Structure of the Planning Guide

The Planning Guide is structured around the 7-step strategic planning methodology shown in Figure U.1. This approach is intended to help you to visualise and logically ‘walk through’ the process of strategic MSWM planning. The content of each of the steps is described below.

Figure U.1  Steps in the Strategic Planning Process
**Step 1: Mobilising the Planning Process** - Step 1 is concerned with how to get started with the strategic planning process. Guidance is structured in two areas, the 'political' mobilising support and the 'functional' organising the work. Step 1 provides the political and operational arrangements for developing the Strategic MSWM Plan.

**Step 2: Defining the Baseline** - Step 2 is focused on understanding the baseline situation and likely future requirements for MSWM in your city. Aspects addressed include:
- General guidance on data collection
- Measurement of waste quantities and waste composition
- Reviewing waste management operations
- Predicting future capacity requirements
- Understanding shortfalls and constraints

Outputs from Step 2 are presented at two stages. A Baseline Study or audit of MSWM in your City should be prepared in time to feed into definition of key issues. During the remaining stages data gaps are filled and more detailed information collected to supplement this initial Baseline Study.

**Step 3: Establishing the Strategic Planning Framework** - Step 3 covers the range of issues that need to be established at the outset of the planning process to determine the framework for the Strategic MSWM Plan. Aspects addressed include:
- The Inception Workshop
- Defining the strategic vision
- Status of the Strategic MSWM Plan
- Defining the scope of the plan
- Establishing objectives and targets

The output of Step 3 is an agreed Strategic Planning Framework.
Step 4: Identifying and Evaluating Options

Step 4 can in many ways be regarded as the core of the planning process. Here, we are identifying and evaluating options required to address the key issues being faced. The text is divided into five sub-steps:

- **Step 4a** Institutional Framework
- **Step 4b** Waste Collection and Recycling
- **Step 4c** Waste Treatment and Disposal
- **Step 4d** Financial Sustainability
- **Step 4e** Public Awareness and Participation

Step 4 provides information and analysis to support both development of the Strategy (Step 5) and preparation of the Action Plan (Step 6).

Step 5: Developing the Strategy

The Strategy provides the ‘umbrella’ under which to progress with the more detailed work required for the Action Plan. Defining the Strategy will involve an initial evaluation of options required to address key issues. Aspects addressed include:

- **Nature of the Strategy**
- **Building consensus and ownership**
- **Defining the Strategy**
- **Preparing and finalising the Strategy**

The output is a Strategy that has been agreed by all key stakeholders and can act as a ‘framework’ for preparation of the Action Plan.

Step 6: Preparing the Action Plan

Step 6 develops the Action Plan required to turn the Strategy into practical reality. The Action Plan will involve detailed evaluation and selection of options to be pursued. Aspects covered include:

- **Nature of the Action Plan**
- **Pre-feasibility studies**
- **Preparing an Immediate Action Plan**
- **Preparing an Investment Plan**
- **Gaining formal approval**

The outputs of Step 6 will be an Action Plan, Immediate Action Plan and Investment Plan, which combined with the Strategy (Step 5) will form the Strategic MSWM Plan.

Step 7: Implementing the Strategic Plan

Strategic planning for MSWM is not an end in itself; the agreed plan must be effectively implemented. Three aspects are addressed:

- **Moving from planning to implementation**
- **Revising and updating the plan**
- **Performance monitoring**
Show early improvements on the ground

One point is worth emphasising at the outset. Both the public and many other stakeholders in MSWM are likely to regard the municipal authorities as part of the problem in MSWM, as well as part of the solution.

It is important to establish credibility during the planning process by showing commitment to action.

Relatively small, simple and low cost measures can be implemented at the ground level to raise the profile of waste management and demonstrate the commitment of the municipality to improving its services.

Users Guide to Each Step

User notes are provided at the beginning of each step. This uses a standard format, addressing the questions:

- How to use this chapter?
- How long will it take to complete the step?
- Who should use this step?
- Who else should read the step for information?

A box is also presented highlighting ‘key messages’ within each step.
A number of standard symbols have been used to highlight specific items in the text:

- A light bulb is used to denote **Examples** or **Case Studies**

- A meeting table is used to indicate a key point of relevance to **Stakeholder Participation and Consultation**

- **Definitions** can be recognised by this sign

- **Key Messages** are marked by this symbol

- This symbol is used for **Words of Warning**

- This symbol is used to warn against apparently "Magic" **Solutions** (which, experience has shown, are unlikely to work)
### Integrated Waste Management
A frame of reference for designing and implementing new waste management systems and for analysing and optimising existing systems. Based on the concept that all the strategic aspects of the waste management system should be analysed together since they are interrelated and development in one component frequently affects other areas of the system.

### Policy
The overall development aims for MSWM. Typically a series of broad statements setting out the overall policy framework for either environmental management and/or municipal solid waste management at the national or regional level. For MSWM, policy is often termed a “national sector strategy”.

### Strategic MSWM Planning
The process of determining the actions required to fulfil policy aims. The Strategic Plan represents a combination of a Strategy with an Action plan.

### Strategy
A framework for actions, setting out the main principles surrounding development of MSWM practices.

### Action Plan
The specific options and arrangements to be pursued to meet the requirements of the Strategy. The Action Plan sets out a detailed programme of implementation steps over a five-year timeframe, with actions in the first two to three years defined in detail.

### Operational Planning for MSWM
The process of detailed tactical or operational planning required to effectively implement the strategic plan. While the Action Plan might indicate, for example, the types and methods of collection to be adopted and the numbers and types of vehicles, operational planning would take this to the next level of detail, for example, including the routing of collection vehicles.

### Stakeholder Participation
A process whereby stakeholders – those with rights, responsibilities and interests – play an active role in decision-making and in the consequent activities that affect them.

### Public Consultation
A forum for the public to voice opinions during the planning process (eg, in landfill siting) and for planners to inform the public on aspects of the Strategic MSWM Plan that may affect them.

### Methodology
A method applied to addressing a need or solving a problem. A methodology can be expressed in text form, as a flowchart or any other structured form of presentation. For a methodology to be effective, it must be coherent and self-contained.

### Tool
Used to work out specific details necessary for a strategic plan. Tools can be very simple (eg, a checklist) or highly complex (a computer supported simulation program). Tools should be used within the frame of a methodology.
Other Guidance Available on MSWM

The Planning Guide is substantial in scope, encompassing information and experiences covering a very wide range of specialist disciplines. However, the Guide cannot hope to address in detail all aspects of MSWM, either in total, or even as they affect developing countries and economies in transition. Further, more detailed, information can be obtained from a number of sources and cross-references are used throughout the Guide to this effect.

Attention is also drawn in particular to other publications of the inter donor Collaborative Working Group on Municipal Solid Waste Management. A list of publications is provided in Box U.2.

Box U2 Other Collaborative Programme Publications


Further information on the collaborative programme or on individual publications may be obtained from:

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<tr>
<th>Urban Help Desk</th>
<th>Adrian Coad</th>
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<tbody>
<tr>
<td>World Bank</td>
<td>SKAT (Swiss Centre for Development Cooperation in Technology and Management)</td>
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<tr>
<td>Transport, Water &amp; Urban Department</td>
<td>Vadianstrasse 42</td>
</tr>
<tr>
<td>1818 H St NW</td>
<td>CH-9000 St Gallen</td>
</tr>
<tr>
<td>Washington DC 20433</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Tel: + 1 202 473 0409</td>
<td>Tel: + 41 71 228 5454</td>
</tr>
<tr>
<td>Fax: + 1 202 522 3232</td>
<td>Fax: + 41 71 228 5455</td>
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