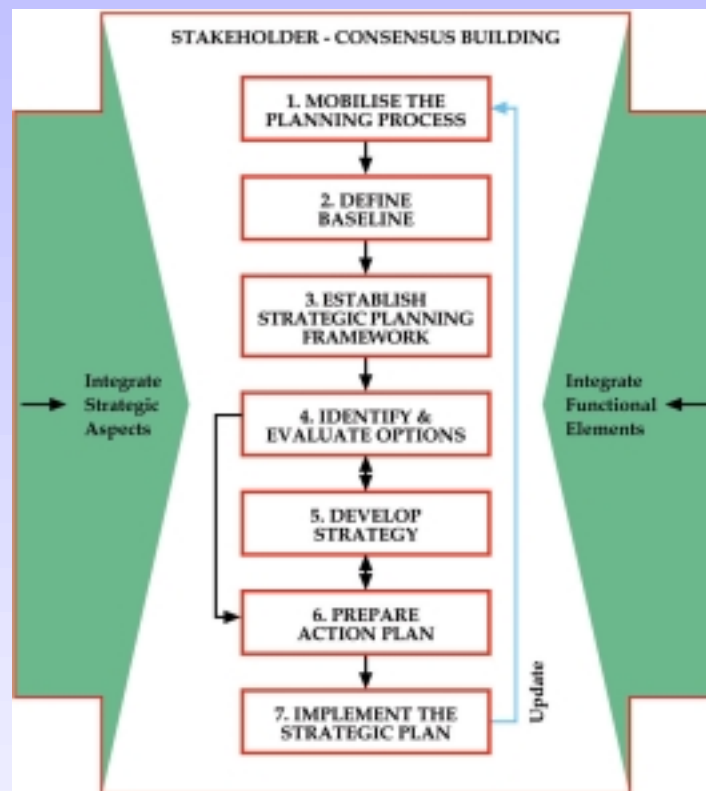


## ***USERS GUIDE***

### ***Structure of the Planning Guide***

The Planning Guide is structured around the 7-step strategic planning methodology shown in *Figure U1*. 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 U1 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)

## **Box U 1**     **Planning Terms Used in This Guide**

<i>Integrated Waste Management</i>	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.
<i>Policy</i>	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”.
<i>Strategic MSWM Planning Strategy</i>	<p>The process of determining the actions required to fulfil policy aims. The Strategic Plan represents a combination of a <i>Strategy</i> with an <i>Action plan</i>.</p> <p>A framework for actions, setting out the main principles surrounding development of MSWM practices.</p>
<i>Action Plan</i>	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.
<i>Operational Planning for MSWM</i>	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.
<i>Stakeholder Participation</i>	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.
<i>Public Consultation</i>	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.
<i>Methodology</i>	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.
<i>Tool</i>	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***

Arroyo-Moreno, J., Rivas-Rios, F. and Lardinois, I. "Solid Waste Management in Latin America: The Role of Micro- and Small Enterprises and Cooperatives. IPES-ACEPESA-WASTE Urban Waste Series No. 5, Lima, Peru, 1999. (Spanish version published in 1997.)

Bernstein, J. "A Toolkit for Social Assessment and Public Participation in Municipal Solid Waste Management." Draft working paper prepared for the Urban Environment Thematic Group, The World Bank, Washington, DC, 2000.

Cointreau, S., Gopalan, P. and Coad, A. "[Private Sector Participation in Municipal Solid Waste Management: Guidance Pack \(5 Volumes\)](#)." SKAT, St. Gallen, Switzerland, 2000.

Haan, H.C., Coad, A. and Lardinois, I. "Municipal solid waste management – Involving micro- and small enterprises - Guidelines for municipal managers." co-publication with [WASTE](#), GTZ, SKAT and ILO, 1998.

Hoornweg, Daniel with Laura Thomas. "[What A Waste: Solid Waste Management in Asia](#)". Urban and Local Government Working Paper Series #1, World Bank, Washington, DC, 1999.

Hoornweg, D., Thomas, L. and Otten, L. "[Composting and Its Applicability in Developing Countries](#)". Urban and Local Government Working Paper Series #8, World Bank, Washington, DC, 2000.

Johannessen, Lars Mikkel with Gabriela Boyer. "[Observations of Solid Waste Landfills in Developing Countries: Africa, Asia, and Latin America](#)". Urban and Local Government Working Paper Series #3, World Bank, Washington, DC, 1999a.

Johannessen, Lars Mikkel. "[Guidance Note on Recuperation of Landfill Gas from Municipal Solid Waste Landfills](#)". Urban and Local Government Working Paper Series #4, World Bank, Washington, DC, 1999b.

Johannessen, Lars Mikkel. "[Guidance Note on Leachate Management for Municipal Solid Waste Landfills](#)". Urban and Local Government Working Paper Series #5, World Bank, Washington, DC, 1999c.

Johannessen, L.M. "Guidance note on landfill siting." Urban and Local Government Working Paper Series, The World Bank, Washington, DC. (in press)

Johannessen, L., M. Dijkman, C. Bartone, D. Hanrahan, M. Boyer, C. Chandra. ["Health Care Waste Management Guidance Note"](#). Health, Nutrition, and Population, World Bank, Washington, DC, May 2000.

Pan American Center for Sanitary Engineering and Environmental Sciences (CEPIS). "COSEPRE -- Costs of Urban Solid Waste Services: Version 1.0 for WINDOWS 98 (Software, Technical Guide and User's Manual)." CEPIS/PAHO, Lima, 2000.

Pan American Health Organization. "Methodological Guidelines for Sectoral Analysis in Solid Waste: Preliminary Version." PIAS Technical Paper No. 13, PAHO, Washington, DC, 1994. To obtain a copy, visit the [Pan American Health Organization](#) web site.

Prüss, A., Giroult, E. and Rushbrook, P. *Safe management of wastes from health-care activities*. World Health Organization, Geneva, 1999.

Rushbrook, P.E., Pugh, M.P. ["Solid Waste Landfills in Middle and Lower Income Countries: A Technical Guide to Planning, Design, and Operation."](#) World Bank, Washington, DC, February 1999. To obtain a copy, visit the World Bank InfoShop web site.

Rand, T., J. Haukohl, U. Marxen. ["Municipal Solid Waste Incineration: Decision Maker's Guide"](#). World Bank, Washington, DC, 2000a.

Rand, T., J. Haukohl, U. Marxen. ["Municipal Solid Waste Incineration: Requirements for a Successful Project"](#). World Bank Technical Paper No. 462. World Bank, Washington, DC, 2000b.

Schubeler, P. et al. ["Conceptual Framework for Municipal Solid Waste Management in Low-Income Countries."](#) Urban Management Programme Working Paper No. 9, World Bank, August 1996. (Available in English and French.)

SKAT. "Workshop report." *International Workshop on Municipal Solid Waste Management*, Ittingen, Switzerland, 9-12 April 1995. Swiss Centre for Development Cooperation in Technology and Management (SKAT), St. Gallen, Switzerland, 1995.

SKAT. "Workshop report." *International Workshop on Promotion of Public/Private Participation in Municipal Solid Waste Management in Low-income Countries*, Washington, DC, 22-23 February 1996. Swiss Centre for Development Cooperation in Technology and Management (SKAT), St. Gallen, Switzerland, 1996a.

SKAT. "Workshop report." *International Workshop on Micro and Small Enterprises Involvement in Municipal Solid Waste Management*, Cairo, Egypt, 14-18 October 1996. Swiss Centre for Development Cooperation in Technology and Management (SKAT), St. Gallen, Switzerland, 1996b.

SKAT. "Workshop report." *International Workshop on Waste Disposal Upgrading Options for Lower- and Middle-Income Countries*, Belo Horizonte, Brazil, 8-11 September 1998. Swiss Centre for Development Cooperation in Technology and Management (SKAT), St. Gallen, Switzerland, 1998.

Thurgood, M., ed. ["Decision-Maker's Guide to Solid Waste Landfills."](#) Summary. The World Bank, World Health Organization, Swiss Agency for Development and Cooperation, and Swiss Center for Development Cooperation in Technology and Management, Washington, DC, July 1998.



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

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