



# TRAINING MANUAL 1 INTEGRATED SOLID WASTE MANAGEMENT PLANNING

## Module 1-7: Implementing Strategic Action Plans

Prepared by the International Consortium  
GTZ-ERM-GKW





## Key Messages

- ❑ The true strength of the strategic plan will be demonstrated by its impact on MSWM services
- ❑ Establish review points
- ❑ Measure performance using indicators
- ❑ Update the Action Plan, use it as a working tool

2



The purpose of strategic planning is not to produce a Strategic Plan that is going to sit on the shelf gathering dust, but rather to provide a practical plan for speedy implementation.

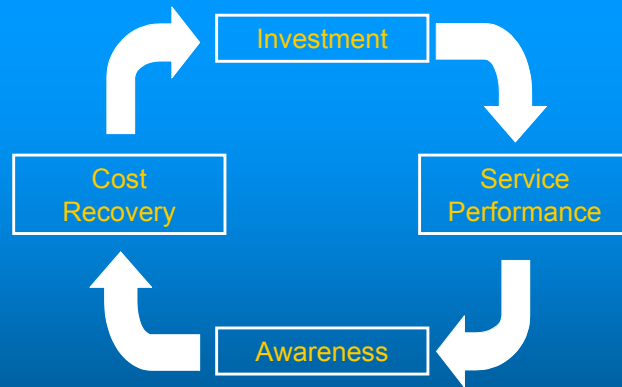
The true strength of a Strategic MSWM Plan will be demonstrated by its impact in improving MSWM services at the ground level.

Implementation of the Strategic MSWM Plan must be regularly reviewed. The Action Plan should be updated periodically to reflect tasks completed and new priority actions.

The collection of management information is not an end in itself. Performance indicators must provide signals for action. Data gathering is a costly and time-consuming exercise and should be well targeted.

Performance monitoring is a process by which the efficiency of a service can be monitored and compared with similar services offered elsewhere or at an earlier time. Performance review needs to be an integral part of any MSWM department's management procedures.

## MSWM Development Cycle



3

Although the Strategic MSWM Plan provides a framework for action, the four main drivers for change are likely to be: investment, service performance, public awareness and cost recovery.

The development cycle shown on the slide provides a conceptual representation of the process of securing sustainable development of SWM services. Provision of an initial investment 'kick-start', must lead to improved service performance, which when coupled with public awareness lays the foundation for cost recovery, which in turn provides internal sources of revenue for the next cycle of investment and service development.



## Implementing the Immediate Action Plan

- ❑ Implementation is likely to involve much greater challenges than envisaged
- ❑ Do not despair, concentrate on the easiest and most important actions first
- ❑ This will hopefully generate momentum for other necessary actions

4



There are likely to be many actions required to implement the Strategic Plan. It is likely that the final document, agreed by all stakeholders, will establish challenging goals, some of which may be very difficult to implement.

Remember that one of the major purposes of the strategic plan is to provide an overall vision for development of MSWM services over 15-25 years. Do not despair about the difficulties faced during implementation, concentrate on the most important issues first. Hopefully this will generate a political momentum which will roll-on through time.



## Possible First Steps

- Fundamental institutional and legal actions
- Financing and cost recovery
- Detailed feasibility and implementation projects for infrastructure
- Purchase of land for ISWM facilities
- Only initiate public awareness campaigns when you are sure that improved service will follow shortly

5



The strategic plan may have fundamental institutional and legal implications. These actions should be taken first, as there needs to be a strong and sure platform for the day-to-day management decisions required.

External financing may be required. Applications will need to be progressed, more detailed work carried out, and negotiations held. Whatever financing is required, it will be more easy to access if real progress is made in implementing the cost recovery system.

Detailed feasibility and implementation projects will be required for infrastructure development plans. Purchasing land for development of this infrastructure is also likely to be required.

Only initiate public awareness campaign when you are sure that the services will be delivered.



## Capacity Development

- ❑ Should be targeted at MSWM departments, the private sector, NGOs/CBOs and research organisations
- ❑ Development of professional associations
- ❑ Proper staffing and career development opportunities
- ❑ Creation of senior, skilled, positions

6



It is vital to develop strong local MSWM skills and appropriate levels of staffing. Capacity building and training should be aimed at MSWM departments, the private sector, NGOs/CBOs and research organisations. Professional associations can provide a hub around which to structure training and skills development.

The entire strategic planning process has been aimed in part at skills transfer to, and capacity building within, the municipality. It is important that the increased understanding and profile of MSWM be properly reflected in the staffing of MSWM departments and training of personnel.

There is excellent potential to pursue a career in the field of ISWM. The required range of professional skills is diversifying all the time, and there will be plenty of future opportunities to work in the sector. Waste/resource management will become, and remain a significant sector of a country's economy.

The long-term aim is that the new MSWM institutions within the metropolitan area should be staffed by senior local staff with the autonomy, authority, accountability and training to provide a cost effective and efficient MSWM service on a sustainable basis into the future.



## Monitoring & Evaluation

- Milestones and review points
- Monitoring and evaluation, potentially including:
  - Photographic log, for a before and after profile
  - Surveys of citizens perception of services
  - Financial reviews, in particular revenues collected compared to service costs
  - Spot checks of identified waste 'hot spots'
  - Environmental monitoring of ISWM facilities
  - Public health surveys
- Steering Committee meetings at regular intervals, less frequent over time

7



The Action Plan will include a number of milestones and review points. It is important that progress should be reviewed by the key stakeholders at regular intervals, and that necessary amendments and adjustments are made as appropriate.

A key to the success will be administration, monitoring and evaluation (M&E) of the entire process. It will be necessary to compare the performance and efficiencies of the service over time.

The following M&E criteria are recommended:

A photographic log, to give a before-and-after profile.

Surveys of citizens' perception and assessment of service delivery by the service providers.

Financial reviews, in particular revenues collected against service costs

Spot checks on identified waste "hot-spots"

Environmental monitoring of ISWM facilities.

Public health surveys

Continuity with the planning process is desirable, and it was recommended in Step 1 that the Steering Committee should serve not only for the purposes of the initial strategic planning study but also to oversee implementation of the plan. As implementation proceeds, the frequency of Steering Committee meetings can be reduced, initially to every four months and then perhaps to six-month intervals.

The Steering Committee will form a crucial link between the MSWM department and other departments who need to be involved to ensure effective implementation.



## Sustainability Criteria

1. Institutions active and free of corruption
2. Participation and ownership of the public
3. Rights of citizens to demand a quality service
4. Guaranteed financial support

8



There are many factors which can influence the sustainability of a MSWM service. The performance of MSWM can be viewed as an indicator of the performance of urban governance as a whole. Certainly, MSWM is one of the only municipal services which must be provided to every household, and every street in urban areas.

Four sustainability criteria are highlighted here for debate and discussion in a concluding workgroup session. These may be amended, amplified or deleted according to the viewpoints of the participating students:

**Institutions active and free of corruption:** stressing the importance of active institutional involvement, most effective where there are clear roles and responsibilities;

**Participation and ownership of the public:** the importance of public participation has been stressed throughout, unless the public take-up new services, and integrate necessary habits as part of their daily/weekly lives the credibility of the service will suffer;

**Rights of citizens to demand quality of services:** an extremely important point which perhaps has not been stressed enough earlier, service providers will not provide good services unless there is a pressure from their customers to perform. An excellent example of where a public complaints mechanism has been set up, and has driven up standards of services is in Alexandria

**Guaranteed financial support:** essential for sustainable operation of services, and continuous re-investment in technology and infrastructure.