

FSM planning from A to Z

Standard project phases	Activities			Outcomes			Chapters			Participatory stages		
	CLUES	SAN21		CLUES	SAN21		CLUES	SAN21		CLUES	SAN21	
Exploratory study	A Preliminary assessment of the initial situation and first inventory of stakeholders			Overview of the situation; facilitators are identified			14 15			Process ignition	Establish a city sanitation task force	
	Inception report											
Preliminary (pre-feasibility) studies	B Identification and preliminary characterisation of the stakeholders and their relationships			All stakeholders are identified and characterized			15			Launch of the planning process	Understand the existing context	
	C Initial launching workshop, including field visit with all the stakeholders			Stakeholders are sensitized to sanitation reality and aware about the project's objectives			16.5					
	D Assessment of: - Sanitation practice and needs, reuse interests - Institutional setup, government support - Legal and regulatory framework - Existing organisational modes - City structure and heterogeneity of sanitation practices - Existing financial flows - Climate			Sanitation practices are identified, as well as urban heterogeneity; Strengths, weaknesses, opportunities and threats are identified (SWOT analysis); The enabling environment is described			14					
	E Selection of potential organisational modes			Orientation of the process towards realistic options			12					
	F Identification of sites for treatment			Stakeholders have indicated existing and potential sites			14.4					
	G Characterisation and selection of key stakeholders			Stakeholder who have interest in and/or influence on the process are identified			15.4 to 15.5					
	Preliminary studies report											
Feasibility study	H Quantification and characterisation of sludge			Process leaders know what has to be treated			2			Identification of service options	Identify viable solutions	
	I Characterisation and selection of sites			Appropriate sites are selected			14.4					
	J Preselection of combinations of technologies, organisational modes and financial mechanisms			Scenarios are elaborated			5,11,12, 13,15,17					
	K Detailed evaluation of selected options, including: - Requirements of technology combinations, pros and cons, O&M - Organisational mode and institutional setup; roles & responsibilities; contractual arrangements - Capital and operation costs, financial mechanisms, estimated budget - Skills required to run each system - Environmental impact assessment			System scenarios are evaluated and optimised			4-17					
	L Preliminary presentation of the results to the key stakeholders			Stakeholders are consulted and agreement is secured			16					
	M Final selection of system options						17					
	N Workshop : Validation of chosen options by all the stakeholders			Proposals are validated by all stakeholders			16.5					
	O Reassessment of key stakeholders according to the validated options			Influence and interest of stakeholders are reassessed according to the previous decisions			15.5					
Feasibility study report												
Detailed project development	P Detailed project development (Action Plan): - Detailed design of the treatment plant - Detailed definition of roles & responsibilities - O&M management plan with clear allocation of costs, responsibilities and training needs - Conventions between stakeholders, securing financial and institutional mechanisms - Strategy for control and enforcement - Definition of needs for capacity building and job creation - Definition of contracts and bidding processes - M&E strategy for the implementation phase - Timeline for implementation with distinct phases and an itemised implementation budget			The Action Plan is written; The whole system is described in detail			11 12 13 16 17			Development of an Action Plan	Elaborate Strategic Plan	
	Q Workshop : Presentation of the Action Plan			The Action Plan is validated by all stakeholders			16.5					
	R Reassessment of key stakeholders according to Action Plan			Roles and responsibilities of stakeholders are redefined according to the Action Plan			15.5			Implementation of the Action Plan	Prepare for implementation	
Detailed Project Document												
Implementation	S Recruitment of contractors for building and O&M						11			Implementation of the Action Plan		
	T Organisation of the sector, transfer of roles & responsibilities			FS management is transferred to the corresponding stakeholders			11,12,13,16					
	U Capacity building / information campaigns			Awareness is raised among users; Capacity is built where needed			16					
	V Monitoring of construction			Building according to state-of-the-art is ensured			11					
	W Reassessment of key stakeholders before inauguration of the FSTP			Capacity of stakeholders to deal with their new roles and responsibilities is assessed			15.5					
	X Start-up of the system			The FSTP is brought to its state of equilibrium; stakeholders have acquired the necessary skills			11					
	Y Official inauguration ceremony			The FSTP is officially transferred to the city authorities / private entrepreneurs								
M&E	Z Monitoring of the running system (technical stability, satisfaction of stakeholders, cost recovery)			The system is monitored to ensure its sustainability			11					