

FSM planning from A to Z

Standard project phases	Activities	Outcomes	Chapters	Participatory stages	
				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 characterised	15	Launch of the planning process	Understand the existing context
	C Initial launching workshop, including field visit with all the stakeholders	Stakeholders are sensitised to sanitation reality and aware about the project's objectives	16.5		
	D Assessment of: <ul style="list-style-type: none"> - 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	Detailed assessment of the current situation	
	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: <ul style="list-style-type: none"> - 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): <ul style="list-style-type: none"> - 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		