-04-30	FIDFD	Kollavik- Jensen, I.	Bhutan, Bolivia Brazil, Congo, Djibouti Egypt, Eritrea, Liberia Mozambique, Nepal, Nicaragua, Saudi Arabia, Sierra Leone, Somalia, Sudan, Tanzania, Yemen, Zambia
	Interregional	TCESE	Sweden	OSRO/ GLO/601/ SWE BABY01	Emergency assistance for the control and prevention of avian influenza - All activities in Asia, Middle East and North Africa	Operationally Closed	2006-03-30	2010-06-30	AGAH		
TF/GCP	Regional	RNEID	Multilateral	GCP / REM/071/ MUL	Marine Resources Programme in the Red Sea.) (IFAD 28%; OPEC Fund (17%); Multilateral (41%); Islamic Development Bank 14%)	Operationally Closed	2008-07-01	2013-06-30	FIRF	Mannini, P.	Djibouti, Egypt Eritrea, Jordan, Saudi Arabia, Sudan, Yemen
				UAE	Establishment of the Sub regional Office for the Gulf Council States and Yemen (SNG)	Operationally Active	2010-12-01	2015-12-31	RNE1D		

Annex 2: The evaluation team

Jonathan Robinson is an Adjunct Professor at Helsinki University in Agriculture and an independent consultant in agriculture, working mainly for FAO and organizations in the CGIAR. Recent work includes, preparation of a strategy for forage research in sub-Saharan Africa for the International Centre for Tropical Agriculture (CIAT) and case studies on the impact of germplasm collection, conservation, characterization and evaluation for the CGIAR Standing Panel on Impact Assessment. He managed the review of the CGIAR's Generation Challenge Programme and completed a scoping study for CIAT on the possibilities for interventions in the Sahel to rehabilitate range and pasture resources. He has evaluated CIAT's role in PABRA and participated in evaluating the CGIAR Dryland Cereals CRP. In addition to technical work He is a writer and editor. His career has embraced many aspects of agriculture, encompassing technical development aid and research. He has worked in several countries for extended periods: among them South Sudan, Sudan, Mexico, Finland and Italy, and has published on a wide range of issues.

Dr Moulay Hassan SEDRA has more than 35 years of experiences in the field of plant protection, namely he was the Director of Research and Head of the Regional Center of the National Institute of Agronomic Research at Marrakech (2009-2014). Since 2015 Dr. Sedra has been involved in the Preparation, coordination and implementation of various research projects, as well as research-development projects for different donors and institutions (IFS, FAO, UNDP, BID, AOAD, ICGEB, ACSAD, AMU, CTB). He has conducted extensive research work on date palm and olive tree in areas of Plant Pathology generally and Production and protection of date palm particularly, Toxins, Genetic improvement, Selection of new date palm varieties, Genetics and Biotechnology, Molecular Biology for pathogen identification and variability and date palm cultivars and olive trees characterization and genetic diversity, Control of Bayoud disease, Development of integrated control of plant diseases and integrated protection strategies, Creation of a new, modern date palm farms and their management, Soil Microbiology, Discovery of suppressive soils to wilt diseases. Dr. Sedra is also the author of 6 books on date palm, 6 chapters in 2 international books on date palm (2011 and 2015) and 3 extension booklets, and is the author and co-author of 54 scientific publications and 96 papers at national and international conferences. He teaches at the Faculty of Science & Techniques Marrakech (Phytopathology, Biotechnology) (University Cadi Ayad Marrakech, Morocco), and has supervised and co-supervised around 60 theses. Finally Dr. Sedra has received many awards including the Sheikh Khalifa International Award in 2008 (prize awarded by INRA) and FAO medal in 2010 (group coordinator), National Decoration (First Class) from HM King Mohammed VI on the occasion of the feast of the throne in 2012, Sheikh Khalifa International Award 2013.

Salah Shazali B.Sc. Honours, Mag. Art., Ph.D., started career as Lecturer in development studies at the Development Studies and Research Centre of Khartoum University, Sudan. He taught at several universities in the Sudan and abroad, including Khartoum University (Base), Hull University (Tutor) and Addis Ababa University (OSSREA Professor). From July 2000 to June 2002, he worked as Executive Director of the Sudan Information and Research Unit (SIRU) in Cairo, Egypt. In July 2004 he joined the Nile Basin Initiative (NBI) as Regional Social Development Officer at the Eastern Nile Technical Regional Office (ENTRO) in Addis Ababa, Ethiopia. From 2006 to 2008 he transferred to Entebbe, Uganda, where he worked as the Lead Regional Specialist in the NBI Confidence Building and Stakeholder Involvement (CBSI) Project. From November 2008 to July 2014, he returned to ENTRO in Addis Ababa as Senior Operations Officer and Head of Strategic Planning at ENRO. Salah has over 30 years of consulting and project evaluation experience, he undertook evaluations in Sudan including for Care, SCF/UK, Oxfam/GB, Techno-Serve, UNDP, UNECA, UNICEF and Lifeline Sudan. Outside Sudan he undertook evaluations including for NCA (Ethiopia) and NORAD (Kenya, Tanzania, Zambia and Zimbabwe). He contributed over 200 papers and presentations to seminars, workshops and conferences and has over 20 published works (books, monographs, journal articles and papers in books).

Maurizio Dioli has been working since 1981 in livestock development projects in the arid pastoral areas of Kenya, Sudan, Ethiopia, Eritrea, Somalia, Western Sahara and gulf countries (Yemen and UAE). He has a degree in Veterinary Medicine (DVM, Italy), an MSc in Wild Animal Health (Institute of Zoology, London, UK), and a doctorate (DVetMed) with the Royal Veterinary College (London, UK). He is experienced in veterinary issues with pastoral livestock and he is a specialist on the husbandry, diseases, management of the Old World Camels (*C. dromedarius*, *C. bactrianus*). Maurizio Dioli publications can be accessed at:

http://www.researchgate.net/profile/Maurizio_Dioli <http://www.ivis.org/newsletter/archives/sep13/sep0213dioli.htm>

Harry W. Denecke graduated from Wageningen University in Land & Water Resources Development. His career experience spanned more than 40 years working both in semi-arid and arid zones as the humid and sub-humid tropics in Africa, Latin-America, Asia and European countries. This included assignments for organizations as Wageningen University, Volunteer agency, EU, UN agencies (IFAD, FAO, ILO), World Bank, private sector. Specific experience, relevant for the evaluation of the collaboration programme between FAO and KSA, comprises disciplinary work in the fields of irrigation, drainage, waterlogging and salinization, water quality, water management, in Central Asia, India, Pakistan, North, East and Central African countries.

Venkatesh Salagrama is a post-graduate in marine biology and has been working since 1990 with marine fishing communities in South and Southeast Asia. He has undertaken several research and development assignments on small-scale fisheries and aquaculture for a range of clients including the UN FAO, World Bank and DFID. He has extensive experience in using field-research methodologies; project development, planning and management; monitoring, evaluation and impact assessment; and documentation. His work experience covers a wide range of topics including coastal poverty and livelihoods, fisheries policy and governance, fisheries and aquaculture sector reform, post-disaster rehabilitation, post-harvest, marketing and trade, credit and finance, and climate change. Venkatesh has published several studies and reports, many of which can be accessed at: <https://sites.google.com/site/venkateshfisheries/>

Annex 3: Portfolio analysis

Overview- Kingdom of Saudi Arabia (KSA)

Background

The Government of the KSA identifies the agricultural sector as a main pillar in the economic development of the kingdom. Several government efforts have resulted in an uninterrupted growth; such as the increase in the Agriculture Domestic Product (ADP) from SAR 990 million (USD 263 million) in 1970 to about SAR 37.6 billion (USD10 billion) in 2004. Despite the significant progress that has been made over the years, the sector still faces some challenges that are slowing its progress. To ensure continuous and sustainable agricultural development growth, FAO through the Technical Cooperation Agreement (TCA¹⁶) supports the Kingdom in its quest to achieve its strategic objective *“increase in the food production, stabilization of food security, preservation of natural resources and rationalization of their usage to meet the needs of both current and future generations”*¹⁷.

Overview of FAO's Field Programme Delivery in Kingdom of Saudi Arabia

For the period evaluated, 2007-2015, FAO's portfolio in the Kingdom of Saudi Arabia (KSA) had 37 projects. Figure 1 below is FAO's Field Programme Monitoring Information System (FPMIS) generated graphical representation of FAO field delivery between 2010 and 2015.

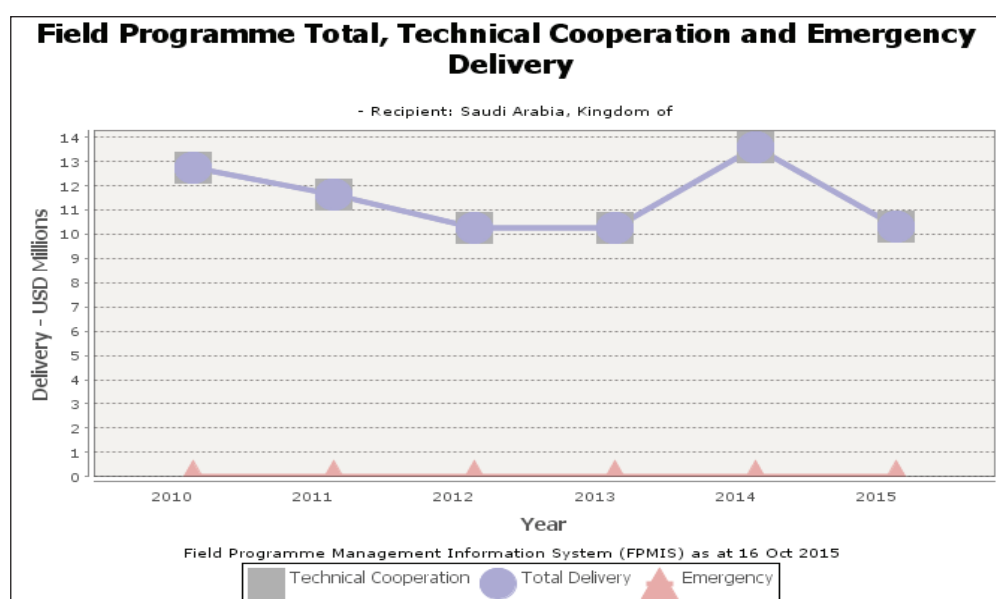


Figure 1

As shown in Figure 1, the delivery for technical cooperation projects¹⁸ from 2010 to 2012 gradually dropped from 13 million to 11 million. The total delivery remains stable between 2012 and 2013. Between 2013 and 2014 there is a drastic increase from 11 million to 14 million, before drastically decreasing again in 2014-2015.

Project Distribution by Funding Group

The Total Budget (DWH¹⁹) of field work in KSA for the period evaluated, 2006 to 2015 amounts to USD 151,164,737. Over the period 2006-2015, FAO portfolio in KSA comprises 37 field projects.

¹⁶ Technical Cooperation Programme (TCP) is used interchangeably with Technical Cooperation Agreement (TCA) in the project document. However in this paper TCA will be adopted

¹⁷ The Ministry of Agriculture's Strategic Objective as stated in the Project Document "UTFN/SAU/031/SAU Programme Coordination Unit"

¹⁸ It should be noted that the classification of the delivery between "technical cooperation" and "Emergency", is based upon these 2 criteria i) the long- or short-term nature of the projects; ii) funding sources

¹⁹ Note that in this analysis all quotes of Budgets are from Data Ware House(DWH)

Out of the 37 projects, 30 are financed by the Unilateral Trust Fund²⁰ (UTF), and this represents about 84.2% of the KSA Total Budget. The remaining 7 are global, interregional, regional and sub-regional projects funded by TCP, TCP/GCP and Trust Fund (TF). Annex gives the details of these 7 projects.

Table 1 below shows the projects by fund group and their respective Budget and number of projects.

Table 1: Total budget by funding group

Fund group	Number of projects	Total budget (DWH)	% share of budget
TCP	3	898,331	0.59
TF	2	9,753,599	6.45
TF/GCP	2	13,199,998	8.73
TF/UTF	30	127,312,809	84.22
Grand total	37	151,164,737	100

KSA Unilateral Trust Fund Agreement

FAO-KSA Technical Cooperation Agreement (KSA)²¹

FAO over the years have signed technical agreement with the Kingdom to provide technical support in the development of their agriculture sector. The first signed Technical agreement between FAO and the Kingdom was signed in 1964 and accordingly FAO was assigned to the Ministry of Agriculture (MoA) to provide technical support in the development of the agricultural sector and the improvement of the technical performance of MoA, and also to develop the technical skills of the national cadres through continued training. This training was to ensure the achievement of MoA's in the replacement of expatriates with trained national staff. In 1981 the cooperation increased through the Unilateral Trust Fund Agreement whereby the Kingdom of Saudi Arabia annually deposits financial allocations to FAO to cover technical assistance and improve the facilities at the research and training centers. The technical cooperation agreements however fail to highlight the role or other partners involved in the establishment and improvement of these research and training centers.

For the period evaluated, two Technical Cooperation Agreement's have been implemented aimed at assisting Ministry of Agriculture (MoA) to achieve its objectives of sustainable agricultural and rural development. As outlined in the first Technical Cooperation Agreement (TCA 2006-11), the programme constituted of five components with a total number of 13 projects. An observation of the structure of the components shows that projects were broadly grouped under the components and were not sector-specific. The second Technical Cooperation Agreement (TCA 2011-2016) consisted of 4 main components and 4 complementary components with a total number of 17 projects. In the second Technical Cooperation Agreement, the components were sector-specific as such the projects were grouped under components per sector. Table 2 and 3 below shows the components and the respective projects under TCA 2006-2011 and TCA 2011-2016.

In both Technical Cooperation Agreements, sustainable development is widely used in defining and scoping the various components. As per KSA's development Agenda ²², sustainable development is defined by the following criteria: i) it does not affect financial conditions ii) it enhances the ability to overcome the crisis through maximum utilization of human, financial and natural resources without touching the wealth of future generations; iii) it meets the needs and ensures that there is no over-reliance on the natural resources through the adoption of the

20 Unilateral Trust Fund modality allows developing countries to benefit from the Organization's technical expertise through UTFs which are fully funded by the beneficiary countries themselves, either from national resources or from the proceeds of loans, credits and grants made available by international finance institutions or bilateral donors.

21 Technical Cooperation Programme (TCP) is used interchangeably with Technical Cooperation Agreement in the project document. However in this paper TCA will be adopted

22 KSA's Ministry of Finance Definition of Sustainable Development <http://www.mof.gov.sa/English/MinistryProfile/Pages/SustainableDevelopment.aspx>

best mechanisms to identify potential risks and deal with it in the medium and long term, iv) to achieve sustainable development, there is the need for an accurate knowledge output of these resources and its effect on total economy of the state.

Table 2: FAO-KSA Technical Cooperation Agreement (2006-2011)

Sub-programmes (components)	Projects
Sustainable Management, Conservation and Development of Natural Resources	<ul style="list-style-type: none"> • Improvement of Irrigation Water Management in the Kingdom of Saudi Arabia; • Sustainable Development for Irrigated Agriculture in Al-Hassa; • Preservation and Improvement of Arabian Horse in its Homeland
Development of agricultural rural areas	<ul style="list-style-type: none"> • Support of the Rural Institutions for the Benefit of Small-Scale Farmers in the Kingdom of Saudi Arabia.
Boosting productivity, production and marketing efficiency and diversification of production	<ul style="list-style-type: none"> • Establishment of a Date Palm Research Centre in Al-Hassa, Phase II; • Development of Tropical and Subtropical Fruits in Jazan and Tihama Plaines; • Support to the Fish Farming Centre, Jeddah; • Development of Production, Processing and Marketing of Olive in the Kingdom of Saudi Arabia, Phase II; • Strengthening the National Centre for Horticultural Research and Development (NCHRD) in Najran; • Camel Breeding, Protection and Improvement Centre in the Kingdom of Saudi Arabia.
Upgrading the Technical and Quality Standards to cope with International Requirements	<ul style="list-style-type: none"> • Animal Quarantine and Import Requirements; • Capacity Building in Integrated Plant Health Management;
Training and building of institutional capacity	<ul style="list-style-type: none"> • Improvement of Agricultural Training Centres in the Kingdom of Saudi Arabia.

Table 3: FAO-KSA Technical Cooperation Agreement (2011-2016)

Sub-programmes (components)	Projects
Sustainable Management of water resources	<ul style="list-style-type: none"> • Development of irrigation water management and improvement of water use efficiency • Development of the utilization of non-conventional water resources
Sustainable crop production and GAP	<ul style="list-style-type: none"> • Development of an international date palm research centre • Development of olive production and processing techniques • Development of technology transfer of the horticulture sector • Strengthening of rural development sustainable programmes
Crop protection and Development of the natural resources	<ul style="list-style-type: none"> • Development of agricultural extension and technology transfer • Strengthening the sustainable management of the natural pastures and forests in KSA • Capacity building in Integrated Plant Health management
Sustainable development of the animal resources	<ul style="list-style-type: none"> • Camel breeding, protection and improvement centre in KSA • Preservation and improvement of Arabian horse in its homeland • Development of veterinary diagnostic and vaccines production laboratories • Development of animal epidemiological survey and early warning systems
Complementary sub-programmes	<ul style="list-style-type: none"> • Individual projects
Fish farming development	<ul style="list-style-type: none"> • Development of production and techniques of marine fish farming
Institutional development and capacity building	<ul style="list-style-type: none"> • Institutional Development and strengthening of human capacities working in the agricultural sector
International cooperation development	<ul style="list-style-type: none"> • Support and capacity building of the International Cooperation Department
Programme Coordination Unit	<ul style="list-style-type: none"> • Programme Coordination Unit

Total Budget and Expenditure by TCA

Table 4 below shows the total budget and actual expenditure segregated by the two TCA. For TCA 2006-2011, the total budget is USD 64,098,862 with a total actual expenditure of USD 58,065,516. Under TCA 2011-2016 the total budget is USD 63,213,947 with a total actual expenditure of USD 36,017,347.

Table 4: Total budget and actual expenditure by TCA

Programme	Total Budget (DWH)	Total Actual Expenditure(DWH)
2006-2011	64,098,862	58,065,516
2011-2016	63,213,947	36,017,347
Total	127,312,809	94,082,863

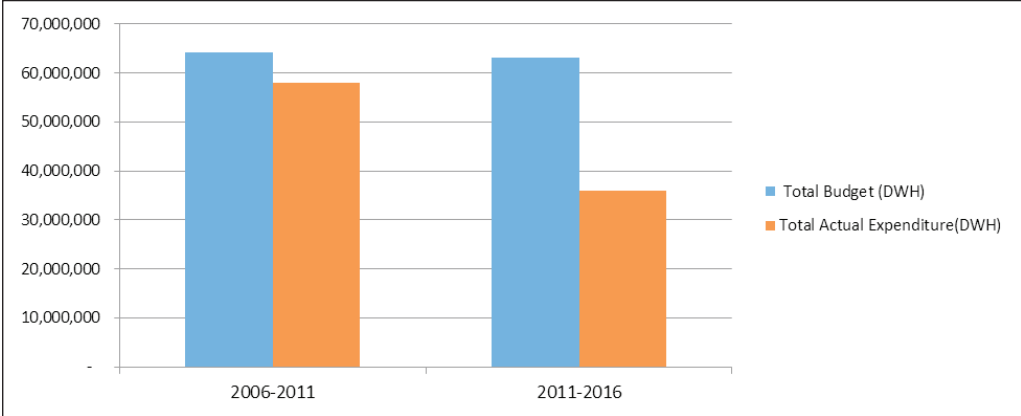


Figure 2: Total Budget and Actual Expenditure by TCA

Projects by size

Table 5: Size of projects (FPMIS)

Project size	Number of projects	Total budget(USD)
Above 10 million	2	30,167,124
4-10 million	4	17,710,936
3-4 million	20	68,398,836
Below 3 million	4	11,035,913
Total	30	127,312,809

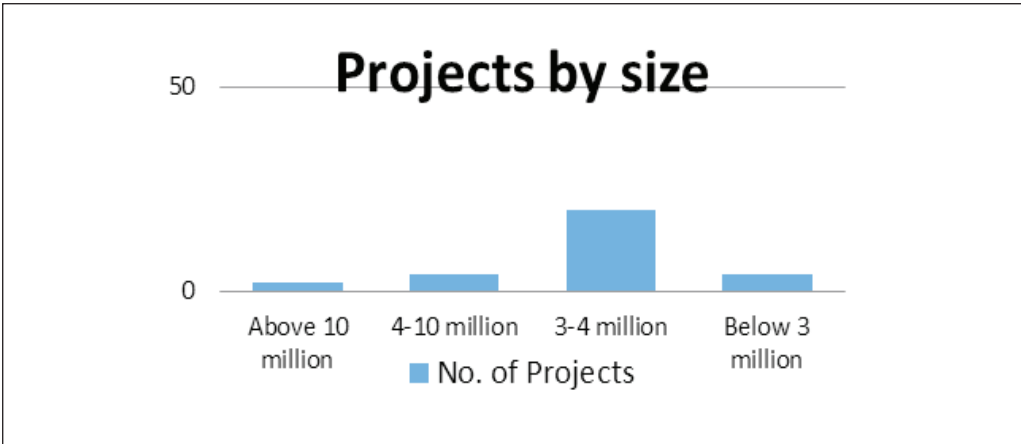


Figure 3: Size of projects (FPMIS)

In KSA TF/UTF portfolio, two projects have budgets exceeding USD 10 million and both are related to the establishment of the Programme Coordination Unit (PCU). These projects are UTF /SAU/031/ SAU and UTF/SAU/036 Establishment of the PCU which has a budget of USD 18,563,785 and USD 11,603,339 respectively. The Programme Coordination Unit (PCU) is based in the Kingdom of Saudi Arabia and headed by a Senior FAO Programme Coordinator. The PCU was established for the successful coordination, implementation and monitoring of the various technical assistance services provided by FAO in the framework of the Technical Cooperation Agreement. The PCU

also ensures financial and administrative efficiency in the management and implementation of all the portfolio projects. The unit also plays a crucial role in providing each project with the needed logistical, administrative and managerial backstopping. Moreover, in the absence of the Chief Technical Advisers (CTA), the PC could provide the required managerial role to oversee the implementation of the projects. Within the evaluation period, the Programme Coordination Unit has 1 Director; 6 Professional Staff; 6 General Staff and 103 Consultants (this also captures the international experts/consultants contracted for specific technical assignments usually in a short-term).

There are 4 projects with budget between USD 4 to 10 million. These projects are UTF /SAU/043/SAU Establishment of an International Date Palm Research Center in KSA with a budget of USD 4,688,695; UTF/SAU/21 Camel Breeding, Protection and Improvement Centre in Northern Region of the Kingdom with a budget of USD 4,465,864; UTF /SAU/040/SAU Development and Technology Transfer of the Horticultural Sector with a budget of USD 4,514,508 and finally UTF /SAU/035/SAU Improving Animal Disease and Vaccine Production in KSA with a budget of USD 4,041,869.

There are also 4 projects with budgets below 3 million. These projects are UTF /SAU/016/SAU Development of Production, Processing and Marketing of Olive in KSA with budget of USD \$2,963,903 ; UTF /SAU/023/SAU Animal Quarantines and Import Requirements with a budget of USD 2,755,137 ; UTF /SAU/033/SAU Animal Preservation and Improvement of Arabian Horse in its Homeland with a budget of USD 2,762,018 and finally UTF /SAU/014/SAU Support of the Rural Agricultural Institutions and Diversifying Agricultural Activities of Small Scale Farmers in Rural Areas with a budget of USD 2,554,855..Majority of the projects (66%) have budgets between 3 to 4 million. Table 5 above shows the breakdown of the projects by project size.

FAO stakeholders

The primary ministry stakeholder of the TCA is Ministry of Agriculture (MoA). Other stakeholders identified are Ministry of Water and Electricity (MOWE); General Administration of Irrigation Affairs (GAIA); National Irrigation Authority (NIA) , Irrigation and Drainage Department (IDD) and General Directorate of Agriculture (GDA); International Center for Agricultural Research in the Dry Areas (ICARDA); Port and Airport Authorities; Division of Animal Quarantines, livestock traders; shippers and the veterinary services.

The projects documents also indicate that FAO partners with the research centres. They are; Al Jouf Range and Animal Development Research Centre; Najran Horticultural Development Research Centre; Jeddah Fish Farming Centre in Makkah Al Mukaramah area; King AbdulAziz Arabian Horse Centre in Diyrab and Animal Health and Production Training Centre in Al-Hassa.

Indirect Influence Stakeholders²³

In this analysis, indirect influence stakeholders refer to organisations or associations whose roles and influence have not been explicitly highlighted in the Technical Cooperation Agreement. This section therefore highlights stakeholders not mentioned in the TCA but identified as having an indirect influence on the TCA. Table 5 below highlights 5 government stakeholders though were not mentioned in the project documents should be explored as they play key roles in the relevant sectors of the Programme. They are; Ministry of Economy and Planning; National Poverty Strategy Commission; Ministry of Municipal and Rural Affairs; Presidency of Meteorology and Environment; Saudi Agricultural Bank and National Commission for Wildlife Conservation and Development.

There are 3 universities in the Kingdom who do not directly provide agricultural extension services but are also instrumental in developing agricultural professionals through in-service training of the extension staff and providing academic degree programs in agricultural and livestock sciences. These universities are; King Saud University (KSU); King Faisal University (KFU), Qassim University, Al-Qassim.

²³ Contributions from these stakeholders were obtained from Agricultural extension and Advisory services worldwide repository facilitated by IFPRI. Accessed on <http://www.worldwide-extension.org/asia/saudi-arabia>

Similarly there are research institutes in Saudi Arabia who do not necessarily provide direct agricultural extension services to farmers; yet are actively involved in agricultural of technology generation and transfer. They are; King Abdullah University of Science and Technology (KAUST), Plant Stress Genomics Research Center (PSGR), Prince Sultan's Center for Environment, Water and the Desert (PSCEWD), Agricultural Research and Experimental Station (ARES).

There are also other international organizations working with the government on the same sectors the FAO-KSA TCA focuses on. For instance within the period evaluated; the German Society for International Cooperation (GIZ) is implementing projects in KSA focusing on Organic Agriculture, Irrigation and Groundwater (Refer to Annex 9 for project details).

Table 6: Indirect Influence Stakeholders

Government stakeholders
Ministry of Economic Planning
Saudi Agricultural Bank
Ministry of Municipal and Rural Affairs
National Commission for Wildlife Conservation and Development
Presidency of Meteorology and Environment
Research centres
King Abdullah University of Science and Technology (KAUST)
Plant Stress Genomics Research Center (PSGR)
Prince Sultan's Center for Environment, Water and the Desert (PSCEWD)
King Abdulaziz City for Science and Technology (KACST)
Agricultural Research and Experimental Station (ARES).
King Saud University (KSU)
King Faisal University (KFU)
Qassim University, Al-Qassim
International development agencies (IDAs)
United Nations Development Programme (UNDP)
German Society for International Cooperation (GIZ)

Technical and operational support

All the 30 projects in TF/UTF portfolio in KSA are operated by Regional Office for the Near East (RNE). As per the FAO's Programme and Work Budget, the total post count in the Regional Office for Near East is 65²⁴. Table 7 below shows a breakdown of the region's capacity under the regular programme.

Table 7: Regional Office for the Near East (RNE) Technical Capacity (Posts)

Region	Director	Professional	National	General	Total
RNE	2	28	4	31	65

24 The Post Count was accessed from FAO Programme Work Budget 2014-15 <http://www.fao.org/pwb/en/>

Technical Division (LTU)²⁵

Table 6 below shows the percentage of projects as carried out by LTU.

Table 8: Technical Division (LTU)

LTU	Number of projects	Total budget	% of total budget
AGA	6	20,189,406	15.86
AGP	10	36,959,049	29.03
DDN	1	3,497,350	2.75
ESP	2	7,142,352	5.61
FIR	2	6,941,236	5.45
FOE	1	3,500,514	2.75
NRL	4	13,288,959	10.44
NRR	1	3,071,964	2.41
RNE	2	21,118,640	16.59
TCS	1	11,603,339	9.11
Total	30	127,312,809	100.00

Plant Production and Protection Division (AGP) supports the highest number of projects (10) with the combined budget of USD36, 959,049 representing 29% of the Total Budget. The 10 projects AGP supports in this capacity are; establishment of a Date Palm Research centre; development of Olive production, processing and marketing techniques; capacity building in integrated plant health management; development of tropical and sub-tropical fruit in Jazan and Tihama Plains; development and technology transfer of the horticultural sector and camel breeding, protection and improvement centre in northern region of KSA. These projects contribute to *FAO Strategic Organisational result²⁶ 101,201,301 and 403*.

Animal Production and Health (AGA) is the second in respect to the number of projects supported, and the combined projects budget is USD 20,189,406 representing 15.86% of the total Budget. These projects include; Animal Quarantines and Import Requirements; Animal-Preservation and Improvement of Arabian Horse in its Homeland; Improving Animal Disease and Vaccine Production in KSA; Camel Breeding, Protection and Improvement Centre in KSA; the Genetic Conservation and Improvement of the Arabian Horse in its Homeland and Strengthening national capacity for epidemic-surveillance, early warning and disease control. These projects contribute to the following *FAO Organisational result 101,201 and 503*.

Regional Office for the Near East (RNE) acts as the LTU for two projects and has the second highest combined budget (USD 21,118,640) with respect to total share of the total budget. The first project is UTF /SAU/014/SAU Support of the Rural Agricultural Institutions, Raising Productivity Efficiency and Diversifying Agricultural Activities of Small Scale Farmers in Rural Areas which has a total budget of USD 2,554,855. The second project is UTF /SAU/031/SAU the establishment of PCU with a total budget of USD 18,563,785. The project contribute to *Organizational result 201 and 403*. Annex 1 gives full information on LTU and respective LTU officers.

25 As per the Roles and Responsibilities of Project Task Force Members in the Revised Project Cycle Guide; the Lead Technical Unit ensures quality support for projects confirming that: i) the necessary technical inputs are compatible and sufficient to achieve the project outcome and outputs; and ii) technical inputs are consistent with FAO policies and standards." See "Annex 2: of XXX: Roles and Responsibilities of Project Task Force Members."

26 Refer to Annex 6 for the full list of FAO Strategic Objectives and Organisational Results downloaded from PIREs.

Lead Technical Officer (LTO)²⁷

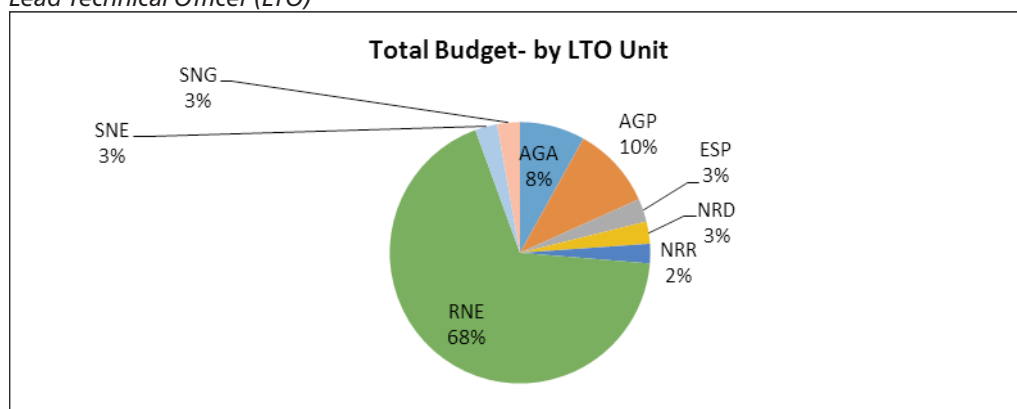


Figure 4: Total budget (DWH) by by lead technical officer (LTO)

Regional Office for the Near East (RNE) is the main LTO for the TF/UTF projects in KSA, as 18 out of the 30 projects are backstopped by RNE. The total combined budget of these projects is USD 86,710,150 representing 68% of the total budget as illustrated in figure 4 above.

AGP is the second main LTO, providing technical backstopping for 4 projects with a combined total budget of USD 12,990,102 representing 10% of the total budget. These projects are focused on the establishment of a Date Palm Research Centre; Development of Olive production; Development of Tropical and Sub-tropical Fruit in Jazan and Tihama Plains and Strengthening the National Centre for Horticultural Research and Development (NCHRD) in Najran.

AGA is the third main LTO, providing technical backstopping for 3 projects and has a total combined budget of USD 10,295,241 representing 8% of the total budget. These projects are focused on Animal Quarantines and Import Requirements; Improving Animal Disease and Vaccine Production in KSA and strengthening national capacity for epidemic-surveillance, early warning and disease control. ESP, NRR, NRD, SNG and SNE provide technical backstopping for 1 projects each, representing 13.6% of the total budget. Annex 3 shows the list LTO and the respective LTO Officers.

Project status

Out of 30 projects in the KSA TF/UTF portfolio, 17 projects are operationally active and this represents 67% of the total budget, whereas 10 projects are financially closed representing 25% of the total budget and finally 3 projects are operationally closed accounting for 8% of the total budget. Table 7 below shows the number of projects and total budget (DWH) by project status. The total combined budget of the operationally active projects is USD 85,819,601.

The 10 financially closed projects are UTF /SAU/011/SAU, UTF /SAU/012/SAU, UTF /SAU/033/SAU, UTF /SAU/015/SAU, UTF /SAU/018/SAU, UTF /SAU/017/SAU, UTF /SAU/016/SAU, UTF /SAU/019/SAU, UTF /SAU/025/SAU, UTF /SAU/027/SAU and they focus on the following components: Sustainable Management, Conservation and Development of Natural Resources; Boosting productivity, production and marketing efficiency and diversification of production; Upgrading the Technical and Quality Standards to cope with International Requirements and Training and building of institutional capacity.

Table 9: Project status

Project status	Number of projects	Total budget (DWH)	Percentage share of budget	Total DWH actual expenditure
Financially Closed	10	31,717,352	25	31,708,557
Operationally Active	17	85,819,601	67	52,633,330
Operationally Closed	3	9,775,856	8	9,740,975
Grand Total	30	127,312,809	100	94,082,863

²⁷ As per FAO Revised Project Cycle Guide, the Lead Technical Officer (LTO) ensures the application of FAO technical standards and policies during the project formulation and implementation. Technical backstopping is therefore provided by the lead technical officer (LTO) unit

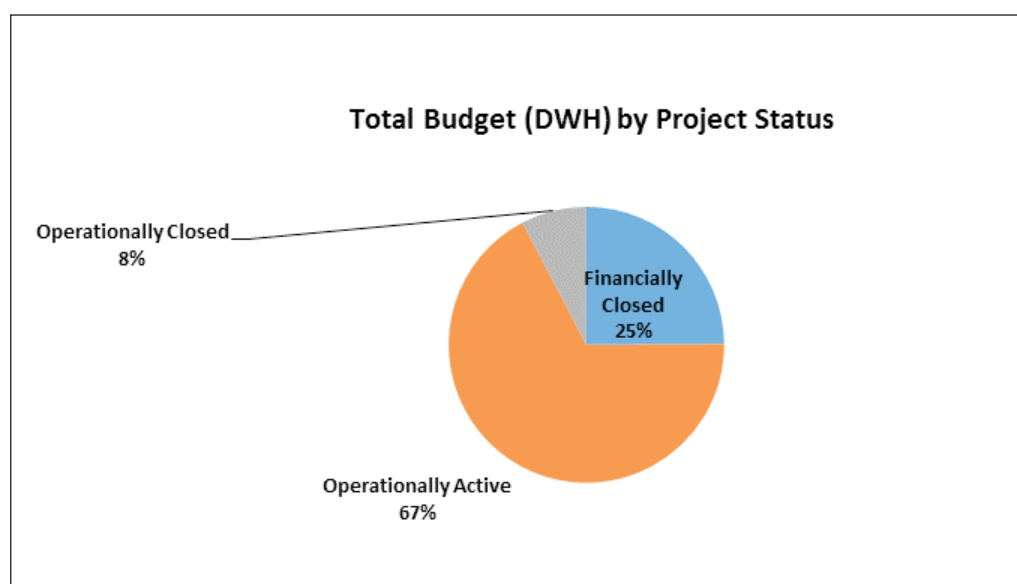


Figure 5: Total budget by project status

Key sectors of Technical Cooperation Agreement 2006-2016

Based on information provided in the project documents and the structure of the components of the Technical Cooperation Agreement, 6 main key priority areas have been identified; Sustainable use of natural resources (water and environmental conservation); Capacity development (institutional and human); Animal Production and Health; and Sustainable and Integrated Agricultural and Rural Development; Fisheries and Aquaculture Development and Crop Production and Protection.

All the 30 projects have been grouped under the above listed 6 priority areas by triangulating information from different sources (FPMIS, project documents and Data warehouse) and the combined budget and actual expenditures have also been generated. The main recipient of the TCA budget is Capacity development. Annex 5 gives a total list of the projects under the various priority areas with their total budget, total actual expenditure, Actual EOD and NTE.

Table 10: Total budget by priority areas

Priority areas	Number of projects	Total budget (DWH)	Total actual expenditure (DWH)
Animal Production and Health	6	21,157,035	15,018,771
Capacity development (institutional and human)	9	54,021,992	39,248,930
Fisheries and Aquaculture Development	2	6,941,236	5,666,844
Sustainable and integrated agricultural and rural development	2	6,052,206	3,663,997
Crop Production and Protection	6	22,350,867	17,395,403
Sustainable Management of natural resources	5	16,789,473	13,088,919
Grand Total	30	127,312,809	94,082,863

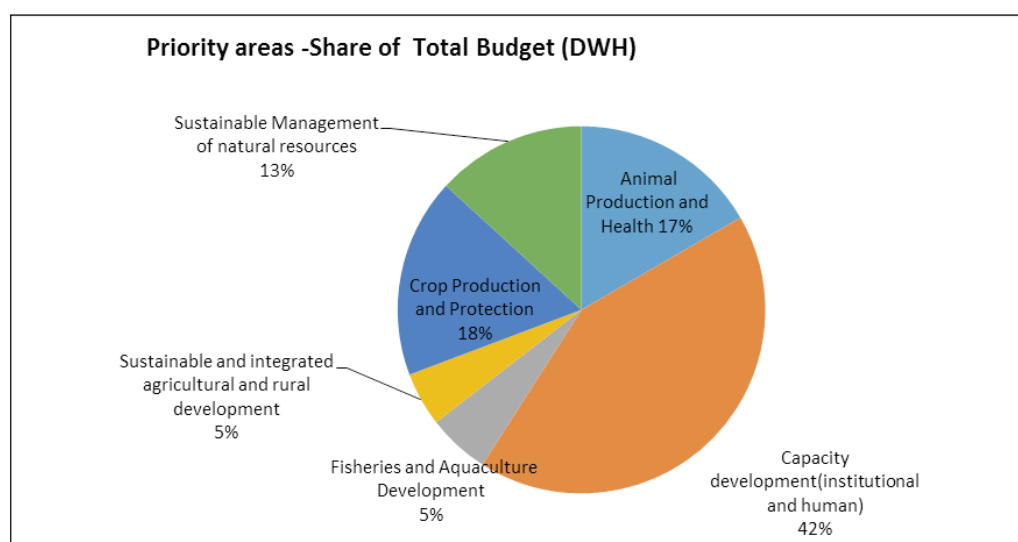


Figure 6: Total Budget(DWH) by priority areas

Capacity development

There are 9 projects which focus on capacity development in terms of human and institutional and this constitutes 42% of the Total UTF Portfolio Budget. The total budget of the sector is USD 54,021,992, with an actual expenditure of USD 39,248,930. Out of the 9 projects, 3 are financially closed and the remaining 6 are operationally active (Refer to Annex 5 for the details of all projects status).

The capacity development projects under the TCA, therefore aims to create an enabling policy environment, build capable institutions and promote appropriate technologies. The overarching goal of the capacity development projects set under this two agreements is to enhance the capacity of the Ministry of Agriculture and the related research centres, technical units, as well as staff from other participating governmental and non-governmental organizations to successfully implement all the proposed activities set under the agreement. There are 7 projects focusing on building the capacity of the ministry of Agriculture and the other stakeholders to take on leadership role and coordination of both private and government initiative through a support system network. Another essential element of the agreement is the establishment of the Programme Coordination Unit (UTF/31/SAU and UTF/036/SAU) is an essential element under Capacity Development in KSA, and thus is the two largest projects with respect to the budget share (USD 30,167,124) which represents 60 % of the capacity development budget allocation and 23% of the total UTF KSA Budget. Table 9 below shows the projects under capacity development sector.

Table 11 : Projects under capacity development

Project symbol	Project title	Project objectives	Actual EOD	Actual NTE	Total budget (DWH)	Total expenditure (DWH)
UTF / SAU/019/ SAU	Strengthening the National Centre for Horticultural Research and Development (NCHRD) in Najran	To collaborate in the attainment of self-sufficiency on horticultural products through the strengthening of the institutional and technical capacities of the NCHRD to promote a citrus and selected fruit industries in the Kingdom on a sustainable base.	2007-05-01	2012-04-30	3,342,438	3,338,785
UTF / SAU/025/ SAU	Capacity Building in Integrated Plant Health Management	The overall development objective of the project is to improve conditions of food safety, efficient and sustainable agricultural production, occupational health and agro-biodiversity conservation.	2007-06-01	2012-04-30	3,267,501	3,267,501

Project symbol	Project title	Project objectives	Actual EOD	Actual NTE	Total budget (DWH)	Total expenditure (DWH)
UTF / SAU/019/ SAU	Strengthening the National Centre for Horticultural Research and Development (NCHRD) in Najran	To collaborate in the attainment of self-sufficiency on horticultural products through the strengthening of the institutional and technical capacities of the NCHRD to promote a citrus and selected fruit industries in the Kingdom on a sustainable base.	2007-05-01	2012-04-30	3,342,438	3,338,785
UTF / SAU/025/ SAU	Capacity Building in Integrated Plant Health Management	The overall development objective of the project is to improve conditions of food safety, efficient and sustainable agricultural production, occupational health and agro-biodiversity conservation.	2007-06-01	2012-04-30	3,267,501	3,267,501
UTF / SAU/027/ SAU	Improvement of Agricultural Training Centers in the Kingdom of Saudi Arabia	The main goal of this project is to improve the contribution of currently employed staff of the Ministry of Agriculture in the agricultural sector development in the Kingdom of Saudi Arabia.	2007-03-01	2012-04-30	3,071,964	3,071,964
UTF / SAU/031/ SAU	Programme Coordination Unit	Establishment of the PCU that will provide support to the new Technical Cooperation Agreement with FAO.	2007-03-01	2015-12-31	18,563,785	15,850,236
UTF / SAU/036/ SAU	Programme Coordination Unit	Programme Coordination Unit	2012-05-01	2016-07-31	11,603,339	9,243,695
UTF / SAU/038/ SAU	Capacity Building in Integrated Plant Health Management	The project will improve conditions of efficient and sustainable agricultural production.	2012-05-01	2016-07-31	3,532,379	2,282,183
UTF / SAU/042/ SAU	Strengthening of Institutional and Human Capacity of the Ministry of Agriculture	The expected outcome of the project is to strengthen institutional and human capacity of the MoA to improve its contribution to agricultural development and food security in the Kingdom.	2012-05-22	2016-07-31	3,645,001	1,218,666
UTF / SAU/049/ SAU	Strengthening national capacity for epidemic-surveillance, early warning and disease control	Strengthen the national veterinary system to be capable of providing services for effective surveillance, early warning and disease control management	2013-11-15	2016-11-15	3,498,235	349,585
UTF / SAU/050/ SAU	Development of Extension and Technology Transfer in KSA	Strengthening the institutional and human capacities to support agricultural innovation and manage sustainable agricultural and rural development	2013-11-15	2016-11-15	3,497,350	626,315
Grand Total					54,021,992	39,248,930

Animal Production and Health

There are 6 projects under the Animal Production and Health sector in KSA. The total budget of the projects under this sector is USD 21,157,035, with an actual expenditure of USD 15,018,771. These projects contribute to FAO's Organizational result 101,201 and 203. The lead technical unit of the projects is Animal Production and Health Division (AGA) in FAO headquarters. The projects mainly focus upgrading the technical and quality standards to cope with International Requirements by enhancing food safety and quality standards. This is considered necessary as the implementation of the projects will allow local products to compete with the imported ones and also strengthen export opportunities of KSA products to the regional and international markets.

Table 12 : Projects under animal production and health

Project Symbol	Project Title	Project Objectives	Actual EOD	Actual NTE	Total Budget (DWH)	Total Expenditure (DWH)
UTF / SAU/021/ SAU	Camel Breeding, Protection and Improvement Centre in Northern Region of the Kingdom	The objective is to establish and organize research and development center of high international standards with the necessary infrastructure, scientific equipment and personnel in order to improve camel productions.	2007-07-18	2012-04-30	4,465,864	4,458,703
UTF / SAU/023/ SAU	Animal Quarantines and Import Requirements	To minimize the risk of introduction of animal diseases from imports of live animals and animal products into the KSA and thus safeguard human and animal health.	2007-03-01	2012-04-30	2,755,137	2,727,417
UTF / SAU/033/ SAU	Preservation and Improvement of Arabian Horse in its Homeland	The Primary objective is to preserve the heritage of the Arabian horse in its homeland while improving the quality of the bloodstock.	2007-03-01	2012-04-30	2,762,018	2,762,042
UTF / SAU/035/ SAU	Improving Animal Disease and Vaccine Production in the Kingdom of Saudi Arabia	The goal of the project is to contribute to achieving national development objectives to protect human and animal health and increase livestock productivity.	2009-07-01	2016-12-31	4,041,869	765,747
UTF / SAU/044/ SAU	Camel Breeding, Protection and Improvement Centre in the Kingdom of Saudi Arabia-Phase II	The project objective is to establish and organize research and development center of high international standards with the necessary infrastructure, scientific and personnel to improve camel production and to preserve the related historical and socio-cultural patrimony of Saudi Arabians	2012-05-01	2016-07-31	3,503,000	2,015,805
UTF / SAU/045/ SAU	The Genetic Conservation and Improvement of the Arabian Horse in its Homeland	Preserve, improve and promote the Arabian horse in Saudi Arabia	2012-05-01	2016-07-31	3,629,147	2,289,056
Grand Total					21,157,035	15,018,771

Crop Production and Protection

Within the period evaluated, there are 6 projects under the Crop Production and Protection sector. The projects are focused on boosting productivity, production and marketing efficiency and diversification of production. The Crop Production and Protection sector has the second largest combined budget (USD 22,350,867); representing 18% of the total TCA Budget allocation. It has an actual expenditure of USD 17,395,403.

Table 13: Projects under Sustainable Crop Production

Project symbol	Project title	Project objectives	Actual EOD	Actual NTE	Total Budget (DWH)	Total Expenditure (DWH)
UTF / SAU/015/ SAU	Establishment of a Date Palm Research Center in Al-Hassa (Phase II)	To enhance and strengthen the institutional and technical capabilities of the National Centre for Date Palm Research and Development/Al-Hassa (NCDPRD) and ensure the efficient functioning of the Centre to develop the Date Palm plantation and industry	2007-05-01	2012-04-30	3,546,118	3,546,118
UTF / SAU/016/ SAU	Development of Production, Processing and Marketing of Olive in The Kingdom of Saudi Arabia (Phase II)	To strengthen the national capability for the development of the olive industry in KSA on sustainable basis, in support of existing initiatives for production of high quality olives and olive oil according to international quality standards	2007-05-01	2012-04-30	2,963,903	2,963,903
UTF / SAU/018/ SAU	Development of Tropical and Sub-tropical Fruit in Jazan and Tihama Plaines	The main goal of this project is to enhance and strengthen the institutional and technical capacity of Jazan Agriculture Research Center (JARC) to meet the needs of rapidly growing tropical and subtropical fruit industry in the region and other non-traditional areas on sustainable basis.	2007-09-01	2012-04-30	3,137,643	3,137,643
UTF / SAU/040/ SAU	Development and Technology Transfer of the Horticultural Sector	The impact of this project would contribute to self-sufficiency in citrus, grapes, tropical and subtropical fruit crops and thus enhance national food security, social stability and sustainable agricultural and rural development.	2012-05-01	2016-07-31	4,514,508	2,956,331

Project symbol	Project title	Project objectives	Actual EOD	Actual NTE	Total Budget (DWH)	Total Expenditure (DWH)
UTF / SAU/041/ SAU	Development of Olive Production and Processing Techniques	Enhance the production of olives and provide advisory services for the use of suitable marketable varieties adapted to different climatic zones in the Kingdom.	2012-05-01	2016-07-31	3,500,000	2,086,428
UTF / SAU/043/ SAU	Establishment of an International Date Palm Research Center in KSA	The expected outcome of the project is to improve, strengthen and upgrade institutional and technical capacities of the National Date Palm Research Centre (NDPRC) into an international center to meet the needs of production, protection and marketing of dates	2012-06-04	2016-07-31	4,688,695	2,704,980
Grand Total					22,350,867	17,395,403

Table 14 : Projects under sustainable management of natural resources

Project Symbol	Project Title	Project Objectives	Actual EOD	Actual NTE	Total Budget(DWH)	Total Expenditure (DWH)
UTF /SAU/011/SAU	Improvement of Irrigation Water Management in the Kingdom of Saudi Arabia	The main goal to achieve a sustainable irrigation water use through the rational, efficient and effective planning and management of irrigation water, with due consideration to preserving the current irrigated area.	28/08/2007	30/04/2012	3,039,332	3,061,543
UTF /SAU/012/SAU	Sustainable Development for Irrigated Agriculture in Al-Hassa	The goal of the project is to assist HIDA to achieve sustainable development for its irrigated agriculture. The long-term objective is to strengthen and build its HIDA capacity for managing irrigation water demands.	25/07/2007	30/04/2012	3,245,200	3,239,639
UTF /SAU/037/SAU	Development of Irrigation Water Management and Improvement of Water Use Efficiency (Phase II)	The project aims at developing the national capacity to cope with the water shortage situation in the country, and ultimately to reduce the water uptake from the resources.	01/05/2012	31/07/2016	3,499,428	1,934,852
UTF /SAU/039/SAU	Sustainable Management of the Natural Forests and Rangelands in the Kingdom of Saudi Arabia	The goal of the project is to develop rehabilitation systems of the juniper ecosystem of the south-western part of KSA suffering from severe degradation caused by insect attacks favored by adverse effects of mismanagement and decrease in moisture.	01/05/2012	31/07/2016	3,500,514	2,382,954
UTF /SAU/046/SAU	Development of the Utilization of Non-Conventional Water Resources in Al Hassa (Phase 2)	The project is designed to minimize negative impacts of the use of available non-conventional water resources on health and environment. The expected outcome would be enhanced technical capability of HIDA in using non-conventional water resources	01/05/2012	31/07/2016	3,504,999	2,469,932
Grand Total					16,789,473	13,088,919

Sustainable management of natural resources

Under the TCA 2006-2011 and TCA 2011-2016, FAO's contribution to the sustainable management of natural resources with emphasis on the conservation and rationalization of agricultural natural resources (mainly water resources and agricultural soils). Under the natural resources sector, there are three main foci; these are Improvement of Irrigation Water Management and Usage Efficiency (UTF /SAU/011/SAU and UTF /SAU/037/SAU); Utilization of Non-Conventional Water Resources (UTF /SAU/012/SAU and UTF /SAU/046/SAU) and Sustainable Management of the Natural Forests and Rangelands (UTF /SAU/039/SAU). The lead technical unit for the project - UTF /SAU/039/SAU is the Forest Economics, Policy and Products Division (FOE) in FAO headquarters, the remaining five projects have Land and Water Division (NRL) in FAO headquarters as the lead technical unit.

Fisheries and Aquaculture Development

Under the TCA 2006-2011 and TCA 2011-2016, FAO's contribution to the aquaculture sector is through two projects (UTF/SAU/017/SAU and UTF/SAU/048/SAU). As stated in the project documents, the main development objectives are to strengthen and up-grade technically advanced and adaptable aquaculture research and demonstration facilities; while ensuring sustainable and responsible development of marine aquaculture with improved performance capacity of the Department of Aquaculture (DoA) and Fish Farming Center to support and facilitate marine aquaculture development. KSA through these projects also aim to develop new techniques, advice and guidance to local investors and entrepreneurs for growth of the industry. The total budget of the fisheries and aquaculture development sector under the Technical Cooperation Agreement is USD 6,941,236 and this represent 5% of the total UTF Budget allocation. The projects mainly contribute to FAO Organisation result 203²⁸. Fisheries and Aquaculture Resources Use and Conservation Division (FIR) in FAO headquarters is the lead technical unit (LTU), with RNE and SNG as the LTO unit. The primary stakeholder is the Fish Farming Center (FFC).

Table 15: Projects under fisheries and aquaculture development sector

Project Symbol	Project Title	Project Objectives	Actual EOD	Actual NTE	Total Budget (DWH)	Total Expenditure (DWH)
UTF /SAU/017/SAU	Support to the Fish Farming Center, Jeddah, Kingdom of Saudi Arabia	The main development objective of this project is an advanced version of the earlier objective is to continue to create a national technical staff, provide, strengthen and up-grade technically advanced and adaptable aquaculture research and demonstration	01/03/2007	30/04/2012	3,341,235	3,319,420
UTF /SAU/048/SAU	Strengthening and supporting further development of aquaculture in the Kingdom of Saudi Arabia	Sustainable and responsible development of marine aquaculture in Saudi Arabia with improved performance capacity of the DoA and FFC to support and facilitate marine aquaculture development	01/05/2012	31/07/2016	3,600,001	2,347,424
Grand Total					6,941,236	5,666,844

Sustainable and integrated agricultural and rural development

There two projects (UTF/014/SAU and UTF/SAU/047/SAU) under the Sustainable and integrated agricultural and rural development sector. As stated in the project documents, these two projects deals with the social dimension of agricultural development, thus places emphasis on the requirements of the traditional agricultural areas, where small-scale farmers constitute the majority and face obstacles of access to markets and of obtaining modern agricultural technologies and adequate financial resources. The total budget of this sector is USD 6,052,206 representing 5% of the total KSA UTF Budget. Project (**UTF /SAU/047/SAU**) mainly contribute to FAO Organisation result 301²⁹. The Social Protection Division (ESP) in FAO headquarters is the lead technical unit (LTU), with RNE as the LTO unit.

28 FAO Organisational Result 203: Stakeholders endorse/adopt international (including regional) instruments and support related governance mechanisms for sustainable agricultural production systems

29 FAO Organisational result 301-The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably

Table 16: Projects under Sustainable and integrated agricultural and rural development

Project Symbol	Project Title	Project Objectives	Actual EOD	Actual NTE	Total Budget (DWH)	Total Expenditure (DWH)
UTF /SAU/014/SAU	Support of the Rural Agricultural Institutions, Raising Productivity Efficiency and Diversifying Agricultural Activities of Small Scale Farmers in Rural Areas	The main goal of the project is to enhance the living conditions of the small-small scale farmers through community and producer-based participatory sustainable rural development in KSA.	18/07/2007	30/04/2012	2,554,855	2,554,855
UTF /SAU/047/SAU	Support to Rural Development for Small Scale Famers Livelihood	The project impact is the enhanced living conditions of the small-scale producers through community and producer-based participatory sustainable rural development in the Kingdom of Saudi Arabia. The outcome of the project will be the empowerment of rural	01/05/2012	31/07/2016	3,497,351	1,109,141
Grand Total					6,052,206	3,663,997

Programme information for the other projects(TF,TCP,TF/GCP)

Fund Group	Geographical Coverage	Operating Unit	Donor	Project Symbol	Project Title	Project Status	Actual EOD	Actual NTE	LTO Unit	LTU Officer	Total Budget (DWH)
TCP	Interregional	NRLDD	FAO	TCP/INT/301	Support to policy consultation and actions to boost sustainable use of water and energy resources for agricultural production and livelihood improvement in the Near East and North Africa Region in the context of climate change	Financially Closed	01/06/2010	31/03/2013	NRLDD	Salman, M.	422,386
	Regional	RNE1D	FAO	TCP/RAB/3101	Formulation of a Unilateral Trust Fund Project for obsolete pesticide prevention and disposal	Financially Closed	01/01/2008	30/04/2009	AGPP	Davis, M.	76,945
	Sub Regional	SNG	FAO	TCP/SNG/3402	Support to capacity development for fishery stock assessment in GCC countries and Yemen	Operationally Closed	01/09/2012	31/12/2014	SNGDD	Mannini, P.	399,000
TF	Global	FIDFD	Multilateral	FMPP/GLO/002/MUL	FAO/Multi-donor Partnership Programme (FMPP) - International instruments concerning food, agriculture, fisheries and forestry, and the production, safe use and fair exchange of agricultural, fishery and forestry goods	Financially Closed	01/01/2009	30/04/2010	FIDFD	Kollavik-Jensen, I.	3,153,105
	Interregional	TCESE	Sweden	OSRO/GLO/601/SWE BABY01	<u>Emergency assistance for the control and prevention of avian influenza</u> - AI activities in Asia, Middle East and North Africa	Operationally Closed	30/03/2006	30/06/2010	AGAH		6,600,494
TF/GCP	Regional	RNE1D	Multilateral	GCP/REM/071/MUL	Marine Resources Programme in the Red Sea.) (IFAD 28%; OPEC Fund (17%); Multilateral (41%); Islamic Development Bank 14%)	Operationally Closed	01/07/2008	30/06/2013	FIRF	Mannini, P.	3,200,000
			UAE	GCP/RAB/011/UAE	Establishment of the Sub regional Office for the Gulf Council States and Yemen (SNG)	Operationally Active	01/12/2010	31/12/2015	RNE1D		9,999,998
Grand Total											23,851,928

List of LTU Officers

The following is the list of LTU Officers as per the data available in FPMIS, IMIS

Technical Unit (LTU)	Project Symbol	LTU Officer
AGA	UTF /SAU/023/SAU	El Idrissi, A.
	UTF /SAU/033/SAU	Bengoumi, M.
	UTF /SAU/035/SAU	El Idrissi, A.
	UTF /SAU/049/SAU	El Idrissi, A.
AGP	UTF /SAU/015/SAU	Muhammad, D.
	UTF /SAU/016/SAU	Muhammad, D.
	UTF /SAU/018/SAU	Muhammad, D.
	UTF /SAU/019/SAU	Muhammad, D.
	UTF /SAU/021/SAU	Bengoumi, M.
	UTF /SAU/043/SAU	Dost, M.
	UTF /SAU/025/SAU	Kenmore, P.; Butrous, M.; Davis, M.
DDN	UTF /SAU/050/SAU	Nichterlein, K.
ESP	UTF /SAU/042/SAU	Hani, M.
	UTF /SAU/047/SAU	Hani, M.
FIR	UTF /SAU/048/SAU	Lovatelli, A.
	UTF /SAU/017/SAU	Lovatelli, A.
NRL	UTF /SAU/037/SAU	Bazza, M.
	UTF /SAU/046/SAU	Bazza, M.
	UTF /SAU/011/SAU	Bazza, M.
	UTF /SAU/012/SAU	Bazza, M.
NRR	UTF /SAU/027/SAU	Hani, M.
	UTF /SAU/014/SAU	Dubois, O.

Total Budget (DWH) by Lead Technical Officer (LTO)

LTO Division	Number of Project	Total Budget(DWH)	% share of Total Budget
AGA	3	10,295,241	8.09
AGP	4	12,990,102	10.2
ESP	1	3,645,001	2.86
NRD	1	3,497,350	2.75
NRR	1	3,071,964	2.41
RNE	18	86,710,150	68.11
SNE	1	3,503,000	2.75
SNG	1	3,600,001	2.83
Grand Total	30	127,312,809	100

List of LTO Officers by project(s)

The following is the list of LTO Officers as per the data available in FPMIS, IMIS

Project Symbol	LTO Division	Project Staff - LTO Officer
UTF /SAU/038/SAU	RNE	Al-Dobai, S.
UTF /SAU/039/SAU	RNE	Hamid, A.
UTF /SAU/040/SAU	RNE	Muhammad, D.
UTF /SAU/041/SAU	RNE	Muhammad, D.
UTF /SAU/042/SAU	ESP	Perri, P.
UTF /SAU/044/SAU	SNE	Bengoumi, M.
UTF /SAU/045/SAU	RNE	Rihani, N.
UTF /SAU/046/SAU	RNE	Bhatti, M.
UTF /SAU/047/SAU	RNE	Elamin, N.
UTF /SAU/048/SAU	SNG	Currie, D.
UTF /SAU/050/SAU	NRD	Dost, M.

List of project by the Project Status

Project Status	Project Symbol	Project Title	Actual EOD	Actual NTE	Total Budget (DWH)	Total Actual Expenditure (DWH)	
Financially Closed	UTF /SAU/011/SAU	Improvement of Irrigation Water Management in the Kingdom of Saudi Arabia	28/08/2007	30/04/2012	3,039,332	3,061,543	
	UTF /SAU/012/SAU	Sustainable Development for Irrigated Agriculture in Al-Hassa	25/07/2007	30/04/2012	3,245,200	3,239,639	
	UTF /SAU/015/SAU	Establishment of a Date Palm Research Center in Al-Hassa (Phase II)	01/05/2007	30/04/2012	3,546,118	3,546,118	
	UTF /SAU/016/SAU	Development of Production, Processing and Marketing of Olive in The Kingdom of Saudi Arabia (Phase II)	01/05/2007	30/04/2012	2,963,903	2,963,903	
	UTF /SAU/017/SAU	Support to the Fish Farming Center, Jeddah, Kingdom of Saudi Arabia	01/03/2007	30/04/2012	3,341,235	3,319,420	
	UTF /SAU/018/SAU	Development of Tropical and Sub-tropical Fruit in Jazan and Tihama Plains	01/09/2007	30/04/2012	3,137,643	3,137,643	
	UTF /SAU/019/SAU	Strengthening the National Centre for Horticultural Research and Development (NCHRD) in Najran	01/05/2007	30/04/2012	3,342,438	3,338,785	
	UTF /SAU/025/SAU	Capacity Building in Integrated Plant Health Management	01/06/2007		3,267,501	3,267,501	
	UTF /SAU/027/SAU	Improvement of Agricultural Training Centres in the Kingdom of Saudi Arabia	01/03/2007	30/04/2012	3,071,964	3,071,964	
	UTF /SAU/033/SAU	Preservation and Improvement of Arabian Horse in its Homeland	01/03/2007	30/04/2012	2,762,018	2,762,042	
Financially Closed Total					31,717,352	31,708,557	
Operationally Active	UTF /SAU/031/SAU	Programme Coordination Unit	01/03/2007	31/12/2015	18,563,785	15,850,236	
	UTF /SAU/035/SAU	Improving Animal Disease and Vaccine Production in the Kingdom of Saudi Arabia	01/07/2009	31/12/2016	4,041,869	765,747	
	UTF /SAU/036/SAU	Programme Coordination Unit	01/05/2012	31/07/2016	11,603,339	9,243,695	
	UTF /SAU/037/SAU	Development of Irrigation Water Management and Improvement of Water Use Efficiency (Phase II)	01/05/2012	31/07/2016	3,499,428	1,934,852	
	UTF /SAU/038/SAU	Capacity Building in Integrated Plant Health Management	01/05/2012	31/07/2016	3,532,379	2,282,183	
	UTF /SAU/039/SAU	Sustainable Management of the Natural Forests and Rangelands in the Kingdom of Saudi Arabia	01/05/2012	31/07/2016	3,500,514	2,382,954	
	UTF /SAU/040/SAU	Development and Technology Transfer of the Horticultural Sector	01/05/2012	31/07/2016	4,514,508	2,956,331	
	UTF /SAU/041/SAU	Development of Olive Production and Processing Techniques	01/05/2012	31/07/2016	3,500,000	2,086,428	
	UTF /SAU/042/SAU	Strengthening of Institutional and Human Capacity of the Ministry of Agriculture	22/05/2012	31/07/2016	3,645,001	1,218,666	
	UTF /SAU/043/SAU	Establishment of an International Date Palm Research Center in KSA	04/06/2012	31/07/2016	4,688,695	2,704,980	
	UTF /SAU/044/SAU	Camel Breeding, Protection and Improvement Centre in the Kingdom of Saudi Arabia- Phase II	01/05/2012	31/07/2016	3,503,000	2,015,805	
	UTF /SAU/045/SAU	The Genetic Conservation and Improvement of the Arabian Horse in its Homeland	01/05/2012	31/07/2016	3,629,147	2,289,056	
	UTF /SAU/046/SAU	Development of the Utilization of Non-Conventional Water Resources in Al Hassa (Phase 2)	01/05/2012	31/07/2016	3,504,999	2,469,932	
	UTF /SAU/047/SAU	Support to Rural Development for Small-Scale Farmers' Livelihood	01/05/2012	31/07/2016	3,497,351	1,109,141	
	UTF /SAU/048/SAU	Strengthening and supporting further development of aquaculture in the Kingdom of Saudi Arabia	01/05/2012	31/07/2016	3,600,001	2,347,424	
	UTF /SAU/049/SAU	Strengthening national capacity for epidemic-surveillance, early warning and disease control	15/11/2013	15/11/2016	3,498,235	349,585	
	UTF /SAU/050/SAU	Development of Extension and Technology Transfer in KSA	15/11/2013	15/11/2016	3,497,350	626,315	
	Operationally Active Total					85,819,601	52,633,330
	Operationally Closed	UTF /SAU/014/SAU	Support of the Rural Agricultural Institutions, Raising Productivity Efficiency and Diversifying Agricultural Activities of Small Scale Farmers in Rural Areas	18/07/2007	30/04/2012	2,554,855	2,554,855
UTF /SAU/021/SAU		Camel Breeding, Protection and Improvement Centre in Northern Region of the Kingdom	18/07/2007	30/04/2012	4,465,864	4,458,703	
UTF /SAU/023/SAU		Animal Quarantines and Import Requirements	01/03/2007	30/04/2012	2,755,137	2,727,417	
Operationally Closed Total					9,775,856	9,740,975	
Grand Total					127,312,809	94,082,863	

List of projects by priority areas

Priority areas	Project symbol	Project title	Total budget (DWH)	Total actual expenditure (DWH)
Animal Production and Health	UTF /SAU/021/SAU	Camel Breeding, Protection and Improvement Centre in Northern Region of the Kingdom	4,465,864	4,458,703
	UTF /SAU/023/SAU	Animal Quarantines and Import Requirements	2,755,137	2,727,417
	UTF /SAU/033/SAU	Preservation and Improvement of Arabian Horse in its Homeland	2,762,018	2,762,042
	UTF /SAU/035/SAU	Improving Animal Disease and Vaccine Production in the Kingdom of Saudi Arabia	4,041,869	765,747
	UTF /SAU/044/SAU	Camel Breeding, Protection and Improvement Centre in the Kingdom of Saudi Arabia- Phase II	3,503,000	2,015,805
	UTF /SAU/045/SAU	The Genetic Conservation and Improvement of the Arabian Horse in its Homeland	3,629,147	2,289,056
Animal production and health total			21,157,035	15,018,771
Capacity development (institutional and human)	UTF /SAU/019/SAU	Strengthening the National Centre for Horticultural Research and Development (NCHRD) in Najran	3,342,438	3,338,785
	UTF /SAU/025/SAU	Capacity Building in Integrated Plant Health Management	3,267,501	3,267,501
	UTF /SAU/027/SAU	Improvement of Agricultural Training Centers in the Kingdom of Saudi Arabia	3,071,964	3,071,964
	UTF /SAU/031/SAU	Programme Coordination Unit	18,563,785	15,850,236
	UTF /SAU/036/SAU	Programme Coordination Unit	11,603,339	9,243,695
	UTF /SAU/038/SAU	Capacity Building in Integrated Plant Health Management	3,532,379	2,282,183
	UTF /SAU/042/SAU	Strengthening of Institutional and Human Capacity of the Ministry of Agriculture	3,645,001	1,218,666
	UTF /SAU/049/SAU	Strengthening national capacity for epidemic-surveillance, early warning and disease control	3,498,235	349,585
	UTF /SAU/050/SAU	Development of Extension and Technology Transfer in KSA	3,497,350	626,315
Capacity development (institutional and human) total			54,021,992	39,248,930
Fisheries and Aquaculture Development	UTF /SAU/017/SAU	Support to the Fish Farming Center, Jeddah, Kingdom of Saudi Arabia	3,341,235	3,319,420
	UTF /SAU/048/SAU	Strengthening and supporting further development of aquaculture in the Kingdom of Saudi Arabia	3,600,001	2,347,424
Fisheries and aquaculture development total			6,941,236	5,666,844
Sustainable and integrated agricultural and rural development	UTF /SAU/014/SAU	Support of the Rural Agricultural Institutions, Raising Productivity Efficiency and Diversifying Agricultural Activities of Small Scale Farmers in Rural Areas	2,554,855	2,554,855
	UTF /SAU/047/SAU	Support to Rural Development for Small-Scale Farmers' Livelihood	3,497,351	1,109,141

Priority areas	Project symbol	Project title	Total budget (DWH)	Total actual expenditure (DWH)
Sustainable and integrated agricultural and rural development total			6,052,206	3,663,997
Crop Production and Protection	UTF /SAU/015/SAU	Establishment of a Date Palm Research Center in Al-Hassa (Phase II)	3,546,118	3,546,118
	UTF /SAU/016/SAU	Development of Production, Processing and Marketing of Olive in The Kingdom of Saudi Arabia (Phase II)	2,963,903	2,963,903
	UTF /SAU/018/SAU	Development of Tropical and Sub-tropical Fruit in Jazan and Tihama Plains	3,137,643	3,137,643
	UTF /SAU/040/SAU	Development and Technology Transfer of the Horticultural Sector	4,514,508	2,956,331
	UTF /SAU/041/SAU	Development of Olive Production and Processing Techniques	3,500,000	2,086,428
	UTF /SAU/043/SAU	Establishment of an International Date Palm Research Center in KSA	4,688,695	2,704,980
Crop production and protection total			22,350,867	17,395,403
Sustainable Management of natural resources	UTF /SAU/011/SAU	Improvement of Irrigation Water Management in the Kingdom of Saudi Arabia	3,039,332	3,061,543
	UTF /SAU/012/SAU	Sustainable Development for Irrigated Agriculture in Al-Hassa	3,245,200	3,239,639
	UTF /SAU/037/SAU	Development of Irrigation Water Management and Improvement of Water Use Efficiency (Phase II)	3,499,428	1,934,852
	UTF /SAU/039/SAU	Sustainable Management of the Natural Forests and Rangelands in the Kingdom of Saudi Arabia	3,500,514	2,382,954
	UTF /SAU/046/SAU	Development of the Utilization of Non-Conventional Water Resources in Al Hassa (Phase 2)	3,504,999	2,469,932
Sustainable management of natural resources total			16,789,473	13,088,919
Grand Total			127,312,809	94,082,863

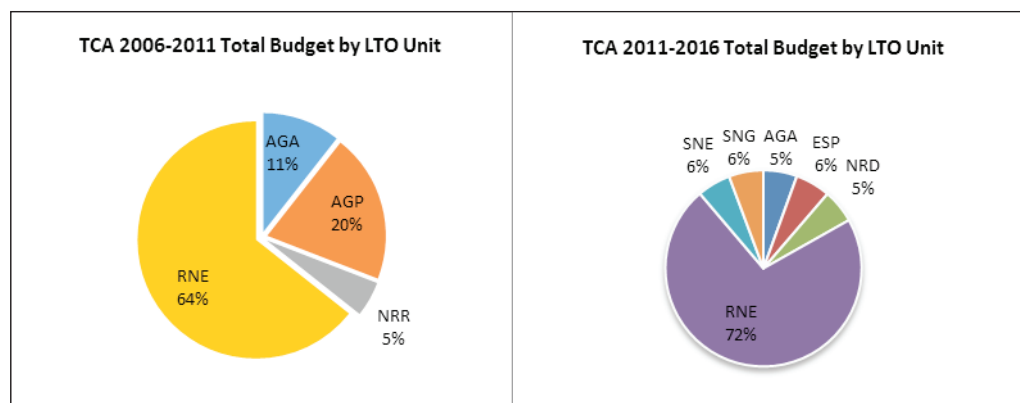
List of FAO strategic objective and organisational result

Strategic Objective	Organizational Result
1 - Contribute to the eradication of hunger, food insecurity and malnutrition	100 - Contribute to the eradication of hunger, food insecurity and malnutrition
	101 - Member countries and their development partners make explicit political commitments in the form of policies, investment plans, programmes, legal frameworks and the allocation of necessary resources to eradicate hunger, food insecurity and malnutrition.
	102 - Member countries and their development partners adopt inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition.
	103 - The decisions of member countries and their development partners regarding food security and nutrition are based on evidence and high-quality, timely and comprehensive food security and nutrition analysis that draws on data and information available in the network of existing sector and stakeholder information systems.
2 - Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner	200 - Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
	201 - Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.
	202 - Stakeholders in member countries strengthen governance – the policies, laws, management frameworks and institutions that are needed to support producers and resource managers – in the transition to sustainable agricultural sector production systems.
	203 - Stakeholders endorse/adopt international (including regional) instruments and support related governance mechanisms for sustainable agricultural production systems.
	204 - Stakeholders make evidence-based decisions in the planning and management of the agricultural sectors and natural resources to support the transition to sustainable agricultural sector production systems through monitoring, statistics, assessment and analysis.
3 - Reduce rural poverty	3 - Reduce rural poverty
	300 - Reduce rural poverty
	301 - The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably.
	302 - The rural poor have greater opportunities to access decent farm and non-farm employment.
	303 - Social protection systems are strengthened in support of sustainable rural poverty reduction.
4 - Enable more inclusive and efficient agricultural and food systems	400 - Enable more inclusive and efficient agricultural and food systems
	401 - International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.
	402 - Agribusinesses and agrifood chains that are more inclusive and efficient are developed and implemented by the public and private sectors.
	403 - Policies, financial instruments and investment that improve the inclusiveness and efficiency of agrifood systems are developed and implemented by the public and private sectors.
5 - Increase the resilience of livelihoods to threats and crises	500 - Increase the resilience of livelihoods to threats and crises
	501 - Countries and regions adopt and implement legal, policy and institutional systems and regulatory frameworks for risk reduction and crisis management.
	502 - Countries and regions provide regular information and early warning against potential, known and emerging threats.
	503 - Countries reduce risks and vulnerability at household and community level.
6 - Technical quality, knowledge and services	504 - Countries and regions affected by disasters and crises prepare for, and manage effective responses.
	601 - Quality and integrity of the technical and normative work of the Organization.
	602 - Country capacity to use, collect, analyse and disseminate data is strengthened by improved methods developed by the Organization.
	603 - Quality services, coherent strategy and approaches to work on gender equality and women's empowerment in the Strategic Objective programmes that result in strengthened capacities of member countries to formulate, implement, monitor and evaluate policies, strategies, programmes and investments that provide equal opportunities for women and men in agriculture and food security.
	604 - Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes.

Strategic objective	Organizational result
1 - Contribute to the eradication of hunger, food insecurity and malnutrition	100 - Contribute to the eradication of hunger, food insecurity and malnutrition
	101 - Member countries and their development partners make explicit political commitments in the form of policies, investment plans, programmes, legal frameworks and the allocation of necessary resources to eradicate hunger, food insecurity and malnutrition.
	102 - Member countries and their development partners adopt inclusive governance and coordination mechanisms for eradicating hunger, food insecurity and malnutrition.
	103 - The decisions of member countries and their development partners regarding food security and nutrition are based on evidence and high-quality, timely and comprehensive food security and nutrition analysis that draws on data and information available in the network of existing sector and stakeholder information systems.
2 - Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner	200 - Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
	201 - Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner.
	202 - Stakeholders in member countries strengthen governance – the policies, laws, management frameworks and institutions that are needed to support producers and resource managers – in the transition to sustainable agricultural sector production systems.
	203 - Stakeholders endorse/adopt international (including regional) instruments and support related governance mechanisms for sustainable agricultural production systems.
	204 - Stakeholders make evidence-based decisions in the planning and management of the agricultural sectors and natural resources to support the transition to sustainable agricultural sector production systems through monitoring, statistics, assessment and analysis.
3 - Reduce rural poverty	3 - Reduce rural poverty
	300 - Reduce rural poverty
	301 - The rural poor have enhanced and equitable access to productive resources, services, organizations and markets, and can manage their resources more sustainably.
	302 - The rural poor have greater opportunities to access decent farm and non-farm employment.
	303 - Social protection systems are strengthened in support of sustainable rural poverty reduction.
4 - Enable more inclusive and efficient agricultural and food systems	400 - Enable more inclusive and efficient agricultural and food systems
	401 - International agreements, mechanisms and standards that promote more efficient and inclusive trade and markets are formulated and implemented by countries.
	402 - Agribusinesses and agrifood chains that are more inclusive and efficient are developed and implemented by the public and private sectors.
	403 - Policies, financial instruments and investment that improve the inclusiveness and efficiency of agrifood systems are developed and implemented by the public and private sectors.
5 - Increase the resilience of livelihoods to threats and crises	500 - Increase the resilience of livelihoods to threats and crises
	501 - Countries and regions adopt and implement legal, policy and institutional systems and regulatory frameworks for risk reduction and crisis management.
	502 - Countries and regions provide regular information and early warning against potential, known and emerging threats.
	503 - Countries reduce risks and vulnerability at household and community level.
	504 - Countries and regions affected by disasters and crises prepare for, and manage effective responses.
6 - Technical quality, knowledge and services	601 - Quality and integrity of the technical and normative work of the Organization.
	602 - Country capacity to use, collect, analyse and disseminate data is strengthened by improved methods developed by the Organization.
	603 - Quality services, coherent strategy and approaches to work on gender equality and women's empowerment in the Strategic Objective programmes that result in strengthened capacities of member countries to formulate, implement, monitor and evaluate policies, strategies, programmes and investments that provide equal opportunities for women and men in agriculture and food security.
	604 - Quality services for more inclusive and effective governance norms, mechanisms and institutions at global, regional and national level and in the Strategic Objective programmes.

TCA 2006-2011 Total Budget by LTO Unit

This shows the Total Budget per the LTO for the TCA 2006-2011 and TCA 2011 -2016



Other International Organisation Projects in KSA

Organization	Project title	Actual EOD	Actual NTE	Total financial commitment (euro)	Client	Project Contact
GIZ	Introducing Organic Farming in the Kingdom of Saudi Arabia	2005	2014	n/a	Ministry of Agriculture	n/a
GIZ	Detailed water resources studies of Wajid and Overlying Aquifers	20 Mar.2006	31.Jul.2013	17 993 595	Ministry of Water and Electricity (formerly: Ministry for Water Affairs)	Randolf Rausch <i>randolf.rausch@giz.de</i>
GIZ	Studies of the Bayadh-Wasia and Aruma Aquifers	01.Jun.2008	31.Dec.2013	18 454 005	Ministry of Water and Electricity (formerly: Ministry for Water Affairs)	Prof. Dr. Randolf Rausch <i>randolf.rausch@giz.de</i>
GIZ	Study and Design of Utilization of Dam Water in various Regions of the Kingdom	20.02.2010	30.06.2015	5 125 550	Ministry of Water and Electricity (formerly: Ministry for Water Affairs)	Dr. Ingmar Obermann <i>ingmar.obermann@giz.de</i>
GIZ	Detailed Groundwater Resources Studies in Rub'Al-Khali Desert	21.03.2010	31.12.2015	21 734 200	Ministry of Water and Electricity (formerly: Ministry for Water Affairs)	Dr. Ingmar Obermann <i>ingmar.obermann@giz.de</i>
GIZ	Khuff Minjur Detailed Water Resources Studies	22.04.2010	31.12.2015	18 292 550	Ministry of Water and Electricity (formerly: Ministry for Water Affairs)	Dr. Ingmar Obermann <i>ingmar.obermann@giz.de</i>

Organization	Project title	Actual EOD	Actual NTE	Total financial commitment (euro)	Client	Project Contact
GIZ	Groundwater Monitoring Automation System	24.06.2013	31.12.2015	406 216	Dornier Consulting GmbH	Dr. Ingmar Obermann ingmar.obermann@giz.de
GIZ	Consulting Services for the Food Division of SFDA - PHASE 3	15.12.2014	14.12.2017	7 200 000	Saudi Food & Drug Authority (SFDA)	Dr. Thomas Wanner thomas.wanner@giz.de
UNDP	Environmental Training Center-Strengthening of the natural resource conservation center	01.01.2004	31.12.2013	n/a		n/a

The role of the ministries in KSA

Ministries	Roles
Ministry of Economic Planning	Develops and implements five-year plans which reflect the long-term economic targets of the kingdom of Saudi Arabia
Saudi Agricultural Bank	Finances the Ministry of Agriculture's development
Ministry of Municipal and Rural Affairs	
National Commission for Wildlife Conservation and Development	
Presidency of Meteorology and Environment	Is in charge of all environment related issues in the Kingdom of Saudi Arabia. Based in Jeddah, it works with the public and private sectors to implement standards in air pollution, waste treatments, marine and coastal environments as well as being in charge of meteorology.

<http://www.the-saudi.net/saudi-arabia/agriculture.htm>

<http://www.worldwide-extension.org/asia/saudi-arabia>



**Food and Agriculture
Organization of the
United Nations**

OFFICE OF EVALUATION
www.fao.org/evaluation