

FSM planning from A to Z

Standard project phases	Activities			Outcomes			Chapters			Participatory stages	
	CLUES	SAN21		Process ignition		Establish a city sanitation task force		Launch of the planning process		Understand the existing context	
Exploratory study	A Preliminary assessment of the initial situation and first inventory of stakeholders			Overview of the situation; facilitators are identified			14 15				
	Inception report										
Preliminary (pre-feasibility) studies	B Identification and preliminary characterisation of the stakeholders and their relationships			All stakeholders are identified and characterized			15				
	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				
	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	
	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			Prepare for implementation	
Detailed Project Document											
Implementation	S Recruitment of contractors for building and O&M						11				
	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				