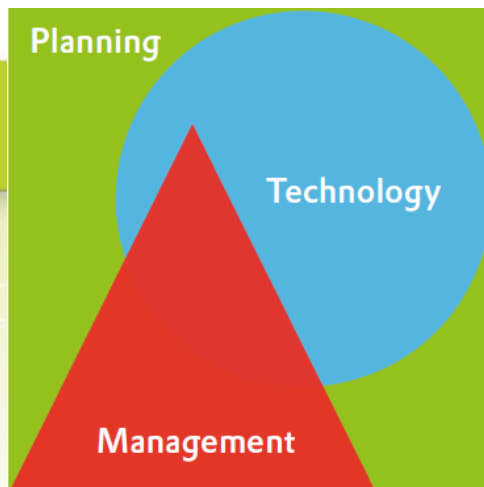


Piecing The Puzzle: Integrated FSM Planning at City Wide Level



Philippe Reymond

Stockholm, SIWI, 19th February 2015



FSM: a topic under the spotlight

- Most cities in low-income areas are based on on-site sanitation systems
 - The financial effort to cover these cities with sewer systems is not realistic
 - It is often possible to build on an existing private sector
- ⇒ *Faecal sludge management is the best alternative in many cities*
- ⇒ *Recognition from the sector, with the launch of massive investments in the field*

BUT...



*FSTPs over- or underloaded –
dysfunctional*



*Lack of integration of the FSM
stakeholders in planning*



Massive environmental pollution



Uncontrolled discharge and reuse

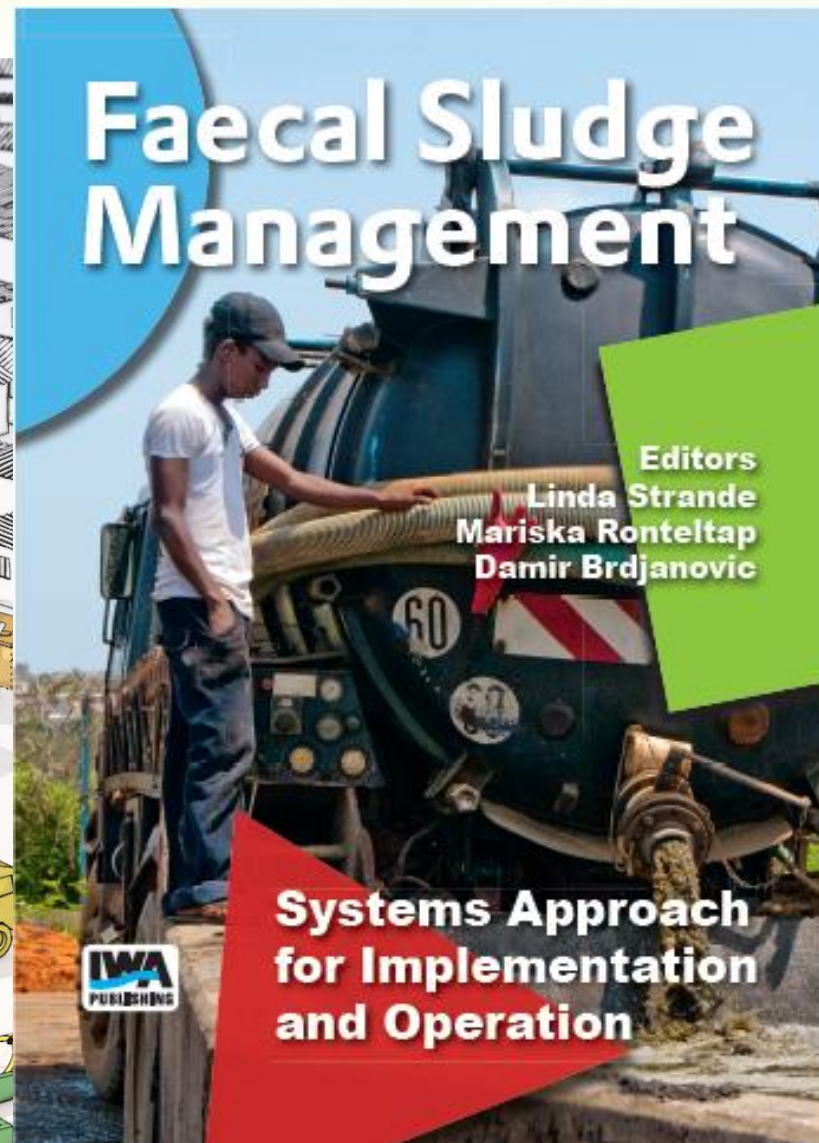
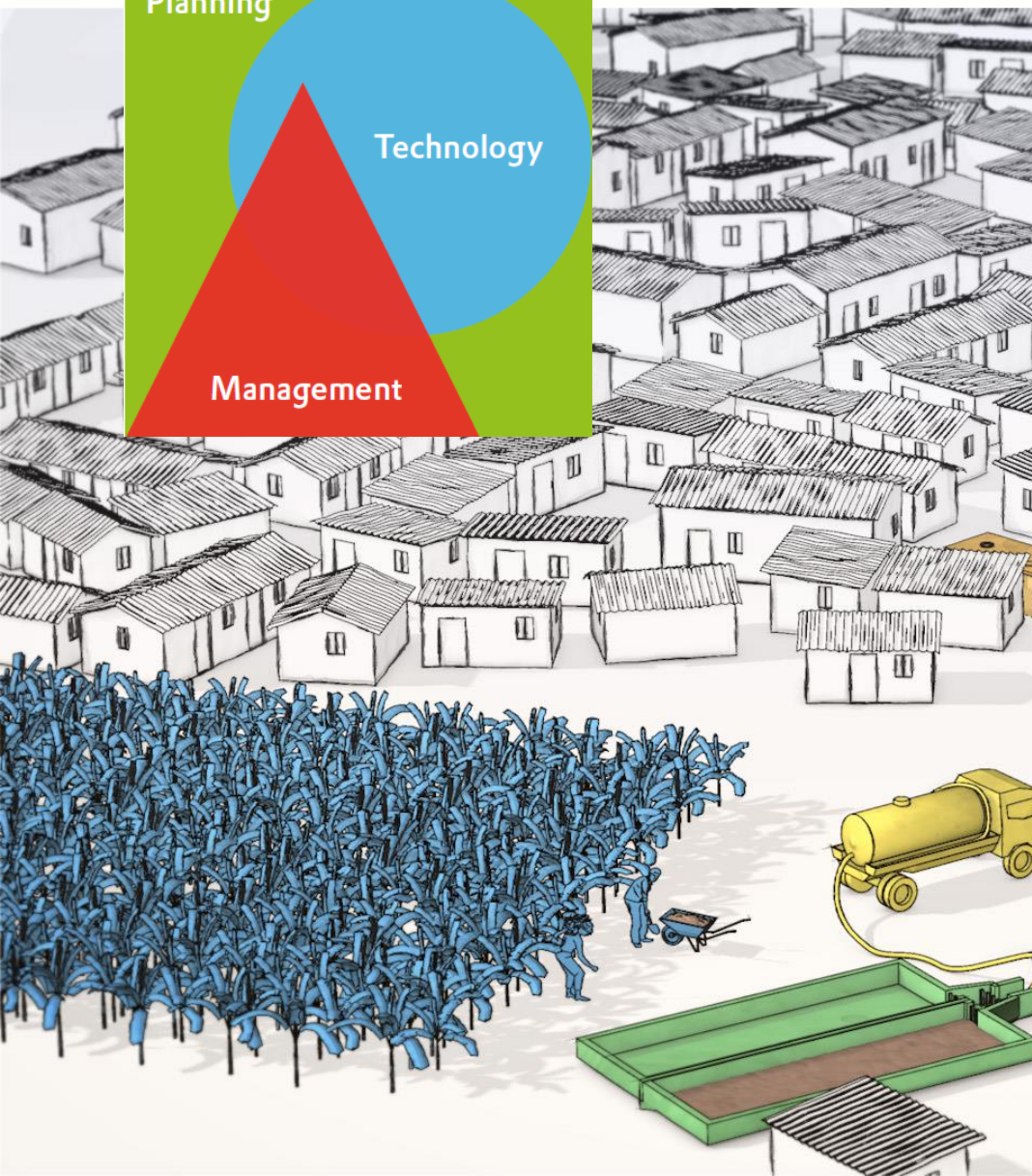
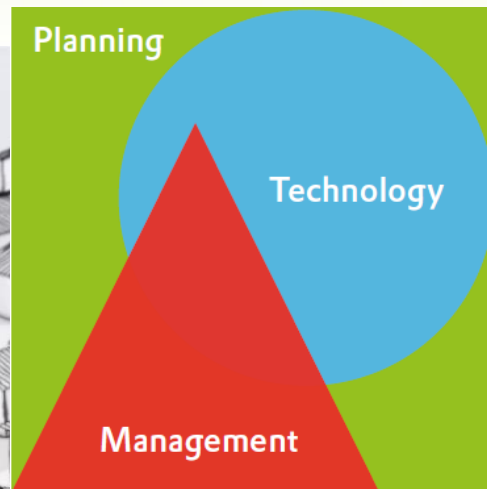
Many FSM projects fail...

Main reasons:

- **Top-down** approach, **blueprint** designs
- Same approach as for wastewater projects
- Lack of consideration of FS stakeholders' **needs and priorities**

FS ≠ **wastewater**
FS stakeholders ≠ **wastewater stakeholders**

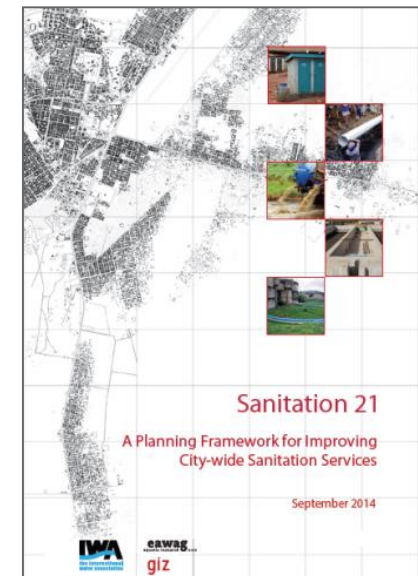
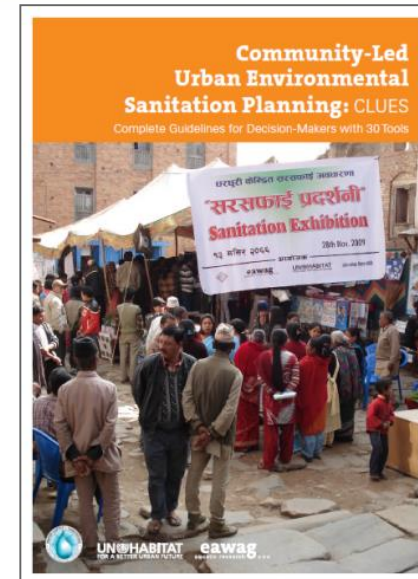
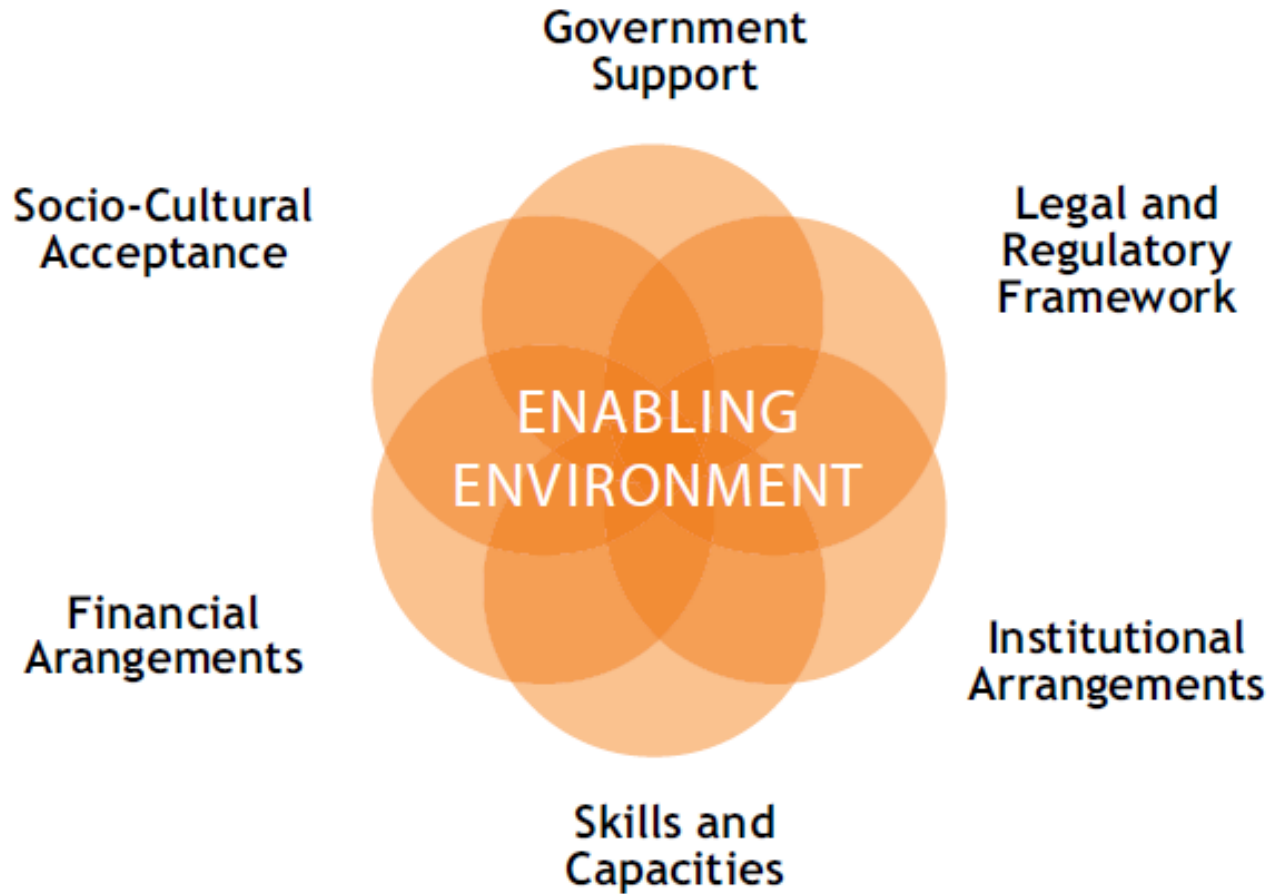
Necessity of an integrated approach to FSM



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 characterized		15	Launch of the planning process	Understand the existing context
	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	Detailed assessment of the current situation	
	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		
	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							
Study	H	Quantification and characterisation of sludge	Process leaders know what has to be treated		2	Identifying	Identifying
	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 & 					

Importance to integrate all FSM stakeholders



Source: www.sandec.ch/clues

Diversity of needs and priorities



AUTHORITIES:
municipal, national,
ethnic/religious leaders,
Utilities, Police....



**DONORS, NGOs,
universities ...**



ENDUSERS:
farmers, breeders,
fuel consumers,...



SERVICE PROVIDERS:
public, private, manual,
mechanical, in/formal...



**Synergies BUT ALSO
conflicting interests and goals**

HOUSEHOLDS:
tenants /landlords

Typical problems faced by FSM stakeholders

- Lack of **agency to participate**
- **Constraints** in the sludge emptying business
- Lack of **resources /capacities**
- **Tensions** between stakeholders
- **Awareness** and behaviour

Identification of the key-stakeholders: an iterative process !

Different project phases

-

Different participatory stages

-

**Evolution of stakeholders'
role and responsibilities**

Assessment of the initial
situation



Identification
of service options



Action planning



Implementation

From Analysis to Involvement

- Which participation level, which tools ? -

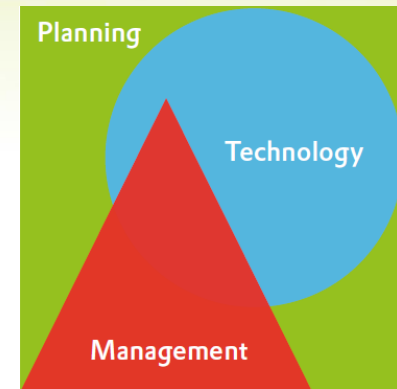
	Low influence	High influence
Low Interest	<i>Information</i>	<i>Consultation -Information</i>
High interest	<i>Consultation – Empowerment</i>	<i>Consultation – Collaboration Empowerment / Delegation</i>

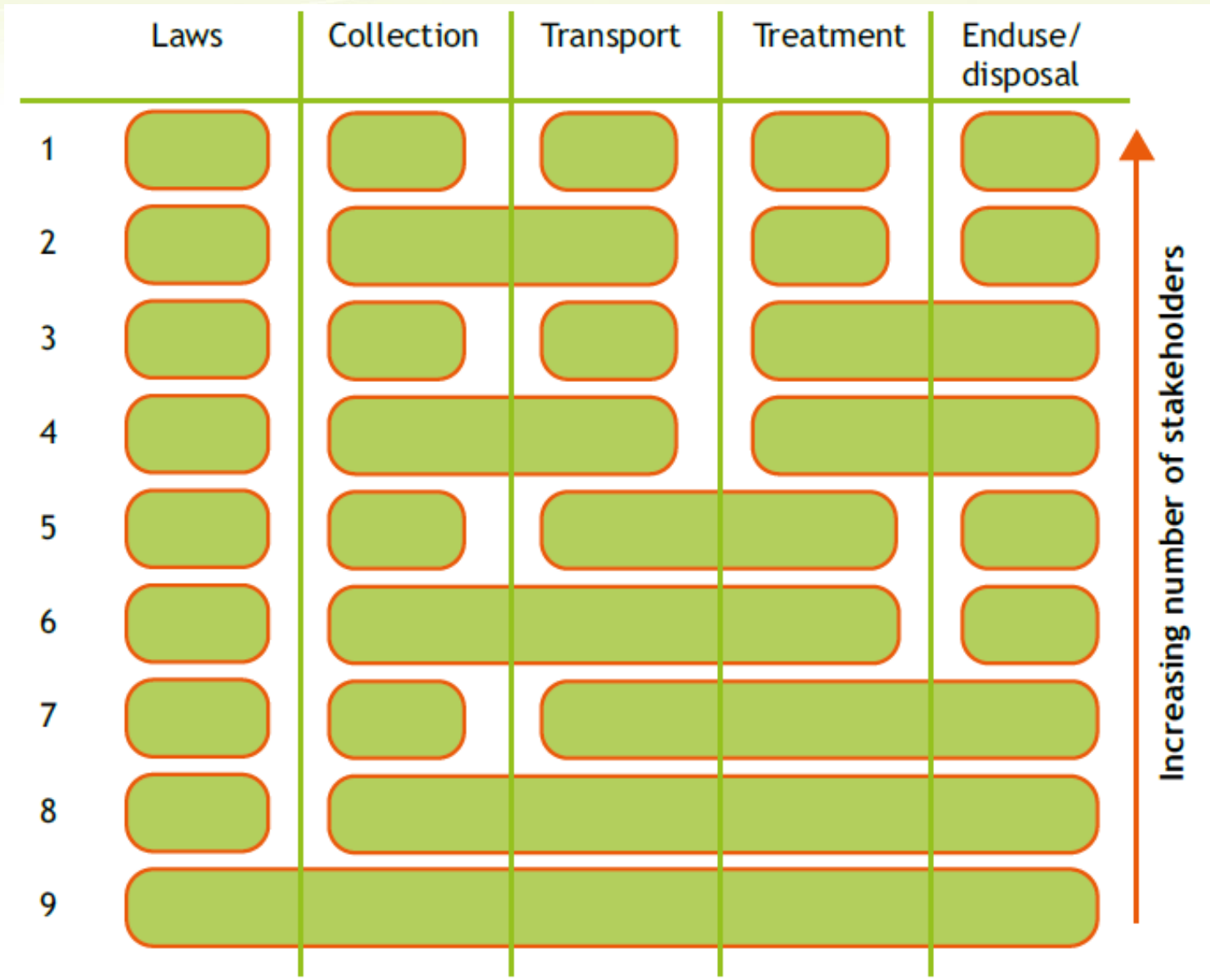
From Analysis to Involvement



Organisation of the supply chain

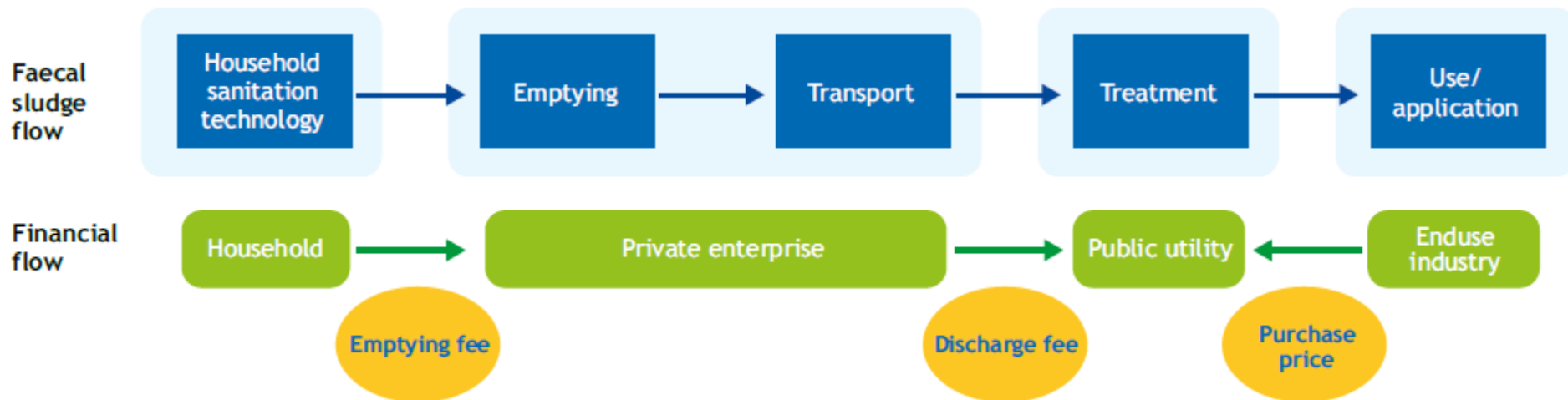
- What are the different management schemes and what are the constraints of each of them ?
- How to adapt to local capacities, how to assess the needs ?
- How to develop a functional institutional framework ?
- Who pays, to whom and how much ?
- How to estimate the cost of service ?





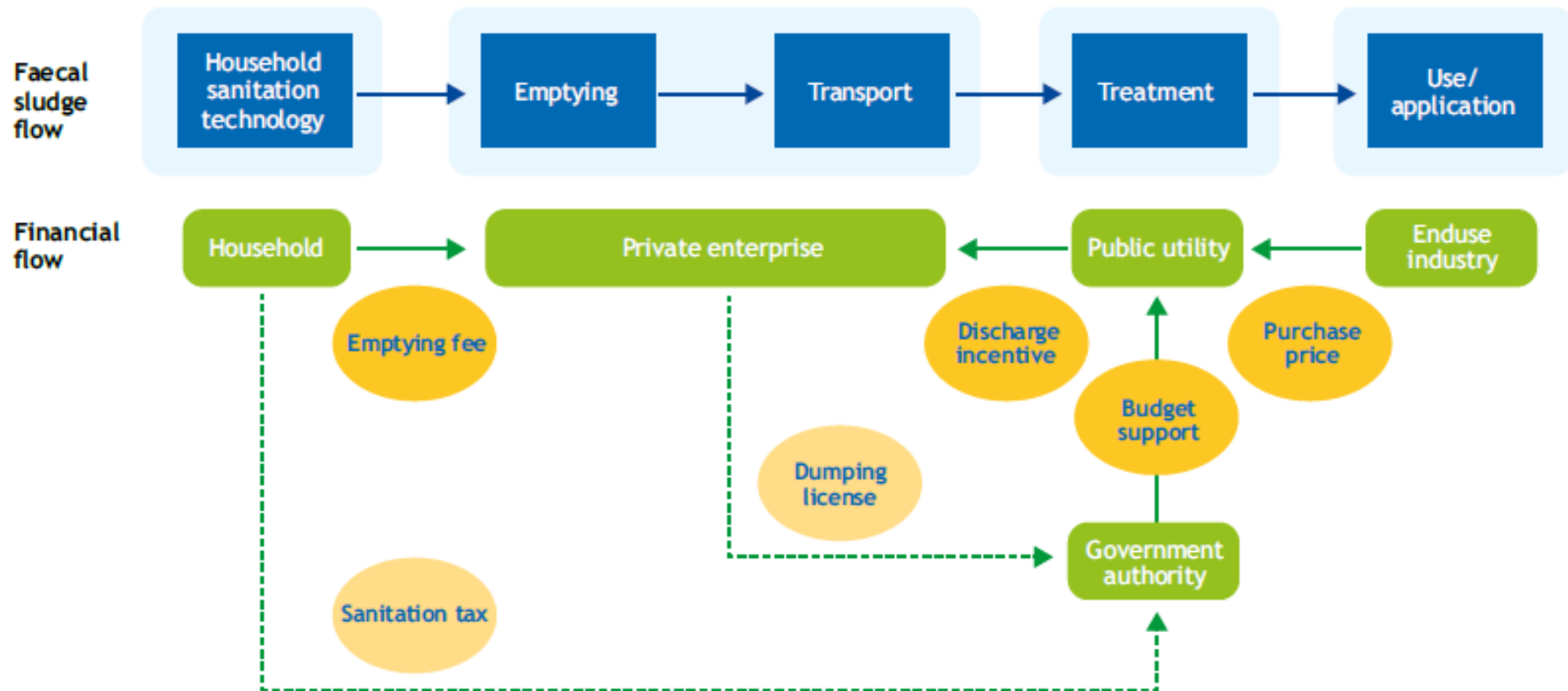
Examples of management schemes

Common discrete collection and treatment model



Examples of management schemes

Licensing and incentivised discharge model



Case studies

- **Dakar, Senegal**
 - ⇒ Association of emptiers
 - ⇒ Call centre
 - ⇒ Emptier guarantee fund

- **Malaysia**
 - ⇒ Scheduled desludging
 - ⇒ Strong lead from Government and Company (*Indah Water*)

- **Philippines** (*esp. Dumaguete and San Fernando City*)
 - ⇒ Different institutional arrangements in different cities

Conclusions & Recommendations

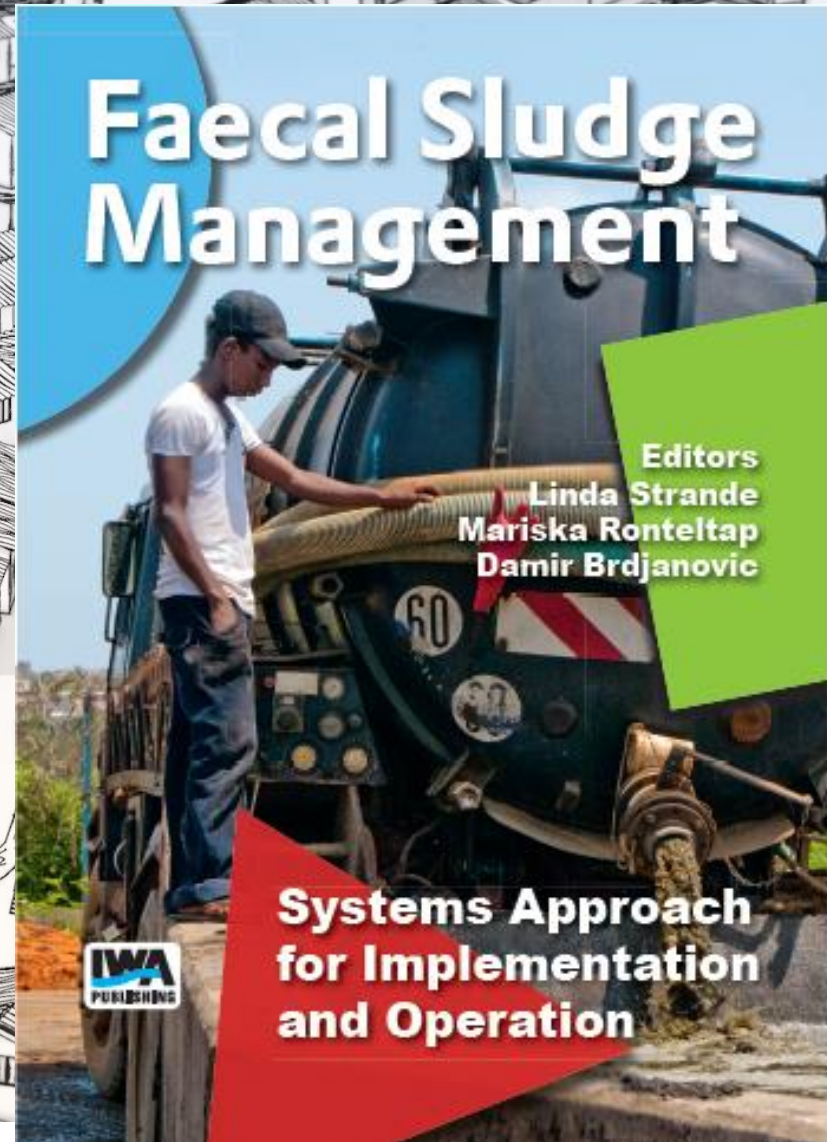
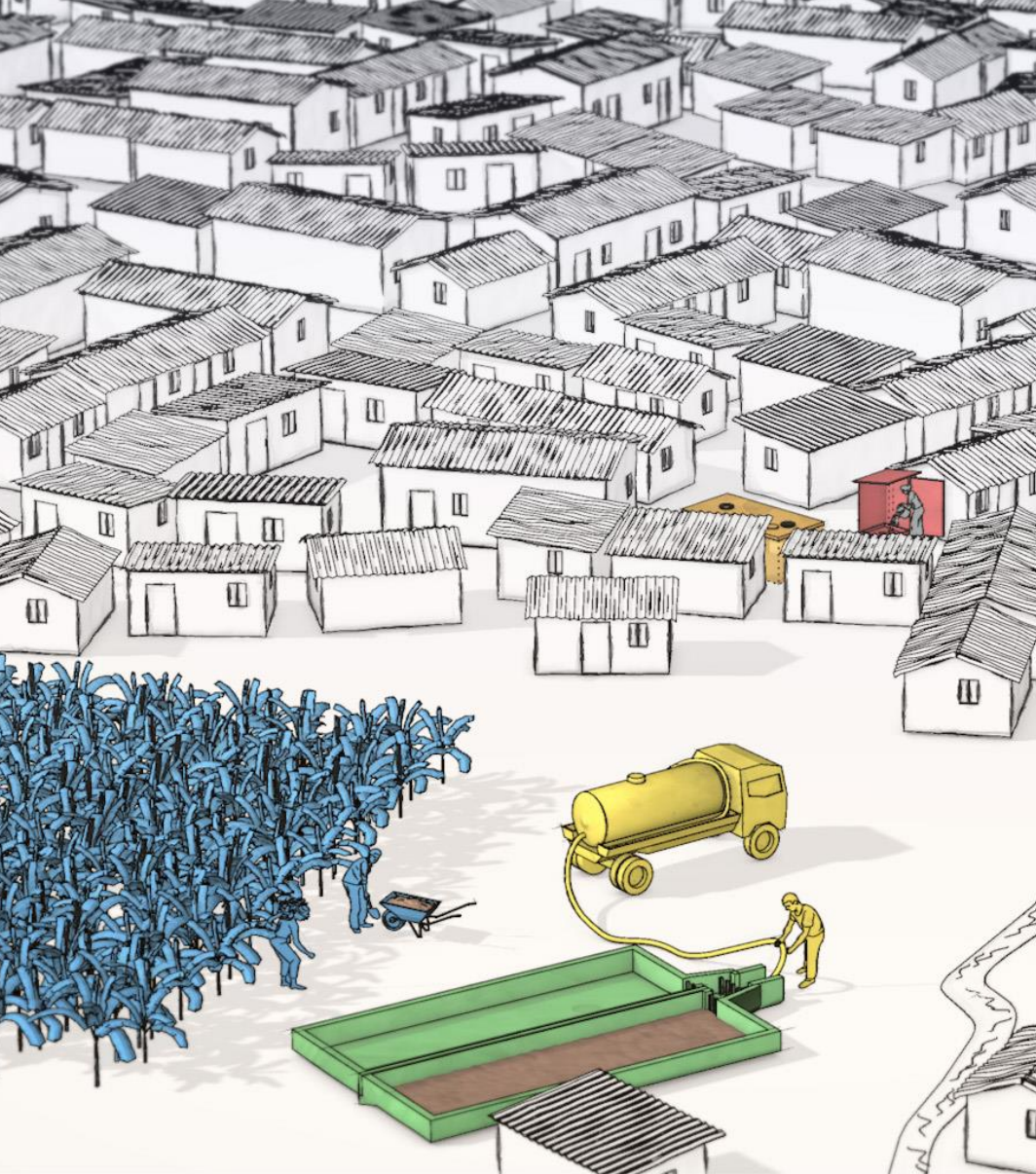
- Inclusion of **all key-stakeholders** in the planning process

FS ≠ wastewater

- Integration of the **private sector** in FSM schemes
- **Integrated planning approach** – enforced in the terms of reference of consultants
- Consideration of **economies of scale**, e.g. call centre, scheduled service
- Improve **access to credit** for service providers

Conclusions & Recommendations

- **Stakeholder engagement:** an **investment** leading to **save money** and **time** later
- **In the book:** a **simplified** approach for **rapid assessment** and key stakeholder involvement
- **Empowerment** of often neglected stakeholders
- Creation of an **enabling environment**
- In Sokodé, participatory planning **opened the way to funding** through the African Water Facility



Thanks for your attention !

www.sandec.ch/fsm_book
philippe.reymond@eawag.ch