

# FSM planning from A to Z

Standard project phases	Activities	Outcomes	Chapters	Participatory stages	
				CLUES	SAN21
Exploratory study	<b>A</b> 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
	<b>Inception report</b>				
Preliminary (pre-feasibility) studies	<b>B</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
	<b>C</b> 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		
	<b>D</b> Assessment of: <ul style="list-style-type: none"> <li>- Sanitation practice and needs, reuse interests</li> <li>- Institutional setup, government support</li> <li>- Legal and regulatory framework</li> <li>- Existing organisational modes</li> <li>- City structure and heterogeneity of sanitation practices</li> <li>- Existing financial flows</li> <li>- Climate</li> </ul>	Sanitation practices are identified, as well as urban heterogeneity; Strengths, weaknesses, opportunities and threats are identified (SWOT analysis); The enabling environment is described	14		
	<b>E</b> Selection of potential organisational modes	Orientation of the process towards realistic options	12		
	<b>F</b> Identification of sites for treatment	Stakeholders have indicated existing and potential sites	14.4		
	<b>G</b> Characterisation and selection of key stakeholders	Stakeholder who have interest in and/or influence on the process are identified	15.4 to 15.5		
<b>Preliminary studies report</b>					
Feasibility study	<b>H</b> Quantification and characterisation of sludge	Process leaders know what has to be treated	2	Identification of service options	Identify viable solutions
	<b>I</b> Characterisation and selection of sites	Appropriate sites are selected	14.4		
	<b>J</b> Preselection of combinations of technologies, organisational modes and financial mechanisms	Scenarios are elaborated	5,11,12, 13,15,17		
	<b>K</b> Detailed evaluation of selected options, including: <ul style="list-style-type: none"> <li>- Requirements of technology combinations, pros and cons, O&amp;M</li> <li>- Organisational mode and institutional setup; roles &amp; responsibilities; contractual arrangements</li> <li>- Capital and operation costs, financial mechanisms, estimated budget</li> <li>- Skills required to run each system</li> <li>- Environmental impact assessment</li> </ul>	System scenarios are evaluated and optimised	4-17		
	<b>L</b> Preliminary presentation of the results to the key stakeholders	Stakeholders are consulted and agreement is secured	16		
	<b>M</b> Final selection of system options		17		
	<b>N</b> Workshop : Validation of chosen options by all the stakeholders	Proposals are validated by all stakeholders	16.5		
	<b>O</b> Reassessment of key stakeholders according to the validated options	Influence and interest of stakeholders are reassessed according to the previous decisions	15.5		
<b>Feasibility study report</b>					
Detailed project development	<b>P</b> Detailed project development (Action Plan): <ul style="list-style-type: none"> <li>- Detailed design of the treatment plant</li> <li>- Detailed definition of roles &amp; responsibilities</li> <li>- O&amp;M management plan with clear allocation of costs, responsibilities and training needs</li> <li>- Conventions between stakeholders, securing financial and institutional mechanisms</li> <li>- Strategy for control and enforcement</li> <li>- Definition of needs for capacity building and job creation</li> <li>- Definition of contracts and bidding processes</li> <li>- M&amp;E strategy for the implementation phase</li> <li>- Timeline for implementation with distinct phases and an itemised implementation budget</li> </ul>	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
	<b>Q</b> Workshop : Presentation of the Action Plan	The Action Plan is validated by all stakeholders	16.5		
	<b>R</b> Reassessment of key stakeholders according to Action Plan	Roles and responsibilities of stakeholders are redefined according to the Action Plan	15.5		
<b>Detailed Project Document</b>					
Implementation	<b>S</b> Recruitment of contractors for building and O&M		11	Implementation of the Action Plan	Prepare for implementation
	<b>T</b> Organisation of the sector, transfer of roles & responsibilities	FS management is transferred to the corresponding stakeholders	11,12,13,16		
	<b>U</b> Capacity building / information campaigns	Awareness is raised among users; Capacity is built where needed	16		
	<b>V</b> Monitoring of construction	Building according to state-of-the-art is ensured	11		
	<b>W</b> Reassessment of key stakeholders before inauguration of the FSTP	Capacity of stakeholders to deal with their new roles and responsibilities is assessed	15.5		
	<b>X</b> Start-up of the system	The FSTP is brought to its state of equilibrium; stakeholders have acquired the necessary skills	11		
	<b>Y</b> Official inauguration ceremony	The FSTP is officially transferred to the city authorities / private entrepreneurs			
M&E	<b>Z</b> Monitoring of the running system (technical stability, satisfaction of stakeholders, cost recovery)	The system is monitored to ensure its sustainability	11		

# Selecting a context-appropriate combination of faecal sludge treatment technologies

