



**ECONOMIC AND SOCIAL
COUNCIL**

UN ECONOMIC AND SOCIAL COMMISSION
FOR WESTERN ASIA
28 OCT 1998
DOCUMENT SECTION

Distr.
LIMITED
E/ESCWA/TCD/1998/31
24 November 1998
ORIGINAL: ENGLISH

Economic and Social Commission for Western Asia

Report on Mission
to the
Environmental Research and Wild Life
Development Agency (ERWDA)
Abu-Dhabi – United Arab Emirates

**PROJECT DOCUMENT ON THE DEVELOPMENT OF LOCAL
AGENDA-21 FOR ABU-DHABI**

(During the period 5-17 September 1998)

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The views expressed in this report are those of the author and do not necessarily reflect those of the United Nations Economic and Social Commission for Western Asia.

PROJECT DOCUMENT

**FOR THE PREPARATION OF A LOCAL AGENDA-21 FOR
THE EMIRATE OF ABU-DHABI**

(A WORKPLAN)

PROPOSED PROJECT

**Project for the Environmental Research and Wild Life Development
Agency (ERWDA)
Abu-Dhabi – United Arab Emirates**

Project Document

Number & Title: Local Agenda-21 for Emirate of Abu-Dhabi

Duration: 10 month

Project Site: ERWDA, Abu-Dhabi, UAE

**ACC/UNDP Sector
& Sub-sector:**

**Government Sector
& Sub-sector:** Environmental Protection

Implementing Agency: ERWDA

Executing Agency:

Estimated Date: September 1999

ERWDA Inputs: US\$ 710,000
in kind: US\$ 201,000
in cash: US\$ 509,000

Brief Description:

The local government of the Emirate of AD is an independent and powerful actor in developing its own economy and is striving to secure its sustainability. The objective of this project is to assist AD local government and its local partners to learn and undertake the challenging task of sustainable development planning at the local level. In other words, the preparation and implementation of a planning approach that will enable the institutions of the local government to manage their communities, economic, and ecological development in a sustainable way.

A- CONTEXT

The transition to sustainable development in Abu-Dhabi is not a comfortable option, but rather an imperative for the local society survival and well being. It will positively require great courage from the public, commitments from local government officials, participation from all sectors, particularly, the local municipalities and the Federal Environmental Agency (FEA) to guarantee its success. The proposed Local Agenda-21 (LA-21) project will ultimately lead to the preparation of a tested sustainable development planning approach for this process. Following a preliminary description of the sub-sector, we present an overview of the project strategy and overall objectives.

A-1- Description of Sub-sector:

The Federation of the United Arab Emirates (UAE) proclaimed its independence on 2nd of December 1971. Abu-Dhabi is the largest Emirate within the UAE, a federation of seven sheikhdoms which also includes Dubai, Sharjah, Ajman, Ras-El-Kheimah, Fujairah and Umm-Al-Quwain. Abu-Dhabi covers about 80% of the 77,000 km² that make up the country. According to the national constitution, each Emirate in the federation has full jurisdiction in self-ruling and managing its distinct economic development.

The local government of Abu-Dhabi is a very powerful and totally independent actor in developing and maintaining its own economic infrastructure using its indigenous resources.

The Emirate occupies a stretch of coastline westwards into the Arabian Gulf. Much of the Emirate is dominated by rolling sandy plains and dunes. It is a parched land receiving less than 100 mm of rainfall annually. The major part of the desert is used for grazing of camels, goats and sheep, at least part of the year.

Following the discovery and exploitation of oil, the subsequent flux of international immigrants, growing population, fast economic growth, and development activities, Abu-Dhabi has witnessed dramatic changes in its lifestyle. The standard of living has risen to its highest levels with health, educational and social services now reaching all quarters of the Emirate. Additionally, a modern oil based industry was created and the agricultural

sector was enabled to a large extent to meet a significant fraction of the local demand for fruits and vegetables.

The accelerated economic growth in Abu-Dhabi is evidently posing a burden on the Emirate's natural resources and stressing its natural environment. Many of the constituents of the national bio-geo-physical foundations are increasingly deteriorating and in some cases becoming extinct as a direct result of the unsustainable management of resources and imbalance between limited supply and excessive demand.

A-2- Host Emirate Strategy:

At the local level, the policy makers in the local government are well aware that the real challenge of developing a local sustainable development program for the Emirate of AD is to foster, test, and disseminate ways to change the process of economic development, so that it does not destroy the local ecosystems and community systems (e.g. cities, villages, neighborhoods, and families) that make life possible and enjoyable.

In this context, ERWDA was established as an independent juridical with full capacity by an Emiri decree from H.H. Sheikh Khalifa Bin Zayed Al Nahayan, Deputy Ruler of the Emirate of Abu-Dhabi in 1996. The main objective of the agency is to protect the natural environment, wild life and biological diversity through monitoring and submitting of proposals and recommendations and by carrying out studies and research required for the protection of the environment and wild life in Abu-Dhabi.

Among its responsibilities (Item 12 of Article 3*), ERWDA should prepare plans required to introduce and develop a balanced environmental strategy and implement it on industrial, agricultural and economic projects within Abu-Dhabi Emirate.

As an official local environmental agency supported with the proper mandate and authority -granted by Abu-Dhabi legislator-, ERWDA is in a legitimate position to initiate the development of a LA-21 for the Emirate of Abu-Dhabi. By doing so, ERWDA is mostly inspired and responding to chapter 28 of the Rio-Agenda 21 that calls upon all local governments, working with their communities, to create their own local action plans, or LA-21 programs.

Chapter 28 of Agenda 21, entitled "Local Authorities' Activities in Support of Agenda 21", states that

“Because many of the problems and solutions being addressed by agenda 21 have their roots in local activities, the preparation and cooperation of local authorities will be determining factor in fulfilling its objectives. Local authorities construct, operate, and maintain economic, social, and environmental infrastructure, oversee planning processes, establish local environmental policies and regulations, and assist in implementing national and sub-national environmental policies. As the level of governance closest to the people, they play a vital role in educating, mobilizing, and responding to the public to promote sustainable development”.

Chapter 28 also states that

“By 1996, most local authorities in each country should have undertaken a consultative process with their populations and achieved a consensus on a local agenda 21 for the community”.

The proposed project is based on experience gained from cities and towns in all world regions that are in the process of integrating planning and action across economic, social, and environmental spheres. By the year 1996, over 1,300 local governments and municipalities were already engaged in either the preparation or implementation of LA-21.

At the federal level, FEA was established in 1993, under federal Law No. 7/93, as an autonomous entity to deal with federal environmental problems and to assist in achieving sustainable development in UAE at the national level. At the present time, FEA is utilizing the participatory approach to develop the UAE National Agenda 21 to serve as the base for the country's National Environment Strategy (NES). Stemming from this strategy, a National Environmental Action Plan (NEAP) is to be developed and used as a key instrument for the promotion of sustainable development in UAE.

The apparent contrariety between the on-going federal activity and the proposed project (LA-21 for Abu-Dhabi) resulted in certain puzzlement and skepticism among environmental authorities at the federal level. Actually, both exercises are equally important and called for by Rio-Agenda-21. As a partaker in the preparation of the NES, ERWDA is fully aware of the federal activity and its objectives. Nevertheless, ERWDA has requested the formulation of a LA-21 in Abu-Dhabi for the following reasons:

- The ranking of environmental priorities to be identified at the federal level might be very different from that identified at the local level. This might obviously lead to different strategy for Abu-Dhabi.
- Different strategies will definitely lead to unlike action plans. The disparity in ranking federal versus local environmental priorities will compel the local government to adopt a distinctive local action plan.
- The local environmental management capacity in Abu-Dhabi (both institutional and financial) needed to ensure the sustainability of development are relatively well developed and in a better position for the immediate implementation of a LA-21 for the Emirate.
- The NES, currently under preparation (for obvious constitutional reasons) cannot address the issue of reforming the existing local structures or creating effective planning linkages to insure the implementation and monitoring of the national agenda at the local level.
- LA-21 provides the modalities needed for the evaluation of LA-21-AP performance. Additional mechanisms and procedures needed for tracking and periodically reorienting sustainable development are, in reality, feasible only at the local level.

It is important to note that LA-21 for AD will complement the NES and will develop and maintain the essential modalities needed for its implementation at the local level. LA-21 for Abu-Dhabi should be contemplated as a major tributary contributing to the support and success of the NES.

Following its completion, LA-21 of Abu-Dhabi will draw from the vast resources available at the local level to realize its pertinent share in the NES currently under preparation by FEA. Without a LA-21-AP that is catered for Abu-Dhabi, the implementation of the NEAP in the Emirate at the local level appears to be difficult if not impossible.

It is the intention of the project to capitalize and utilize the efforts and investments made by FEA in the preparation of the NES. Attempts will be made to insure compatibility and avoid duplication of efforts already undertaken by FEA. The project will rely on information, of relevance to Abu-Dhabi, generated by FEA during the preparation of the NES.

Moreover, the project is designed to emphasize on the development of necessary modalities needed to insure the successful implementation of the LA-21-AP. Issues connected with implementation, monitoring and evaluation at the local level are not covered at the national level. The present project will give special considerations to issues needed to effectuate implementation of Agenda-21 at the local level by exploring the feasibility of carrying out the following administrative activities:

1. reforming local structures,
2. interdepartmental coordination,
3. creation of effective local planning linkages,
4. development of internal auditing and monitoring systems,
5. reforming local procedures, rules and standards,
6. reforming local internal management systems,
7. documentation of implementation effectiveness,
8. and evaluation of implementation performance and measurement

A-3- Prior and Ongoing Assistance:

Several projects were coordinated by UNDP-Abu-Dhabi to assist the local municipalities developing their capacity in environmental management and control systems. However, the present proposed project represents the first coordination proposition by UNDP for ERWDA.

A-4- Institutional Framework for Sub-sector:

ERWDA is an autonomous entity created to deal with environmental research and wild life development in the Emirate of Abu-Dhabi, UAE. ERWDA has efficiently and swiftly developed its structure and organization, built its technical and managerial capacities, and designed its program of work. At the current stage, ERWDA consists of four research centers and a program for environmental services. The environmental services program consists of the following six departments:

- 1- Policies and forecasting,
- 2- Natural resources services,
- 3- Waste management,
- 4- Planning and land-use,
- 5- Environmental impact assessment, and
- 6- Laboratories.

The four research institutes are:

- 1- Institute of Earth Environment,
- 2- Institute of Marine Environment,
- 3- Institute of Veterinary and Wild Life, and
- 4- The National Center for Avian Research.

The ERWDA Board of Directors which consists of eight senior officials concerned with environmental affairs is presided by H.H. Sheikh Khalifa Bin Zayed Al Nahyan. The secretary general of ERWDA is responsible for the administration and policy implementation of the agency in accordance

with the provisions of establishment law and the decisions of the governing council. The vice president of ERWDA is H.H. Sheikh Hamdan Bin Zayed Al Nahyan.

All Abu-Dhabi government departments and agencies are required by-law to coordinate with the ERWDA in relation to research, studies and programs concerning environmental matters and wildlife.

At the present time the Emirate of Abu-Dhabi has two local municipalities, namely Abu-Dhabi and Al-Ain. Abu-Dhabi municipality is an extensive organization with elaborate capacity for monitoring and managing the local environment of the city of Abu-Dhabi. The Center for Food Analysis and Environment has recently developed a separate entity for environmental management. Significant efforts were also made with the aid of UNDP-Abu-Dhabi in developing environmental management systems, code of practices, inspection and auditing capacities, and analytical laboratories. Al-Ain municipality is on the verge of establishing and institutionalizing their environmental department. Both municipalities are running vast and successful programs for solid waste collection and disposal; wastewater collection, treatment and reuse; landscaping, beautification, forestation, and greenery. The involvement of the local municipalities in executing the LA-21 project is fundamental for its success.

It is evident that ERWDA and the local municipalities maintain the capacity and authority needed to provide significant technical, financial and logistic support to the project.

B- PROJECT JUSTIFICATION

B-1) Problems to be Addressed and the Present Situation:

The local government for the Emirate of Abu-Dhabi is a very powerful and independent actor in developing its own economy. It sets standards, regulations, taxes, and fees that determine the parameters for economic development. It also procures large numbers of services and products and can influence markets for goods and services. Unlike private enterprises, the local government in Abu-Dhabi serves as public enterprises to produce "subsidized products" that are sold on the market. These products include environmental services (e.g. drinking water, waste management, proper housing, and land use control), economic services (e.g. transportation and communication infrastructures) and social services (e.g. health and education).

Just as sustainable development requires public and private sector corporations operating in Abu-Dhabi to reform their production and management approaches, sustainable development also requires that the local government changes the ways its public and/or municipal corporations are organized and operated.

At the present time, the local government of Abu-Dhabi operates without neither a national agenda 21 (currently under preparation) nor a LA-21. The development of LA-21 is fundamental and complementary to the national agenda for the purpose of prioritizing the local environmental issues and determining the proper means of their management to secure sustainability of development. The current environmental trends of growing population, urbanization, industrialization, increased depletion of natural resources, and constant pressure on the natural environment suggest that inaction could prove to be devastating and unfair for future generations in Abu-Dhabi. This section provides a brief characterization of the Emirate of Abu-Dhabi, its environmental problems and resources, in terms of demand for the resources, major sources of environmental threats and institutional/policy factors affecting the resource. The main reason for this section is to justify the pressing need for the development of a LA-21.

- Fast population growth, high flux of international immigrants, and rapid development in Abu-Dhabi are placing constantly increasing demands on its the limited water resources. Similar to the other Emirates, Abu-Dhabi suffers from water scarcity. The overwhelming environmental priority is the conservation and protection of its limited water resources.
- Constraints of water resources development in Abu-Dhabi includes, poor coordination among planning and implementing agencies, heavily subsidized water prices, inadequate environmental awareness and ineffective comprehensive water resources strategy.
- Depletion of groundwater and the progressive deterioration in its quality represent a priority environmental issue in Abu-Dhabi. All earlier studies and estimates consistently indicate that natural recharge is trivial and possibly in the range of 3 to 5% of the actual withdrawal.
- Eliminating the need to move stock has caused local overgrazing of the relatively sparse native vegetation. Excessive cutting of trees and shrubs has deteriorated the natural vegetation in all parts of the Emirate.
- Few parts of Abu-Dhabi's desert are now remote and can escape the explorations of four wheel drive vehicles that leave scars across the sand. This might leads to soil compaction, wild life disturbance and limits the range of sensitive mammals such as gazelles.

- Large-scale afforestation programs were implemented in Abu-Dhabi with the intention of greening the desert. Most forest strips are only few meters wide and are primarily amenity plantations or windbreakers. These programs helped to a certain extent the stabilization of soil by inhibiting the movement and encroachment of sand dunes on speedways. Roadside forests are irrigated to maintain green corridors by using ground waters, treated domestic wastewater and/or desalinated waters when needed.
- The agricultural areas growing fruits, vegetables and fodder crops are limited. There are only 430 km² of agricultural plantings and 580 km² of forests in the entire Emirate, about 1.3% of the land area.
- Abu-Dhabi is highly urbanized with high percentage of the population living in cities and towns. The current urban environmental services in the Emirate are very good. Safe drinking water supply is provided to the majority of the population and piped domestic sewage collection and disposal as well.
- Municipal refuse collection is at an admirable standard and disposal procedures normally meet sanitary requirements for the prevention of land and water pollution. However, disposal of industrial solid wastes and domestic waste of some remote communities still appears to be unresolved.
- Air quality in Abu-Dhabi is acceptable, except in areas in the vicinity of industrial complexes, busy street intersections, around oil refineries and power generating plants that operate around the clock. With the consistent increase of the motorization rate and the concentration of vehicles in urban areas, air quality in cities might deteriorate in the future.
- The coastlines of Abu-Dhabi are regarded as having one of the most fragile and endangered ecosystems in the world. They represent an invaluable economic resource for development and tourism. However, uncontrolled encroachment of private housing projects, urban growth, tourism development, pollution from loading and unloading oil tankers, power-desalination plants, dredging and land reclamation currently threaten this fragile coastal zone. Marine life, such as the coral reefs, mangroves, sea-grasses, turtles, dolphins and sea-cows are becoming under threat from pollution, over-fishing, and heavy shipping traffic.
- The marine environment represents the mainstay of life for Abu-Dhabi community. It is the main source of high quality protein and desalinated drinking water; cooling waters for power production and industrial

processes; and the most convenient route for trade and traditional recreation. Despite its very unique importance, the marine environment of Abu-Dhabi has been subjected to considerable stresses through the accidental oil spills, ballast water discharge, dredging and in-filling for coastal development.

- The natural and cultural heritage is the major assets for tourism, recreation and education in the Emirate of Abu-Dhabi. Therefore, their protection is central to the sustainability of the flourishing tourism industry. Most of these sites are unique and fragile, and increasing the pressures on them, in the absence of proper environmental management, is accelerating their degradation. Although Abu-Dhabi has taken the regional lead in establishing nature reserve such as in Sir-Bani-Yas Island, ecosystems are under threat from fast urbanization, poor land management and inadequate environmental enforcement.
- Abu-Dhabi's diverse habitats have supported a wide range of wildlife species. However, this wildlife has been declining over the years to the point where many species are threatened or extinct, due mainly to the effects of unregulated hunting, over grazing, land use and development on the small and fragile ecosystems.

B-2) Expected End of Project Situation:

The execution of this project will yield two important documents entitled "LA-21-AP for the Emirate of Abu-Dhabi" and "Guidelines for the Implementation and Monitoring of LA-21 in Abu-Dhabi".

The formulation of these two documents will result into the creation of a local capacity capable through partnership of balancing the diverse interests of economic, environment and community development.

The partnership to be established will lead to the conception of a shared community vision of the future. This will ultimately systematize coordination and cooperation among the local government in Abu-Dhabi, its associated institutions, stakeholders, target groups, and local communities.

Local authorities will have for the first time the proper guidelines and methodologies to effectively implement and monitor their sustainable development action plan.

The involvement of target communities and target groups in the project will provide them with "on-the-job" training opportunity in planning for sustainable development.

B-3) Target Beneficiaries:

The primary beneficiaries will be local government of Abu-Dhabi, the local municipalities, stakeholders, and non-government sectors that are related directly or indirectly to planning, development and environment. Local communities and their organizations (development, conservation, and education) will receive training through active participation, contacts and exposure with stakeholders and international expertise otherwise not available. The local government of Abu-Dhabi will enjoy cooperative assistance, new capabilities, and national and possibly international recognition for their pioneer role in developing one of the first LA-21 in the region.

Second order beneficiary is ERWDA, as the project will strengthen its role as a leading local agency with adequate capacity capable of undertaking such an important initiative. The project will ameliorate and sharpen the coordination, planning, management, and implementation skills of national staff at ERWDA. The publicity associated with the project will embellish the perception of ERWDA in the eyes of the local and federal governments, the different sectors and the public at large.

The third order beneficiaries are the resident and future generations of the Emirate of Abu-Dhabi. The benefits will accumulate from the participatory experience exercised during the preparation of the strategies and plans of action that would lead to sustainable development in their communities.

The fourth order beneficiary is the FEA, as the implementation of the LA-21-AP will contribute to the realization of the targets and plans of direct relevance to the Emirate of Abu-Dhabi as stated in the NEAP.

B-4) Project Strategy and Implementation Arrangements:

The LA-21 approach presented in this document combines the principles and methods of corporate, community, and environmental planning to create a public strategic planning approach that reflects the imperatives of sustainable development.

In this context, strategic planning means the sort of planning customarily used in the private corporations and businesses with long-term visions and goals, and short-term action plans to achieve these goals. Community based planning is the sort of planning used extensively by UNDP to engage local residents and service users in participatory process to develop and implement local service projects and programs. Finally, environmental

planning means that sort of planning in which environmental impacts associated with certain development are assessed and measures are taken to mitigate or alleviate these impacts.

As a net outcome of combining these three planning traditions, sustainable development plans resulting from the LA-21 will ensure the use of various planning methods and instruments of each tradition in assisting the local community of the Emirate of Abu-Dhabi to:

1. Equally factor economic, community, and environmental conditions into the design of development projects and strategies.
2. Fully engage relevant interest groups in the development of strategies that meet their needs;
3. Create strategies that can be sustained because they focus on underlying systematic problems rather than problem symptoms, and because they consider long-term trends and constraints.

B.4.1. Project Strategy Guidelines:

Sustainable development requires the negotiation of a balance among the three distinct every day development processes: economic development, community development and ecological development. Balancing the diverse interests of business, the environment and community development requires partnerships. The project strategy is based on the same very concept of partnership that is promoted and accelerated by a strong catalyst. The project strategy guidelines for the development of a LA-21 for Abu-Dhabi ensues the following sequence:

- The overarching goal of this project is the capacity building of the local government of Abu-Dhabi, its associated institutions, and local communities to enable them to develop, implement and maintain a sustainable pattern of development at the local level in the Emirate.
- In order to achieve this goal, a partnership has to be established to create a shared community vision of the future. This will entail the establishment of an organizational structure for planning by stakeholders and a preliminary educational campaign to generate public interest and support at the local level.
- Successful partnership planning requires a platform of background information for orientation and preliminary identification and prioritization of key issues. This will entail the preparation of a Green Audit Report (GAR). The GAR is basically a local state of the

- environment report to be used as an information baseline document by stakeholders.
- Effective sustainable development planning requires the support of community-based analysis of local issues, including the comprehensive technical review of long-term systemic problems that confront particular sector. This requires the performance of an explicit technical assessment in which community assessment of priority problem and issues is incorporated.
 - An action plan is then required to address and resolve the priority key issues. The plan drafters should agree on action goals, set targets, set triggers, create an action plan that is based on the experiences and innovations of diverse local groups.
 - The implementation of the developed LA-21-AP requires adjustments in standard operating procedures and oftentimes, some institutional rearrangements to facilitate the linkage and integration between the developed LA-21-AP and the formal plans already established by the Planning Department of Abu-Dhabi.
 - Making progress towards sustainability requires systematic evaluation of whether the LA-21-AP is adequate and whether it had the desired effects.

In order to execute these steps, the project is arranged into three distinctive stages. The first stage includes the establishment of partnership and compilation of baseline information by preparing the Local Green Audit Report (LGAR). The second stage is the policy making stage that includes the performance of community based issue analysis and design of the LA-21-AP. The last stage is the implementation, monitoring and evaluation of the action plan.

B.4.2. First Stage:

B.4.2.1. Establishment of Partnership

- LA 21 requires the negotiation and establishment of a balance among economic development, community development and ecological development. For instance, if fresh desalinated water in Abu-Dhabi is not affordable (economic development), clean and environmentally sustainable (ecological development), and available to all inhabitants (community development), then the livability and consequently viability of the community will eventually decline.

- In order to secure the balance between the diverse interest of business, the environment, and the community; partnership among these development processes is imperative.
- The process of building partnerships among stakeholders must be promoted by some institution that is considered to be legitimate by the stakeholders. At the local level, ERWDA is best situated to play such a role.
- Past experience from around the world indicates that new structures for partnership planning should be established to engage stakeholders in addressing problems and in developing new approaches. These partnership structures often called “stakeholder groups” range from simple round tables and forums with specific, focused and well-defined mandates to new statutory committees and councils with long-term planning mandates.
- The first step in any good planning is, evidently, to define the “theater of action” i.e. the issues, the places, and time period for action. This might include the following:
 - 1- the subjects of concern;
 - 2- the geographic area for planning;
 - 3- the relevant jurisdictions (e.g., political, geographical, or service jurisdictions);
 - 4- time (including both the urgency of the problem(s) addressed and the number of years to be covered by the final plan); and
 - 5- the institutional and community resources available for planning.
- Partners are not ad-hoc partakers who occasionally share their views. On the contrary, they are anticipated to share accountability for the masterminding process and its outcomes. This engagement needs to be facilitated through an organizational structure and operating mechanisms.
- A Stakeholders Forum (SF) should be developed to serve as the Boards of Directors for the planning effort and govern the planning process. The diversity and high-ranking status of the SF can provide acceptability, legitimacy and credibility to the planning effort.
- It is suggested that the SF consists of high ranking officials from the following institutions:
 1. ERWDA
 2. Abu-Dhabi municipality
 3. Al-Ain municipality
 4. Department of Planning for Abu-Dhabi
 5. ADNOC

6. UAE University
7. Chamber of Commerce
8. Ministry of Health – Abu-Dhabi

The suggested structure of the SF is a preliminary proposition by the consultant and can be subject to modification by ERWDA if deemed necessary.

- The broad-based membership of the SF will also facilitate the recruitment of participants from different sectors, the gathering of information, and the negotiation of agreements on controversial issues. The SF can build consensus on a strategic community vision, make final reviews of action plans, and hold the municipalities and other implementing agencies accountable to agree upon these plans.
- Because a sustainable development planning process involves a variety of activities, the SF has to form partner-based organization structures to implement the distinct elements of the planning process. In order to facilitate participation from different disciplines, backgrounds, sectors, and level of expertise in discussing these issues, the SF should establish a variety of Specialist Working Groups (SWGs).
- It is suggested that eight SWGs should be formed and consisting of technical representatives from the following stakeholder groups and institutions:
 1. Water, waste-water, food, agriculture and streetscapes,
 2. Marine and coastal ecosystems,
 3. Bio-diversity, wildlife, parks, islands, land, and open-spaces
 4. Air quality, energy, transport, noise, climate change and ozone depletion,
 5. Solid wastes, and hazardous substances,
 6. Education and public awareness,
 7. Human health and environmental health risk management,
 8. Cultural and natural heritage.

The suggested structure of the SWGs is a preliminary proposition by the consultant and can be subject to modification by ERWDA if deemed necessary.

- The main functions of these SWGs is to:
 1. Identify issues
 2. Analyze problems
 3. Perform technical research
 4. Set priorities
 5. Develop action plans

6. Conduct impact analysis
 7. Disseminate technical assessment to local communities
 8. Prepare the forum for community assessment and inputs to reach Emirate-wide consensus
 9. Incorporate and amend the technical assessment and transform it to a community based issue analysis
 10. Undertake evaluation and feedback.
- The proper selection of participants for the SF and SWGs is perhaps the most critical step in establishing a partnership planning process. The composition of the participant will determine the legitimacy of the group and its ability to develop new ideas, insights, and consensus for action. As a rule, it is important to always include community groups and representatives of groups who are traditionally underrepresented in planning efforts.

B.4.2.2. Preparation of the Green Audit

Access to information is a prerequisite to effective and fair participation in the preparation of LA-21. In this respect, ERWDA shall commission an Emirate-wide “State of the Environment Report” (SOER) or what has been recently known as GA. Information generated for the preparation of NES project currently undertaken by FEA should be considered as an asset in this effort.

B.4.3. Second Stage:

B.4.3.1. Community Based Issue Analysis

- The degree of success for community-based assessment process depends on the ability of linking together the use of community (public) assessment and specialists technical assessment conducted by the SWGs. Specifically, an assessment process should be organized in such a way that: (1) stakeholders participate through SWGs in the technical assessments, (2) the findings of these technical assessments are provided as final input into the community (public) assessment process. In this way the full assessment exercise can be used to educate both the public and stakeholders. The technical findings of the SWGs can be used to validate the public (participants) observations, knowledge, and concerns,

and vice-versa. The ideal configuration for community-based assessment is provided in Figure 1.

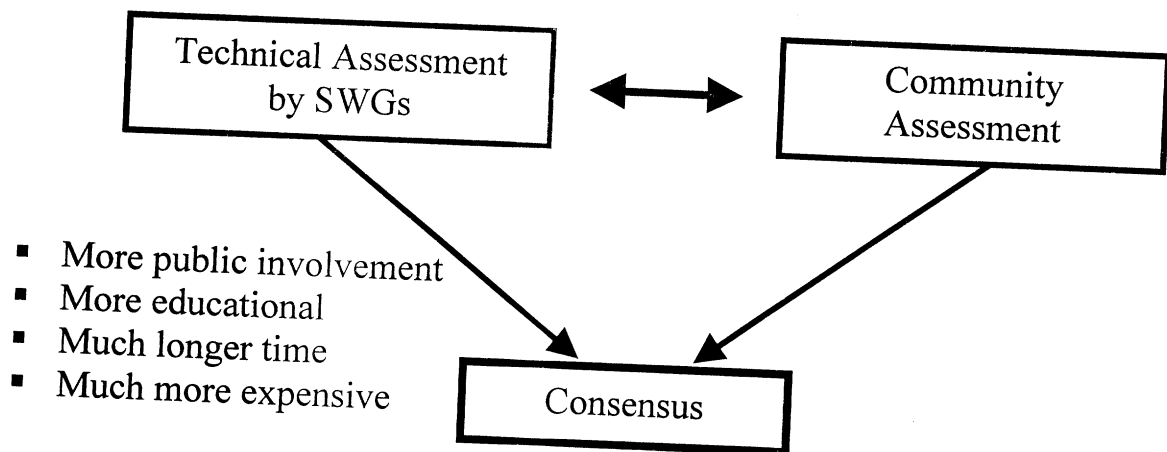


Figure 1: Ideal Community Based Assessment.

- Community (public) assessment exercises will be used to involve Abu-Dhabi residents and service recipients at the very basic level. In the present effort, it is suggested that the community-based issue analysis should sequentially utilize both technical assessment (SWG assessments) and community (public) assessment with a feedback mechanism to reach a consensus analysis of key issues and priorities. The determined scope and extent to which the public is engaged should be mostly based on the realistic differences between local public knowledge and perceptions (community assessment), on one hand, and the expert opinions (technical assessment), on the other. Figure 2 illustrates the practical way of linking public and technical assessment processes.
- Once the key issues related to the problem are identified by each SWG, a more detailed assessment of these issues must be undertaken so that stakeholders fully understand the complexities of the problem and can define effective options for action. Members of the SWG with the assistance of an international consultant will determine the specific activities to be undertaken by each SWG.
- The technical assessment methods are formalized assessment procedures that use technical expertise to scientifically and statistically evaluate and document local conditions. These methods might include environmental

auditing, environmental impact assessment, comparative risk assessment and system analysis. Each technical method is uniquely suited for use in different kinds of projects or in evaluating different kinds of issues.

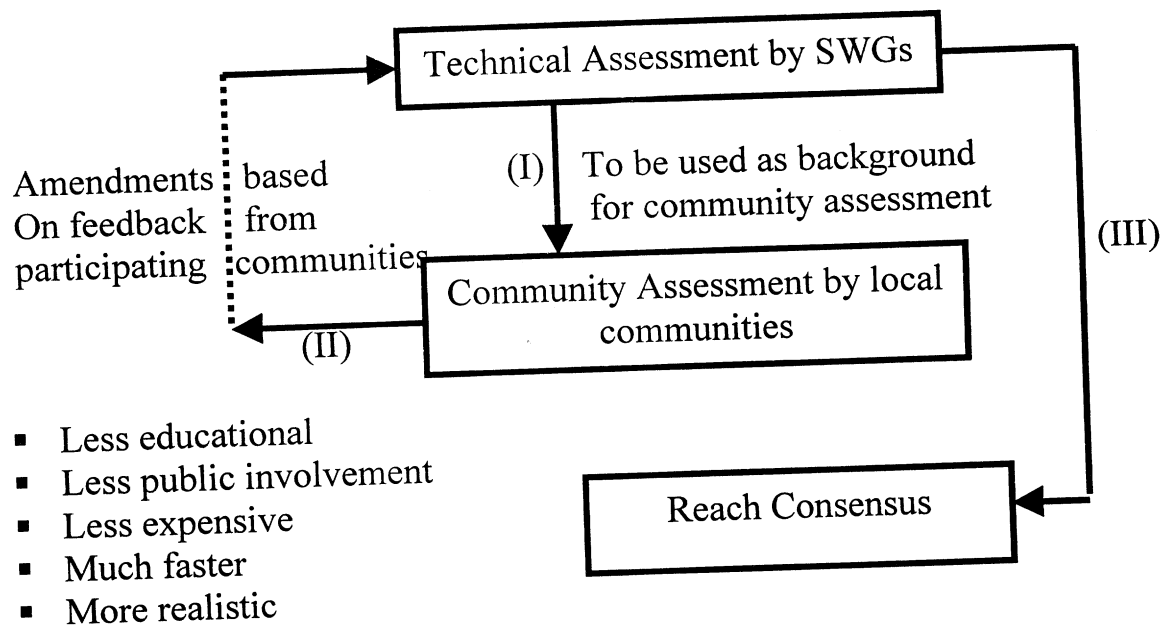


Figure 2: Suggested form of linking public and technical assessment processes.

- It is important to note that effective LA-21-AP requires that the issue analysis processes and the assessment methods it employs provide detailed insight into the systemic nature of the local problems and issues. In brief, the assessment process should look beyond problem symptoms to understand the systemic problems that produce these symptoms. Effective LA-21-AP will also require that the issue analysis process provide an accurate measurement of the key baseline conditions related to each issue to be addressed in the LA-21-AP.
- Participant assessment should involve target communities and target groups. The target communities usually consist of districts or geographical areas that share common concerns such as water resources depletion, marine pollution, etc. The target groups are cross-sections of population that may not share common geographical concerns, but have same or common sectoral or social interest.

- Community-based issue analysis process will require the target groups, target communities, and the public to be engaged in the evaluation of the technical assessments and the discussion of technical findings of the stakeholders and their corresponding SWGs. Through such an integrated analysis of both technical information and expressed public concerns and knowledge, the interrelationships and interdependencies between issues can be revealed, further enabling people to determine underlying problems that need to be addressed.
- In order to ensure maximum community participation, the technical assessment report emanating from each SWG will be utilized as a background document and a platform for the overall community based assessment.
- A number of international consultants with extensive technical expertise in the corresponding fields will provide leadership and technically assist SWG perform their tasks. The SWGs are expected to play a major role in research, issue analysis, and technical assessment.

B.4.3.2. Design of an Action Plan

- No matter how focused the plan might be on a specific issue, a strategic plan addresses problems and needs at a systemic level and with a long-term perspective. It will contain concrete targets for both short and long term progress and describes the mechanisms by which the achievement of these targets can be evaluated.
- If important stakeholders do not feel ownership of the action plan, then they might not contribute to its implementation. Worse yet, they may create competing plans or continue acting in a way that undermine the ultimate purpose of the action plan.

B.4.4. Third Stage

B.4.4.1. Implementation

- An excellent action plan provides no guarantee that problems will be solved, that needs will be met, or that life of Abu-Dhabi community will become more sustainable. Indeed, one of the major observations was the skepticism among the local government officials towards the potential of implementing the LA-21-AP.
- Experience from around the world indicates that failure of local government to actually implement plans is often attributed to lack of will

on the part of government institutions and officials. A successful planning process must directly address the practical requirements of implementation.

- LA-21-AP is only as good as the structures put in place to implement it. Currently, the Local Government in Abu-Dhabi is organized according to professional disciplines, whereas today's problems can only be solved through interdisciplinary approaches.
- Ecosystems in Abu-Dhabi like in many other places often extend across multiple jurisdictions, making protection efforts from single jurisdiction impossible. Finally, different cities, municipalities, provincial, and private agencies have overlapping jurisdictions and compete with each other for resources. Implementing LA-21-AP often requires either:
 1. Jurisdictional reform or
 2. A mechanism to bring together different jurisdictions to coordinate the implementation of the LA-21 Action Plan.
- In Abu-Dhabi, jurisdictional reform might be difficult to attain. However, inter-jurisdictional coordination can be easily formed by the creation of joint commissions or councils with representation from each jurisdiction.
- It is important to establish structures that facilitate inter-departmental cooperation within the local government of Abu-Dhabi. Effective issue analysis and action planning will produce strategies that address systemic problems. However, the limited disciplinary focus of traditional local government and/or municipal departments usually only permits each department to manage a specific set of problem symptoms within its area of responsibility. Without a coordination mechanism among various departments in Abu-Dhabi local government during the implementation phase, the LA-21-AP will have a very slim chance for success.
- LA-21-AP can only provide direction to the local government's most fundamental decisions such as -infrastructure investment, budgeting, land-use controls, and development approvals- only if it is linked with its legal or statutory planning process. These statutory processes include annual budgeting processes, preparation of municipal development plans, general land-use plan reviews, and capital/infrastructure planning processes.

B.4.4.2. Monitoring

- A monitoring system need to be developed to ensure that future actions or plans already approved for the local government or municipalities are consistent with the objectives set forward in the LA-21-AP.

- A final but often overlooked, aspect of an effective implementation and monitoring effort is the establishment of capacity and procedures for documenting the implementation of the LA-21-AP. Although documentation may seem to be costly or burdensome nuisance, it should also be considered for the savings and benefits that will provide as the LA-21-AP is implemented, evaluated, and revised in years ahead.

B.4.4.3. Evaluation and Feedback

- Making progress towards sustainability requires systematic evaluation of whether the LA-21-AP is adequate and whether it had the desired effects. Periodically, the stakeholders, the local government, the municipalities, and even Abu-Dhabi residents will need to explore the degree of success (or extent and reasons of failure) of their LA-21.
- Performance reporting focuses on the actions being taken to achieve the overall goals and specific targets established in the developed LA-21-AP. It appears that the main challenge in performance reporting is to motivate the stakeholders and local government institutions to report on their action in a genuine and predictable way.
- Performance evaluation requires specific tools to measure the impacts of deeds taken to implement LA-21-AP. Indicators are recognized as cost-effective measurement tools that will permit any stakeholder in the Emirate of Abu-Dhabi to evaluate, on a regular basis, its performance relative to the performance targets and commitments established in LA-21-AP.
- The most important challenge in developing indicators for performance measurement is getting and maintaining about which parameters is accurate, relevant and valid for various stakeholders. However, this challenge can be minimized if LA-21-AP is a performance-oriented plan with agreed-upon performance targets that will be used to guide action and evaluate performance.
- The ability of the local government in Abu-Dhabi to sustain itself economically, socially, and environmentally in a complex and rapidly changing world cannot be determined from the limited set of simple measurement of local conditions. It is recommended that progress towards sustainability be periodically evaluated every four to five years through a comprehensive audit. Such sustainability progress audit should broadly review local conditions and trends, indicate the systemic nature of conditions, and describe how these local conditions relate to regional and global trends.

B-5) Reasons for assistance from UNDP:

ERWDA is a relatively newly formed environmental research body. It has some expertise through its various research institutes in performing and executing tasks at smaller scales than what is being proposed in the present document. It is worthy to note that UNDP-Abu-Dhabi has extensive experience and coordinating capacity for assisting national and local organizations and institutions involved in processes related to environment and development. It is therefore probably more appropriate to cooperate and seek the required technical assistance from UNDP in executing the proposed project.

B-6) Special Consideration:

The project deals with the preparation of a LA-21-AP and its associated implementation and monitoring systems. Meanwhile, FEA is currently developing NES and NEAP for the UAE using a participatory approach. Therefore, a high level of coordination should be established between ERWDA, the local municipalities and FEA to take advantage and capitalize on the effort invested in the preparation of the NES. Information pertaining to the Emirate of Abu-Dhabi should be abstracted, compiled, analyzed and issues should be prioritized and ranked according to the local community based issue analysis.

The projected starting date of the present project coincides with the last phase of the NES & NEAP making the use of the information generated at the national level possible.

B-7) Coordination Arrangements:

- The Secretary General of ERWDA will act as the Project Director (PD) and will supervise and coordinate activities through a project Steering Committee (SC).
- The PD will propose to ERWDA's Board of Directors the identity and functions of the Stakeholders Forum (SF) for approval.
- The SF shall serve as the Boards of Directors for the whole planning effort and govern the planning process.
- The PD in consultation with the SF will appoint a Project Manager (PM). It is strongly recommended that the PM be a senior environmental

- scientist from ERWDA to be assigned to the project for his familiarity and experience with the local environment of Abu-Dhabi.
- The PD in consultation with PM will identify the heads of the Specialist Working Groups (SWGs) that will act also as members of the SC. The PD will preside on the SC and will be assisted by the PM.
 - The SC will propose and submit to the SF the technical stakeholders it wishes to nominate for the (SWGs) for approval. Each SWG will consist of a head (already nominated as member in SC), 2-3 members, one staff from ERWDA to provide technical and logistic support, and an International Consultant (IC).
 - Although the project activities will be carried out by the different relative sectors in the Emirate of Abu-Dhabi, coordination will essentially be carried out by ERWDA through the standing SC. Moreover, the PM and heads of the SWGs will jointly identify modalities of coordination among the participants throughout the project duration.
 - Figure 3 illustrates the proposed organizational structure and coordination arrangements of the LA-21-AP project.

B-8) Project Support Capacity:

ERWDA has expressed a keen interest in developing a LA-21-AP catered for the Emirate of Abu-Dhabi. The idea of the project emanates from the very fact that the Emirate of Abu-Dhabi is a powerful and independent actor in developing its own economy. The local government of Abu-Dhabi through ERWDA will therefore provide cash and in-kind budgetary support for the execution of the project. ERWDA might also seek the support of relevant International Organizations in implementing the proposed project.

C- DEVELOPMENT OBJECTIVE

The objective of this project is to assist Abu-Dhabi local government and its local partners to learn and undertake the challenging task of sustainable development planning and implementation. This planning approach is a fundamental first step that will enable them to provide the residents of Abu-Dhabi communities with human needs, rights, and economic opportunities, and at the same time ensure a vital, healthy, natural environment. As such, local Agenda 21 is a proactive program that allows the local government in AD and its partners to support and engage the intellectual,

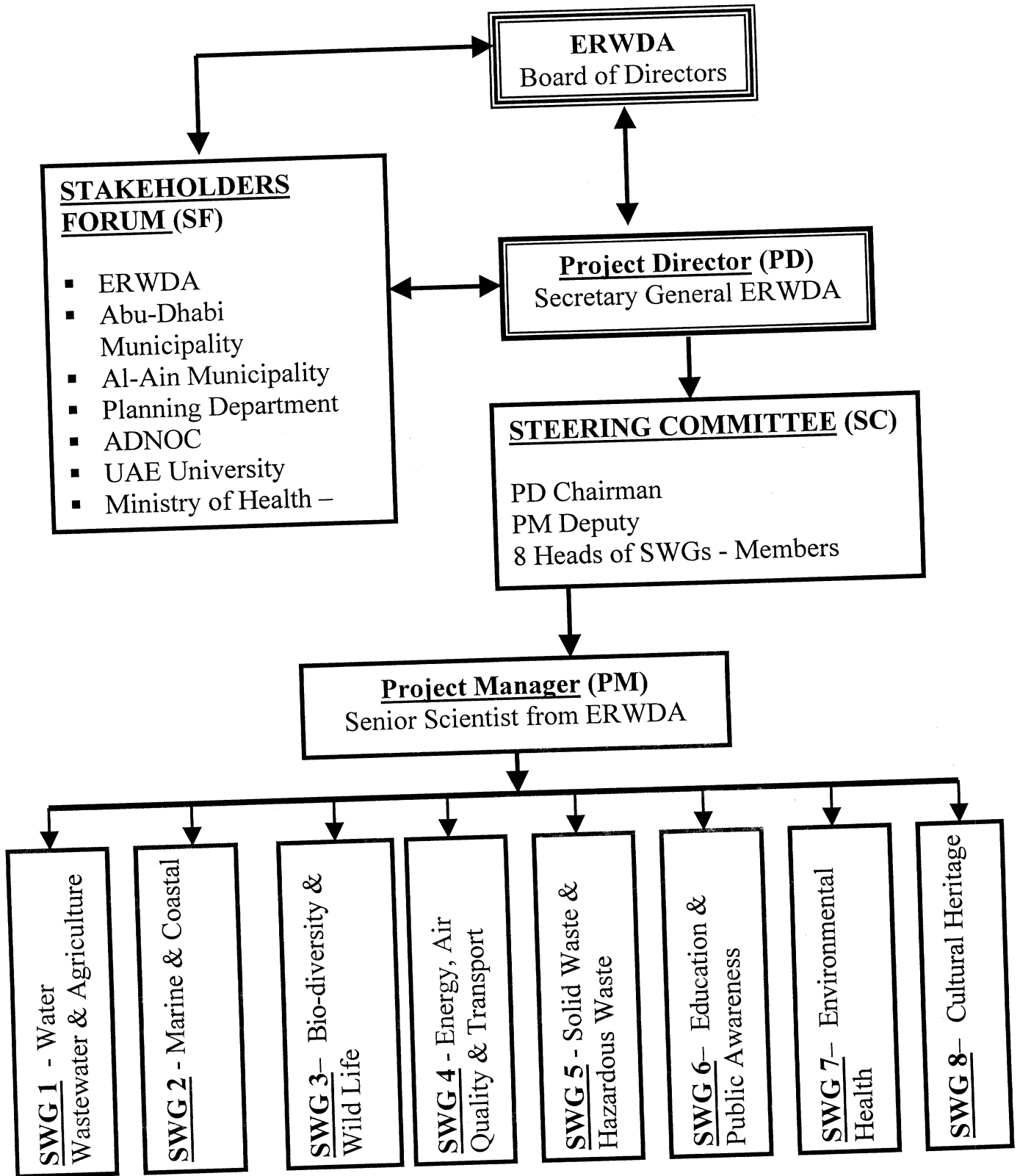


Figure 3: Proposed coordination and organizational structure of project

bio-geo-physical, and economic resources of resident to chart a course towards a the future they desire.

D- IMMEDIATE OBJECTIVES, OUTPUTS, AND ACTIVITIES

D.1. IMMEDIATE OBJECTIVE 1

To establish a local partnership capable of balancing the diverse interests of economic, environment and community development and create a shared community vision of the future of Abu-Dhabi.

Output 1

- 1- A mission statement,
- 2- an organizational structure composed of a “Stakeholders Forum” and “Specialists Working Groups”, and
- 3- a list of stakeholders capable of assuming the following responsibilities:
 - Create a shared community vision of the future;
 - identify and prioritize key issues, thereby facilitating immediate measures to alleviate urgent problems;
 - support community based analysis of local issues, including the comprehensive review of long-term, systemic problems that confront particular service systems and the need to integrate different service strategies so that they are mutually supportive;
 - develop action plans for addressing key issues, drawing from the experiences and innovations of diverse local groups; and
 - mobilize community wide resources to ensure the joint implementation of sustainable development projects.

Activities 1

- 1.1. ERWDA in coordination with FEA and local municipalities determines the scope of the planning exercise and defines the goals, objectives and the theater of action.
- 1.2. ERWDA prepare a mission statement to include both goals and detailed objectives for developing the LA-21-AP.

- 1.3. ERWDA disseminate the mission statement to large groups of stakeholders to facilitate their review and feedback. The feedback from this review could be used in defining the formal mandate for the Specialists Working Groups that would oversee the planning effort.
- 1.4. ERWDA creates the stakeholder forum (SF) to oversee and support the LA-21 effort. The forum will be made-up of high-ranking officials from a broad range of stakeholder constituencies in Abu-Dhabi, including local municipalities.
- 1.5. ERWDA establishes a number of Specialist Working Groups (SWGs) according to the amended mission statement.
- 1.6. ERWDA identifies its partners in the project by nominating the proper individuals and institutional representatives to participate in various planning activities.

D.2. IMMEDIATE OBJECTIVE 2

To prepare a Local Green Audit Report (LGAR) that can be used as a baseline for the development of LA-21.

Output 2

A document describing the current state of the environment in the Emirate of Abu-Dhabi.

Activities for Output 2

- 2.1. ERWDA establishes an Interdepartmental Environment Unit (IEU) from within the agency to coordinate and prepare the LGAR.
- 2.2. The IEU coordinates activities with FEA to benefit from the information pertaining to the Emirate of Abu-Dhabi that have been compiled by the NES project. The PD submits the LGAR to SF for Approval.
- 2.3. The SF reviews the LGA document for its content, verify its accuracy and promote its publication.
- 2.4. ERWDA circulates the LGAR to libraries, information centers, schools, UAE University, NGOs, sectors of the local Government, council offices, municipalities etc.
- 2.5. ERWDA circulate LGA leaflets to citizens, seeking their views on the audit findings and on priority of action

- 2.6. ERWDA convenes a 2 days public consultation (workshop I) to review, debate and stimulate comments on the LGAR. In this workshop all stakeholders, concerned groups, media, NGOs, academia, business, trade unions, and professional organizations shall participate.
- 2.7. The IEU amends the LGA to incorporate views, concerns, comments and suggestions received from the public and SF.

D.3. IMMEDIATE OBJECTIVE 3

To develop a Local Sustainability Strategy (LSS) that is based on explicit community shared analysis of the key issues related to their community vision and endorsed by an Emirate-wide consensus.

Output 3

A LSS emanating from a community based issue analysis.

This exercise will yield two important sources of information as follows:

1. SWG priorities for action embodying Abu-Dhabi citizens' priorities for action
2. An integrated document entailing Abu-Dhabi community based issue analysis.

Activities for Output 3

- 3.1. Based on the LGAR, each SWG with the assistance of the IC will be in a position to select and characterize the broad areas of concern that will become the focus of further assessment and analysis in each sector.
- 3.2. Each SWG performs the detailed technical assessment. The SWG will be typically composed of a small body of 3 to 4 stakeholder representatives who have a particular interest or expertise in a specific issue or problem.
- 3.3. PM compiles the technical assessment reports emanating from all SWGs into a single document to be called Draft Local Sustainability Strategy (DLSS)

- 3.4. PM in cooperation with other local institutions determines the level and scope of public participation in issue analysis (community assessment).
- 3.5. ERWDA disseminates the DLSS report prepared by SWGs to all sectors, academic institutions, research organizations, target communities and target groups covering the Emirate of Abu-Dhabi.
- 3.6. Target communities, groups and other participants conduct their "community assessment" according to the guidelines and format provided by ERWDA.
- 3.7. Within a month, ERWDA convenes an Emirate-wide public consultation (workshop II) in which local target communities and target groups will be invited to actively contribute and defend their own assessments, concerns, priorities and views.
- 3.8. Following consultation with some sample of their constituencies, each SWG will meet to analyze and incorporate valid views gathered from the public consultations into the DLSS in order to form a consensus on issues and priorities.
- 3.9. Finally, SWGs contribute their information and conclusions, as well as their action recommendations, to the SF for review and discussion. Based on these recommendations, the SF negotiates and approves the final Local Sustainability Strategy (LSS).
- 3.10. Secretary General of ERWDA submits the LSS to ERWDA Board of Directors for approval.

D.4. IMMEDIATE OBJECTIVE 4

To develop a Local Agenda 21 Action Plan (LA-21-AP) for the Emirate of Abu-Dhabi that is based on the LSS.

Output 4

A consensus LA-21-AP document that contains:

- A community vision
- Strategic goals for each problem related to this vision
- Specific targets to be achieved in meeting each goal
- Programs for achieving these goals and targets registered according to the goals, long-term objectives to reach sustainability, objectives for the year 2005 (5-year action plan), and the actions to be taken.

Activities 4

- 4.1. SWGs with the assistance of the appointed IC review the community vision and the findings from the community-based issue analysis as provided in LSS.
- 4.2. Each SWG identifies the criteria and methods to be used for ranking and setting priorities the issues of concern.
- 4.3. SWGs rank and prioritize the problems.
- 4.4. SWGs determine the goals of their constituencies to achieve their vision for the future.
- 4.5. SWGs determine their long-term objectives to reach sustainability.
- 4.6. SWGs set their targets by determining their objectives for the year 2005 (5-year plan).
- 4.7. SWGs set their triggers by determining actions at key-turning-points.
- 4.8. SWGs define the actions to be taken and commitments to be made to accomplish the different objectives of the LA-21-AP.
- 4.9. PM compiles and synthesizes the action plans from various sectors into an integrated document called LA-21-AP.
- 4.10. ERWDA convene an Emirate-wide consultation (workshop III) to review, debate, recommend amendments and reach a consensus on the developed LA-21-AP.
- 4.11. PM formulates the final LA-21-AP document.
- 4.12. The PD submits the LA-21-AP to SF for approval.
- 4.13. Following SF approval, PD submits the LA-21-AP document to ERWDA Board of Directors for approval and ratification by the local government.

D.5.1. IMMEDIATE OBJECTIVE 5.1

To identify the optimum local institutional and administrative reforms needed for the effective implementation of LA-21-AP.

Output 5.1

An implementation document consisting of:

1. A reform plan of existing local structures to support implementation of LA-21-AP.
2. A proposed working linkage between LA-21-AP and local statutory planning requirements currently in place at the local level

Activities 5.1

- 5.1.1. PD in consultation with the SC appoints an IC with experience in administrative reform.
- 5.1.2. IC reviews existing local municipal policies, budgetary priorities, and internal procedures to test their compatibility with the LA-21-AP.
- 5.1.3. IC reviews future municipal policies, decisions, or actions to assure their consistency with the LA-21-AP.
- 5.1.4. IC proposes the reform of the existing structures to support the implementation of LA-21-AP.
- 5.1.5. IC establishes procedures and guidelines for municipal staff on how they must integrate the goals and proposals of the LA-21-AP into the statutory planning currently in place.
- 5.1.6. IC defines what reforms in jurisdiction or mechanisms for inter-jurisdictional cooperation are required to implement new programs and to enforce the LA-21-AP?
- 5.1.7. IC identifies to what extent local structures can be decentralized so that they can focus on community needs and facilitate the continued participation of stakeholders in the implementation of LA-21-AP?
- 5.1.8. IC establishes a working linkage between the LA-21-AP and the local statutory planning requirements.
- 5.1.9. IC proposes an interdepartmental structure that must be put in place to assure that the responsible local government staff from different departments and municipalities can coordinate their activities with one another.
- 5.1.10. IC develops periodic documentation procedures for the actions taken by the stakeholders, local government and the municipalities to implement the LA-21-AP.
- 5.1.11. IC submits his report to SC for review and approval.
- 5.1.12. PD submits the IC implementation report to the SF for assessing the feasibility of proposed reforms, structures, and procedures for approval.

D.5.2. IMMEDIATE OBJECTIVE 5.2

To develop systems that allow for the systematic monitoring and documentation of internal practices to make sure they are consistent with the LA-21-AP.

Outputs 5.2

1. An internal monitoring system for policies, procedures, rules, standards, decisions or actions taken by local government institutions and municipalities to ensure their consistency with LA-21-AP
2. A system and format for the documentation of actions taken by stakeholders, local government institutions and municipalities to implement LA-21-AP.

Activities 5.2

- 5.2.1. PD in consultation with SC appoints an International Consultant (IC) with expertise in environmental management and planning for economic sustainability.
- 5.2.2. IC audits the compatibility of existing internal procedures and practices with the goals and targets of the LA-21-AP.
- 5.2.3. IC proposes reforms of current internal procedures, rules, and standards to put the LA-21-AP into effect as a matter of internal operations.
- 5.2.4. IC recommends new internal management system that monitors compliance with new procedures and standards.
- 5.2.5. IC recommends the capacities and identifies the procedures needed to document the degree of implementation of the LA-21-AP.
- 5.2.6. IC submits his report to SC for review and approval.
- 5.2.7. PD submits the IC monitoring report to SF for evaluation and approval.

D.5.3. IMMEDIATE OBJECTIVE 5.3

To develop an effective evaluation and feedback system to track and amend sustainability of development respectively.

Output 5.3

An effective evaluation and feedback system that generates regular information about changes in conditions and progress towards sustainable development targets.

Activities 5.3

- 5.3.1. IC establishes a system of accountability whereby key stakeholders, municipalities and local government institutions periodically report to each other on the action they have taken towards achieving the goals, commitments and targets established in the LA-21-AP.
- 5.3.2. IC provides the reporting guidelines needed to ensure that reports from various stakeholders and local government institutions can be uniformed and aggregated to determine the mutual and/or collective progress made to achieve a certain target.
- 5.3.3. IC suggests a system to link the proposed reporting system to relevant statutory planning cycles of the local government and municipalities, such as annual budgeting. This will enable certain stakeholders to adjust their plans based on the actions taken by other sectors.
- 5.3.4. IC proposes sustainable development indicators catered to gauge the performance of the stakeholders, the local government and its institutions in achieving the goals and targets set in the LA-21-AP. This will obviously determine whether any trigger conditions have been reached, requiring further planning or action.
- 5.3.5. IC establishes a system for the periodic analysis and review of local, regional, and global conditions and an analysis as whether these conditions indicate progress towards actually achieving sustainability.
- 5.3.6. IC submits his report to SC for review and approval.
- 5.3.7. PD submit the evaluation and feedback report to SF for approval

E- INPUTS

A- Local Government:

The local government through ERWDA will provide the following inputs to the project:

a- Professional Personnel:

- | | |
|---|--------|
| 1. Project Manager from ERWDA (PM) | 10 m/m |
| 2. International consultants (IC) | |
| ▪ Preparation of LGAR (D2) | 1 m/m |
| ▪ Leadership to SWGs (D3+D4) 8 x 2 m/m = | 16m/m |
| ▪ Preparation of implementation report (D5.1) | 2 m/m |

▪ Preparation of monitoring report (D.5.2)	1 m/m
▪ Preparation of evaluation report (D.5.3)	1 m/m
Total m/m	21 m/m

3. National counterparts from ERWDA
 To conduct (D3+D4) 8 x 2 m/m = 16 m/m

b- Incentives for Stakeholders Working Groups:
 Remuneration and local costs associated with project meetings, workshops and transport.

c- Administrative Personnel:
 Adequate secretarial personnel.

d- Office premises:
 Adequate space for all national and international project personnel, meetings, workshops and necessary facilities.

e- Miscellaneous Expenses:

F- RISKS

The project objectives, outputs and activities are likely to suffer from:

1- Factors, that may at the onset cause major delays or prevent achievement of the project's outputs and objectives:

a) Misconception and confusion among some officials and the general public concerning the distinction between the ongoing NEAP and the proposed LA-21-AP.

This misconception could result into a debate delaying the approval and execution of the project.

Estimated probability: High

Possible corrective measures: ERWDA should initiate a campaign to eliminate the apparent contrariety between the on-going federal activity and the proposed project (LA-21 for Abu-Dhabi). The fact that both exercises are equally important and called for by Rio-Agenda-21 should be highlighted.

b) Shortage of qualified national experts could delay the identification and recruitment of national experts to serve on various SWGs. The bureaucratic formalities for redeployment of expatriate expertise could also postpone early activities of the project.

Estimated probabilities: Medium to high

Possible corrective measures: ERWDA identifies, establishes contacts and compiles a roster of national and expatriate experts prior to project starting date. ERWDA would consider serious partners who are willing to make genuine commitments.

c) Project coordination difficulties due to the large number of local stakeholders, agencies and organizations involved in the project.

Estimated probabilities: Low

Possible corrective measures: The involvement of the project SC at high local government levels in different sectors to ensure the necessary coordination.

2- Factors that could over time cause major delays or prevent achievement of the project's outputs and objectives.

a) Unavailability of sufficient accurate, consistent and timely environmental database to support the preparation of the LGAR.

Estimated probabilities: Medium to high

Possible corrective measures: Databases generated by ERWDA, local municipalities, UAE University and other local institutions can be compiled during early mobilization period of the project.

b) Lack of commitment and dedication of project personnel and stakeholders.

Estimated probabilities: medium

Possible corrective measures: To the extent possible, stakeholders participating in the project must be qualified national experts and specialists consultants who can serve for the whole duration of the project. Redemption in the form of suitable honorarium should be offered to motivate their active participation for the duration of the project. It should also be insured that training is viewed as rewarding skill-building opportunity.

G- PRIOR OBLIGATIONS AND PREREQUISITES

Not foreseen.

H- PROJECT REVIEWS, REPORTING AND EVALUATION

The project will be subject to a tripartite (TRP) review at least once every three months. This is a joint review by representatives of the local government (ERWDA), the executing agent and UNDP. Given their role in the preparatory phase, UN Organizations such as ESCWA can be invited as observers. The first such review meeting will be held within three months of the start of full implementation.

The PD, PM with the assistance of the IC shall prepare and submit to each TRP meeting a Project Performance Evaluation Report (PPER). Based on PD and UNDP recommendations, additional PPERs may be requested during the project as deemed necessary.

The PM will be required to submit brief monthly progress reports on the progress of the project implementation to the SC.

The PD will prepare a project final report for consideration at the terminal TRP meeting. It shall be prepared in draft sufficiently in advance to allow review and technical clearance by the executing agency at least two months prior to the meeting.

The project shall be subject to evaluation four and eight months after the start of full implementation. The organization, terms of reference, and timing will be decided after consultation between the parties to the Project Document. The evaluation shall also consider success in meeting the global objectives of Agenda 21.

I- LEGAL CONTEXT

The legal context will be drafted following the final identification and confirmation of the executing agency and the national implementing agencies.

PROJECT WORK PLAN

Activity		Duration in Month											
		1	2	3	4	5	6	7	8	9	10		
1	Establishment of Partnerships (D.1)	*	*										
2	Preparation of LGAP (D.2)	*	*										
3	Workshop I			*									
4	Community Based Issues Analysis (D.3)				*	*							
5	Workshop II						*						
6	Formulation of LA-21-AP (D.4)							*	*				
7	Workshop III									*			
8	Structure Reform for Implementation of LA-21-AP (D.5.1)									*		*	
9	Formulation of Monitoring and Periodic Reporting System (D.5.2)												*
10	Preparation of Evaluation and Feedback System (D.5.3)												*

ROUGHLY ESTIMATED BUDGET

1. Project Manager from ERWDA	10 m/m x \$ 8,000	= \$ 80,000 in-kind
2. Counterparts from ERWDA	8 x 2 m/m x \$ 3,000	= \$ 96,000 in-kind
3. International Consultants	21 m/m x \$ 12,000	= \$ 252,000 Cash
4. Incentives for SC	8 x 10 month x \$ 400	= \$ 32,000 Cash
5. Incentives for SWGs	4 x 8 x 5 month x \$ 1,000	= \$ 160,000 Cash
6. Workshops (3)	3 x \$ 15,000	= \$ 45,000 Cash
7. Administrative support		= \$ 25,000 in-kin
8. Miscellaneous Expenses		= \$ 20,000 Cash

Sub-total		= \$ 509,000 Cash
		= \$ 201,000 in-kin

Total Project Budget		= \$ 710,000

