

**BORDA**

**Bremen Overseas Research and  
Development Association**

# **Policy Paper**

**Dissemination of  
Decentralized Basic Needs Services**

**South Asia  
Southeast Asia  
Southern Africa**



**BORDA's regional focusing** - Regional projects for dissemination of Basic Needs Services including: capacity building, dissemination, quality management, research & development.

## BORDA

For more than 30 years the non-profit organization BORDA – in close collaboration with Bremen's senate and through projects centered on development cooperation – has contributed towards the alleviation of poverty and the strengthening of social structures in African and Asian partner countries.

Since its first project "Technology Transfer of Biogas India-Ethiopia" in 1977, BORDA's mission has been to secure access to vital resources while simultaneously maintaining a sound environment through the use and development of renewable energy. BORDA, working closely with partners in Asia and Africa, utilizes a demand-oriented approach from a local perspective in the organization and facilitation of integrated projects in the sectors of water supply, wastewater treatment, community based sanitation and solid waste management as well as in the field of renewable energy.

Policy Paper of the Bremen Overseas Research & Development Association (BORDA e.V.) as an expert organization of the German development cooperation.

Dissemination of Decentralized Basic Needs Services (BNS) in South Asia, Southeast Asia and Southern Africa.  
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# 1. Background and Strategic Orientation of Developmental Practices

## 1.1 Background

BORDA e.V. (Bremen Overseas Research & Development Association) was established as a non-profit organization in 1977 by concerned citizens from Bremen with assistance from the Bremen Overseas Museum (Übersee Museum), institutes of Bremen Universities, trade and industry as well as positive support from Bremen's Senate. The goal was to adapt certain forms of renewable energy to better serve poverty alleviation efforts and to facilitate decentralized development projects operating on this principle; working closely with cooperation partners and specific target groups in order to improve the living conditions and social structures in target areas is also central to this aim.

Today BORDA is part of a network of German and European research and development organizations and supports development-programme oriented research in cooperation with Universities and specialist technical and trade associations.

During the 80s and 90s BORDA's cooperation projects were embedded into the programmatic developmental contexts of "technology transfer" and the "integrated development approach".

Since 2001 BORDA has facilitated solely development-oriented cooperation projects and services in the field of so-called Basic Needs Services (BNS). These projects, operating within the context of social-structure reform, are geared towards the development and dissemination of sustainable, decentralized service models with the intent of improving the supply of basic needs services in the sectors of water, energy and sanitation with a particular focus on wastewater disposal and solid waste management.

## 1.2 Strategic Orientation

Building on 30 years of experience in cooperative development projects, it is BORDA's particular mission to foster sustainable living conditions for socially disadvantaged groups. The demand-oriented facilitation and dissemination of decentralized Basic Needs Services aims to provide the most elementary basic needs while improving relevant social and political infrastructures; this is achieved through the use of sustainable technology in the sectors of sanitation, water and energy supply as well as wastewater treatment and solid waste disposal.

In addition to the use of environmentally sustainable technology, BORDA's spectrum of activity spans all socio-political levels, a feature unique to BORDA in the field of development.

It is BORDA's belief that the dissemination of sector-specific, decentralized service models, in line with the aforementioned objectives, must be embedded into social programmes that address knowledge and quality management; this is necessary to ensure the acceptance, sustainability and widespread appeal of decentralized service models through the formulation and successive implementation of structured service packages. During this process it is not only the pilot phase of the service packages that is of chief concern, but also their dissemination on a large scale through the training of service providers and the involvement of both governmental and non-governmental stakeholders on all levels.

When selecting and implementing a project, BORDA places particular emphasis on networking and coherence of actions with partners in all project regions. This is necessary to better reach out to society at large, thus ensuring both the rapid development of technical capacity through south-south collaborations and the efficient allocation of capital and personnel.

BORDA-supported development programmes are oriented towards the Millennium Development Goals (MDG). As the result of exemplary collaboration with local target groups as well as with relevant local, German and international development-aid policymakers, all of BORDA's cooperative development projects comply with the policies of the Paris Declaration.

### 1.3. Fields of Activity

BORDA's fields of activity comprise a spectrum of development-related services geared towards the provision of specific basic needs. The Basic Needs Services (BNS) are directly linked to the MDG's and are in keeping with the objectives of climate protection of the Kyoto Protocol.

BORDA's development-aid activities are geared towards disadvantaged target groups, particularly women and children, in urban and rural regions in Asia and Africa (respective countries can be found in section 4).

A distinguishing characteristic of all BORDA-initiated development projects – oriented towards the advancement of social structures – is the systematic valorisation of self-help potential within disadvantaged target groups and civic organizations. This occurs within the scope of demand-oriented development cooperation, which through close cooperation with other important stakeholders of both bilateral and multilateral development institutions increases the level of a broad impact. During the planning, implementation, operation and financing of the projects, the high level of participation on the part of target groups and developmental policymakers results in substantial public acceptance and the increased sustainability of BORDA service packages.

The following fields of activity represent the present basis of BORDA's cooperation projects:

1. Decentralized Water Supply in rural mountain regions
2. Decentralized Power Supply in rural mountain regions
3. Decentralized Wastewater Management in poor communities and public institutions
4. Community Based Sanitation in poor urban settings
5. Decentralized Solid Waste Management in poor urban settings (densely populated urban districts)

A more detailed explanation of these fields of activity, as well as their contribution to the development of social and sectoral structures, can be found in section 3.

In order to increase professionalization and efficiency within these five fields of activities concerning the provision of basic needs services, BORDA recognises an additional area of focus comprised of two further, cross-sectional fields of activity (public relations, capacity building and project management).

As part of an integrated approach, these are developed and implemented within the scope of the above-mentioned fields of activity and in the realisation of the corresponding BORDA programme:

### **Public Relations and Capacity Building**

- Target groups, cooperation partners and policymakers at the relevant political/administrative levels, in connection with the sustainable dissemination of innovative service packages, are systematically brought up to date regarding the scope and impact of implementation practices and are regularly encouraged to develop their capacity for implementation.
- The determination of available project measures is adapted to the varying needs of the diverse target groups in order to ensure more widespread acceptance and viability of implementation practices.
- A performance and impact-oriented approach to the education of project personnel and partners during the course of a project cycle strengthens the competence of implementation organisations.

### **Project Management**

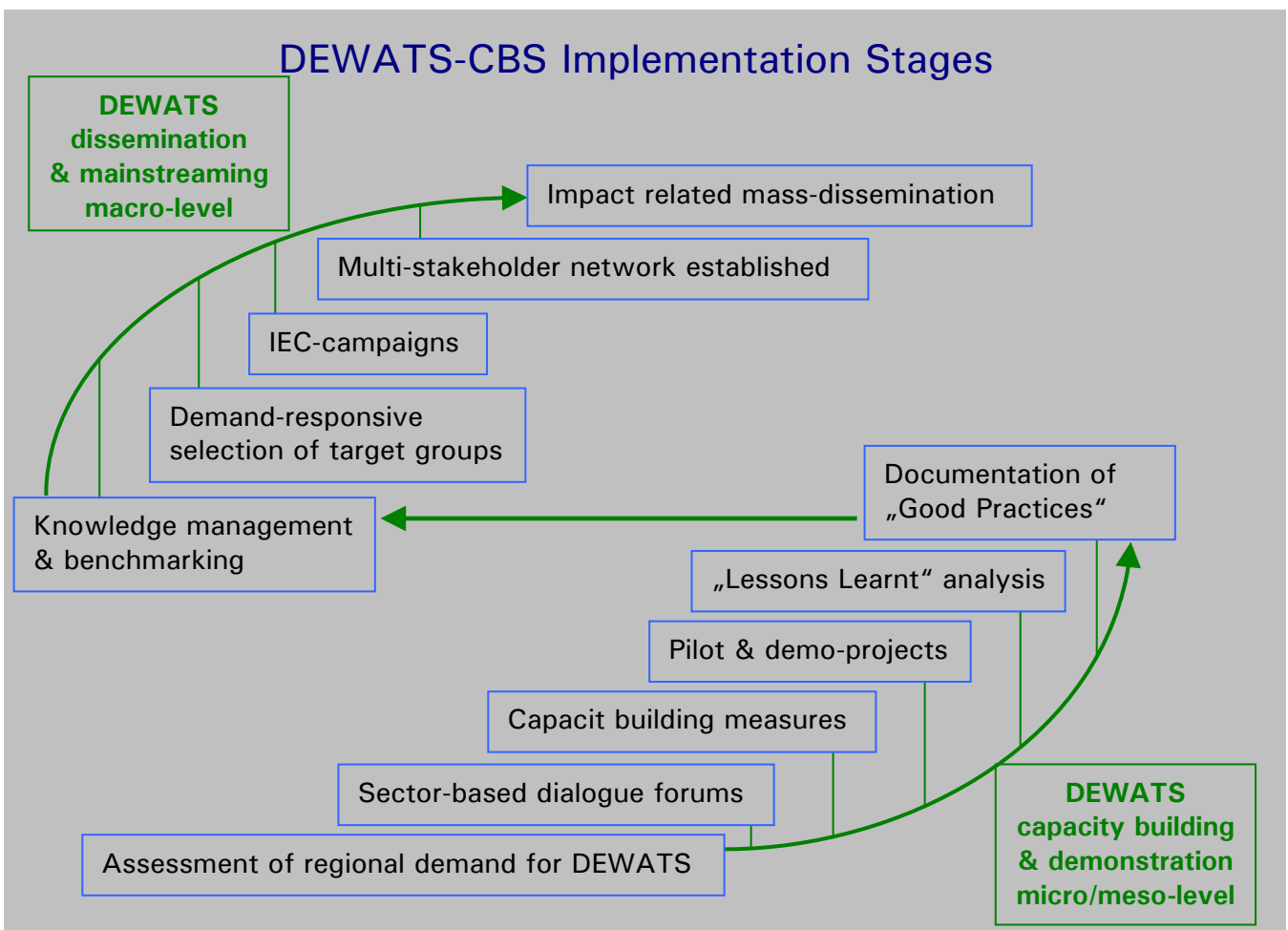
- In concordance with external guidelines and internal arrangements
- Partner organisations and target groups are directly involved with project planning; implementation plans are agreed upon with the relevant policymakers in each sector.
- Systematic reviews confirm that implementation measures are executed according to plan and that all projects are operating as intended.
- A knowledge-management system related to project activities facilitates the flow of documentation and communication between the project partners while simultaneously optimising the prompt dissemination of new developments and established practices within BORDA's global partner network.
- Internal quality management guarantees a high standard of available services, reduces transaction costs for cooperation projects and serves as a basis for the execution of successful dissemination programmes.
- The accounting system for all projects allows for prompt cost analysis and in so doing enables the efficient allocation of project funding and the reduction of transaction costs during the course of the projects.

## 2. Concept, Method and Procedures Behind BORDA Cooperative Development Projects

The progressive and systematic implementation of BORDA's entire spectrum of developmental activities occurs in collaboration with selected partner organizations as part of cooperation projects.

Implementation is conducted in line with the current objectives and operative guidelines of the partner countries as well as international (MDG, Paris Declaration) and German development policies.

At the outset of cooperative development projects BORDA attaches great importance to programme-based capacity and competence building within partner organizations as well as within all other parties involved in implementation. At the same time BORDA also strives to collaborate early on with sector representatives that are either directly or indirectly involved in the project. This establishes both a basis for the professional execution of demonstration measures and a foundation for continued programmes of dissemination in collaboration with local, national and international sector goals.



Exemplary Implementation Stages DEWATS-CBS (decentralized wastewater treatment systems – community based sanitation)

## **2.1 Programme Preparation: Selection of Target Regions, Target Groups and Project Partners**

All of BORDA's target regions are located within partner countries that are part of German development-aid programmes. BORDA's range of activity in the field of Basic Needs Services (BNS) is keeping with the priority areas of German development policy in the sectors "civil society", "health", "water", "environmental and resource protection", "rural development" and "decentralization".

When preparing a project or programme, BORDA works together with target groups, potential local cooperation partners, local residents and German and international sector representatives to investigate the particular demands with regard to BNS in the course of technical discussions and workshops.

Further preparation work is closely tied to the significant, verifiable demands of target groups and cooperation partners. Experience has shown that efficient implementation and the sustainability of developmental practices can only be guaranteed by actively questioning both direct and indirect participants of the development programmes.

By already involving potential partners on all levels during the process of project selection the "ownership" of national-sector organizations, important for future implementations, is also ensured. During the preparation and planning of cooperation projects, BORDA strives to foster active communication and exchange amongst important local, German and international organisations from the appropriate sectors in the support and implementation of development aid; this allows for the necessary "alignment" and "harmonization" of development practices.

## **2.2 Capacity Building and the Realisation of Training Projects**

The combination of poverty-related social work and innovative technological approaches necessitates the development of qualified implementation capacities that often cannot be found among the job markets in the target countries. Because BORDA's range of programmes is coupled with implementation procedures in the field of decentralized infrastructure projects, it is necessary for partner organizations to be properly qualified for professional implementation.

Thus "Capacity Building" activities are always integrated into demonstration procedures in a process of "learning by doing"; it is in this fashion that knowledge about implementation and its associated problems can most effectively be transmitted.

At the outset of cooperation projects experienced staff members of BORDA and its long-time cooperation partners conduct practice-oriented, capacity-building activities. The structure of the training programmes brings educational achievement in line with the implementation procedures of demonstration projects in prospective fields of activity.

In addition, this practical knowledge-transfer model, in the context of decentralized basic needs services, has a direct impact in poor regions that begins in the earliest stages of a project; this is achieved with the creation of the very first operational infrastructures and their associated user and operator structures.

### **2.3 Development of Good and Best Practices for the Preparation of Dissemination Projects**

In its attempts to alleviate poverty and preserve the environment, BORDA's developmental approach aims to make its range of programmes available on a large scale in target countries. This requires highly efficient and qualitative standards of implementation that can only be guaranteed through the systematic standardisation of successful service packages. The first step in this process is to determine the processes, mechanisms and technical options that have significantly contributed to either the success or failure of demonstration practices; this is achieved through internal project monitoring as well as through internal and external evaluations. The rigorous surveying of target groups provides information about the user-friendliness and effectiveness of project-implementation and demonstration practices. Also, economic analyses of varying operational systems provide guidance when evaluating the economic sustainability of these practices. In connection with further analysis of "lessons learned" parties relevant to the field assess both the positive and negative impacts of particular steps in the process of implementation.

The result is an implementation concept ("Good Practices") that has been optimised in accordance with the experience gathered during the demonstration phase; this concept, in the course of further demonstrations and their associated analyses, is then further refined, standardised and improved to become service package with widespread appeal ("Best Practices").

### **2.4 Implementation of Dissemination Programmes in the context of a Multi-Stakeholder Approach**

Necessary for the success of BORDA-initiated dissemination programmes is the early involvement of every relevant target group, institution and sector representative that is either directly or indirectly involved with the project. Sector policy-makers on varying levels are regularly notified of project headway through the process of "Social Marketing", which consists of informational presentations, workshops and lectures. Informational materials specifically designed for this purpose (brochures, presentations, films, posters, etc.) aim particularly to exemplify the systematic valorisation of self-help activities among target groups in connection with project implementation.

Contact is established with national and international developmental policy-makers and important stakeholders; these initial connections are later brought to fruition within the scope of location visits and personal discussions.

The implementation of project activities with widespread impact on the national level is made possible through detailed instructional guides, which provide target groups and project-partner staff members with standardized and precise guidelines for every step in the process of implementation. In an effort to raise project standards, the efficient and effective execution of training procedures makes it possible to meet the demand for educational programmes geared towards the training of new skilled personnel.

As part of this standardisation process, the detailed cost planning of project implementation measures allows potential supporting institutions such as city or district administrations, government agencies and international donors, particularly the various functions they might serve, to be more precisely applied to the structure of the programmes.

## 2.5. Quality Management

BORDA and its partner network ensure the consistent, high-quality realisation of projects by means of a quality management (QM) system that takes into account country and methods of implementation.

Within the framework of BORDA's internal QM, the most essential implementation practices of the development programme are divided into separated processes and standardised according to the "Best Practices" benchmark.

In a random fashion, trained task forces from the national partner networks annually review compliance with programme guidelines and give recommendations for potential improvements. Through a programme-oriented system of monitoring and evaluation, the planned impacts and effects of project activities are reviewed. Within the scope of its M&E systems BORDA attaches particular importance to a high level of participation on the part of the target groups.

## 3. Programmes for the Improvement of Social and Sectoral Structures

### 3.1 Structural Improvement on Target Groups, Partners and National-Sector Politics Level

All of BORDA's programmes are aimed at providing sustainable basic needs services for disadvantaged (civilian) groups and contribute to the widespread improvement of social structures on varying levels.

These structural improvements occur most notably on the target groups level, the BORDA's partners level as well as on the sector politics level of project countries.

#### Target Groups Level

- Foundation for the realisation of effective dissemination programmes
- Improvement of living standards by establishing infrastructures for the provision of decentralized basic services in communities that have either insufficient infrastructures or none at all
- Protection of natural resources, particularly of air and water in impoverished regions and their surroundings
- All measures for the provision of decentralized basic services are developed together with the target groups. They reflect their needs and demands and in so doing achieve a high level of sustainability and public approval.
- Within the framework of local development planning and in connection with implementation measures and during the operation of facilities for the provision of basic services, the active participation of poor populations exemplifies the noteworthy valorisation of local self-help initiatives.
- By appropriately involving the target groups in the construction and operation costs of project measures it becomes possible to raise the status of target groups to "Clients" or "customers".
- Project implementation contributes directly to an increase in the income of poor target groups.
- All aspects in BORDA's range of programmes are in accordance with the principles of "Gender Mainstreaming" and ensure the equal participation of women and men within the target groups.

#### Partners Level

- Qualification of non-profit, civic organisations as sustainable, professional organisations that are active in the field of urban and rural development.
- Qualification of the public and private sectors as service providers that focus on the alleviation of poverty through the provision of decentralized basic needs services.
- The participatory multi-stakeholder model supports, systematizes and operationalizes the partnership between civil society and government administration.
- Through their participation in sectoral development politics, non-profit organisations take on the role of interest group for the poor target populations.
- Through programme implementation geared towards the needs of the community, local institutions and public authorities become "project partners"; this serves to expand the partners' fields of competence and activity within the scope of development cooperation.

- Local authorities demonstrate an increased readiness to modify effective regulations in accordance with the administrative status and capacity of self-help groups

#### **Sector Policies Level**

- In order to alleviate poverty and protect the environment, the concepts and mechanisms of decentralized basic needs services are used to supplement and enhance national infrastructural development strategies and the associated aspects of basic sanitation.
- BORDA's developmental approach supports processes of political decentralization both through operationalization according to local demands and through need-based development programmes.

### **3.2 Structural Improvement on BORDA Programmes Level**

BORDA programmes have developed out of experience in the various fields of activity and comprise a wide range of service packages for the stakeholders to choose from. The implementation of service packages that have been chosen in this manner varies according to demand and potential within the respective project regions and countries.

Attributes common to all BORDA programmes relative to structural improvements (at the programme level) include both the valorisation of resident-organized self-help activities and the improvement of living standards among target groups.

#### **Programme for the Improvement of Community Based Sanitation**

The implementation in this field of activity is realized in cooperation with local self-help groups and NGO's as well as with policymakers at various levels. It is essential for this holistic project approach that along with the development of a sanitary infrastructure that is suitable for both user and environment, that operational systems guaranteeing the sustainability of these infrastructures be developed together with target groups and policymakers. To date over 250 project implementations have been supported.

In addition to the above mentioned aspects the following structural improvements are accomplished at the programme level:

- Improvement of public health (particularly that of women and children)
- Increase in quality of freshwater resources
- Reduction of gastro-intestinal diseases in population groups most at risk (women, children, elderly)
- Involvement of residents from poor settlements in urban development planning
- Introduction of income-assuring employment measures in the construction sector
- Provision of sanitation equipment and systems to communities previously lacking such facilities
- Creation of new structures for the provision of local services

### **Programme for the Improvement of Decentralized Wastewater Management**

In the decentralized wastewater management field of activity DEWATS-Projects assist communities and Small/Medium-size Entities (SME) with the planning, technical implementation and management of customised, decentralized wastewater treatment systems (DEWATS). A combination of proven mechanical and biological wastewater treatment systems that correspond to the amount of wastewater, the level of pollution and the preferences of the beneficiaries allows for the efficient, ecological treatment of organic wastewater. To date, more than 500 projects in over 100 cities in Asia and Africa have been implemented within the scope of BORDA's cooperation projects; this has contributed significantly to the improvement of living conditions for more than 250,000 people.

The following structural improvements are accomplished at the programme level:

- Improvement of water quality in regions surrounding DEWATS-SME projects
- Small and medium-sized enterprises as well as communities and rural districts are enabled to invest in environmentally-sound wastewater treatment with their own funds.
- Risks of shutdowns for small-time manufacturers are minimised through regulated disposal of wastewater and compliance with environmental protection laws.
- Establishment of new structures and fields of activity for decentralized basic services in the sectors of environment and construction
- Climate protection through the collection and utilisation of methane gas produced as the result of anaerobic, biological wastewater treatment

### **Programme for the Improvement of Decentralized Solid Waste Management**

An increasing amount of residents and local officials in many densely populated Asian and African cities are calling for a practicable and environmentally-sound solution for solid waste disposal. In this field of activity the approach promoted by BORDA for the improvement of solid waste management in poor communities comprises regular household pickup and education about waste prevention and the recovery and reuse of resources. Close cooperation with municipalities, communities and local wastescavengers ensure that solid waste management systems are sustainable and adapted to local conditions.

In addition to the above mentioned aspects the following structural improvements are accomplished at the programme level:

- Reduction of illness related to insufficient sanitary conditions (particularly among women and children)
- Involvement of residents from poor settlements in urban development planning
- Introduction of income-assuring employment measures at the local level
- Organisation of regulated solid waste disposal in communities lacking this service
- Creation of new structures for the provision of local services

### **Programme for the Decentralized Power Supply from Renewable Resources**

Remote mountain regions are often not connected to a central power grid. The availability of environmentally sound, low-cost fuel is scarce. The economic power of such regions stagnates and is subsequently threatened by population migration. In the field of activity of: decentralized energy supply BORDA sponsors projects in poor mountain regions of Asia to facilitate the supply of electricity through the demand-oriented implementation of small-scale hydroelectric plants. The implementation of biogas projects geared towards target groups on small family farms is promoted in India, Indonesia and southern Africa. During the course of a project, partner organisations and target groups are qualified to set up and operate biogas systems and small-scale hydroelectric plants. Since 1980, more than 500 individual project implementations have been supported in Asia and Africa. In addition to the above mentioned aspects the following structural improvements are accomplished at the programme level:

- Improved access to electricity for small-scale businesses with the goal of increasing income and job opportunities
- Involvement of small family farms in rural development planning
- Provision of electricity to previously unprovided for rural communities
- Creation of new structures for the provision of local services

### **Programme for Decentralized Water Supply**

Particularly remote mountain villages are often situated far above watershed levels and mountain river systems. In the decentralized water supply field of activity Hydraulic Rams (pumping system) help to supply water in the most ideal fashion for household and agricultural use in mountainous regions. Demand-oriented programmes of continuing education ensure that the operation, maintenance and management of the water supply is provided by local, trained personnel from the partner organisations. Since 1990, more than 1000 individual projects have been implemented in Asian mountain regions.

In addition to the above mentioned aspects the following structural improvements are accomplished at the programme level:

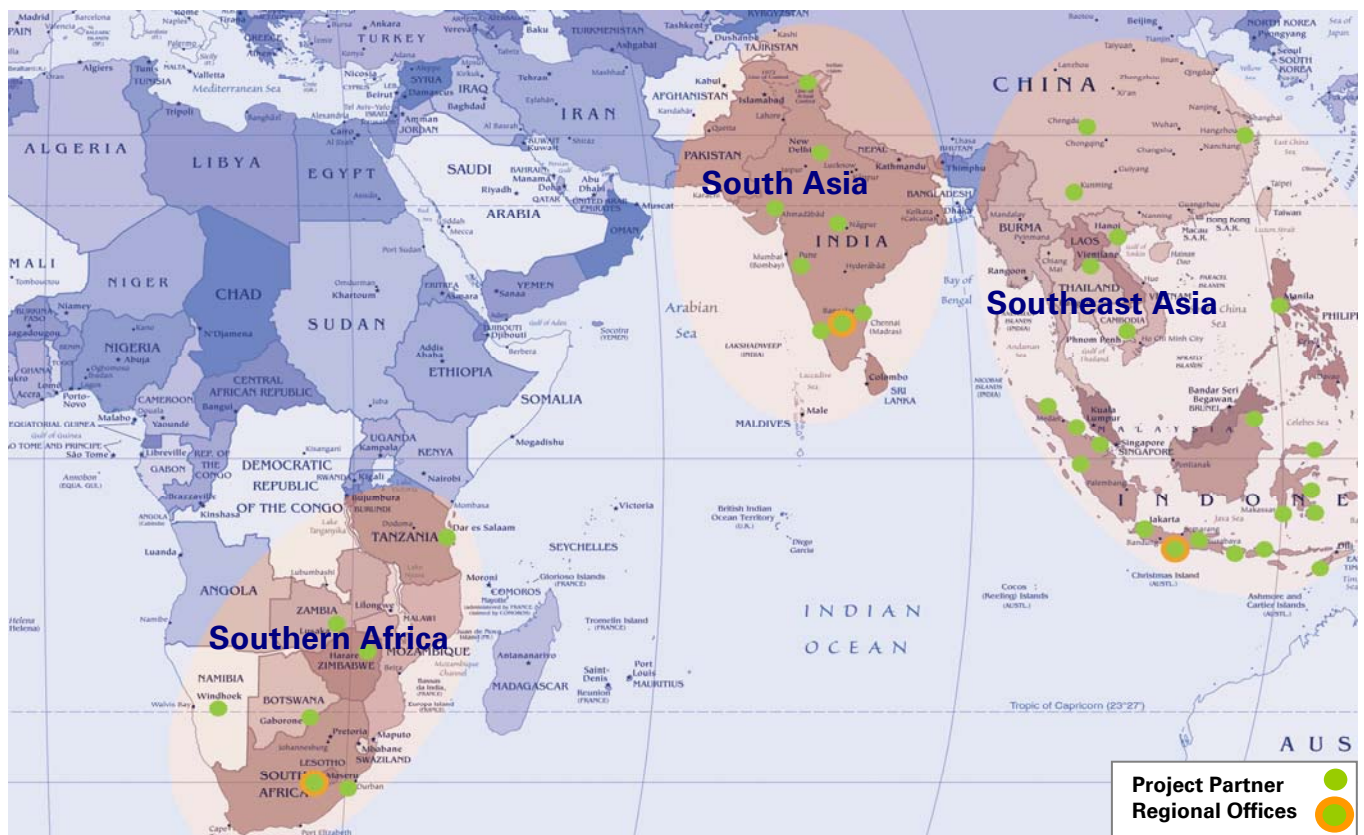
- Improvement of public health in mountain villages
- Increased income for small-time farmers through the creation of irrigation fields (specialized cultivation)
- Securing of a regulated water supply for communities in need

# 4. Regional Focal Points

## 4.1 Cooperation Partners

BORDA is currently facilitating BNS development projects in South and Southeast Asia as well as in southern Africa. Within the framework of BMZ projects (German Federal Ministry for Economic Cooperation and Development) BORDA supports a partner network that comprises 15 partner organizations. These employ more than 150 development experts in the facilitation of basic needs service projects. Partner organisations funded by the BMZ via BORDA are contracted by government agencies, city councils, private-sector entities and international cooperative development organisations.

Worldwide there are currently 20 project cooperation offices belonging to partner organisations, which are accountable for the planning and implementation of social-structure development projects. BORDA project offices are responsible for the regional coordination of development projects supported by the BMZ as well as public relations and quality control. In addition to this, they broaden project appeal through project-related collaborations with local administration, trade associations and NGOs, as well as German and international development aid organisations.



### BORDA Cooperation Projects

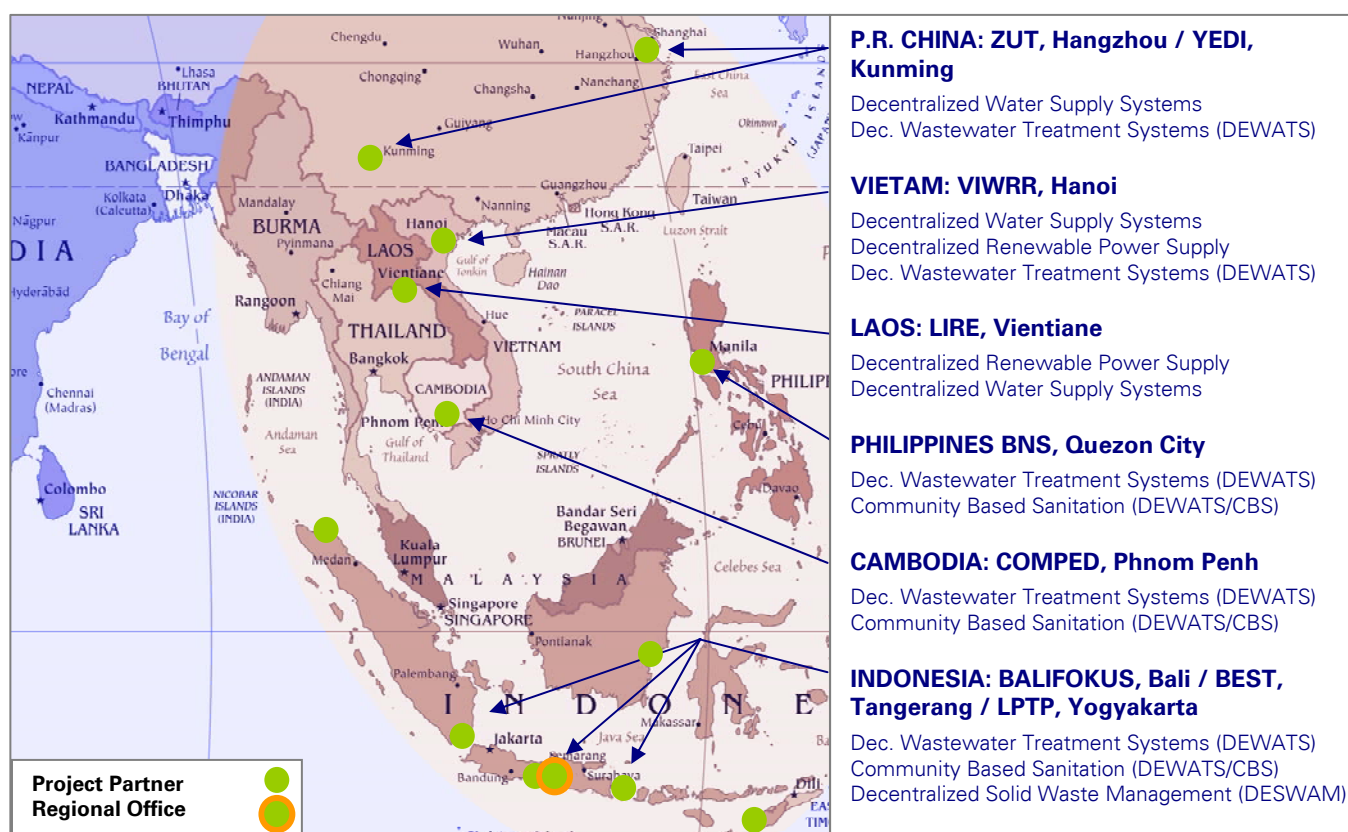
### Personnel and turnover by regions (2007)

Southeast Asia:	61 / 1,7 Mio€	Southern Africa:	3 / 288 T€
South Asia:	72 / 1,0 Mio€	Bremen:	16

## 4.2 Project Measures in Southeast Asia

**Project measures in the areas of community based sanitation, decentralized wastewater treatment and decentralized solid waste disposal** are aimed towards the improvement of living conditions in low-income, urban settlements in Indonesia, Vietnam, the Philippines, Cambodia and the Yunnan province in south China. In collaboration with the accountable ministries and municipalities, the implementation of highly standardised measures, along with the resultant increase in technical implementation capacity, brought about the successful initiation of a nationwide dissemination programme in Indonesia; as a result, more than 60,000 people in 100 cities to date have gained access to improved basic sanitation and wastewater treatment. Since 2006 – as the product of successful demonstration projects and capacity building in Vietnam, the Philippines, Cambodia and southern China – the foundation for future dissemination programmes has been established in the sectors of community based sanitation and decentralized wastewater treatment.

**Projects for the improvement of decentralized water and energy supplies** are focused on structurally weak, low-income mountain regions in Vietnam, Laos and China. Quality of life and earning potential in what are often marginal regions are improved by securing the supply of freshwater and electricity; this is accomplished through the utilisation of the Hydraulic Ram, small-scale hydroelectric turbines and techniques based on renewable energy. Operational models are developed together with project partners and are the result of close collaboration with residents, agricultural technicians and local authorities. Currently, in more than 500 communities, these models assure the service and maintenance of what is considered an “isolated application” in the field of basic needs services.

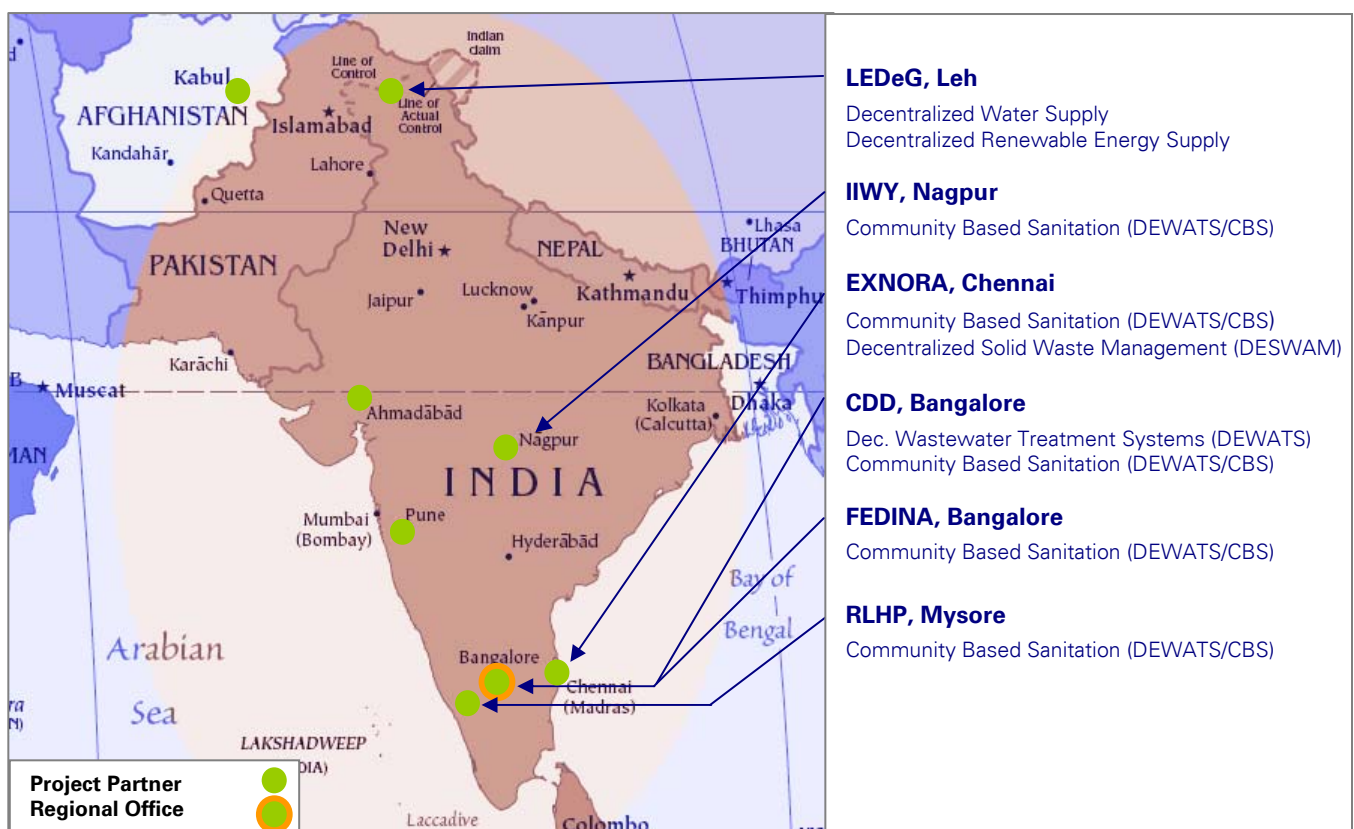


### 4.3 Project Measures in South Asia

**Project measures in Indian cities** seek to improve basic sanitation in poor communities with a concerted effort to support urban development programmes through initiatives in the sectors of decentralized solid waste and wastewater management. The associated application of technologies designed to conserve resources and the environment plays a significant role in improving the quality of life for socially disadvantaged target groups in the densely populated Indian subcontinent. Under the leadership of the CDD body of expertise, the collaborative efforts and strategic networking of partner organisations with important Indian urban sanitation institutions has been fortified. It was also possible for the two ministries responsible for urban development, forestry and the environment to be established as cooperation partners.

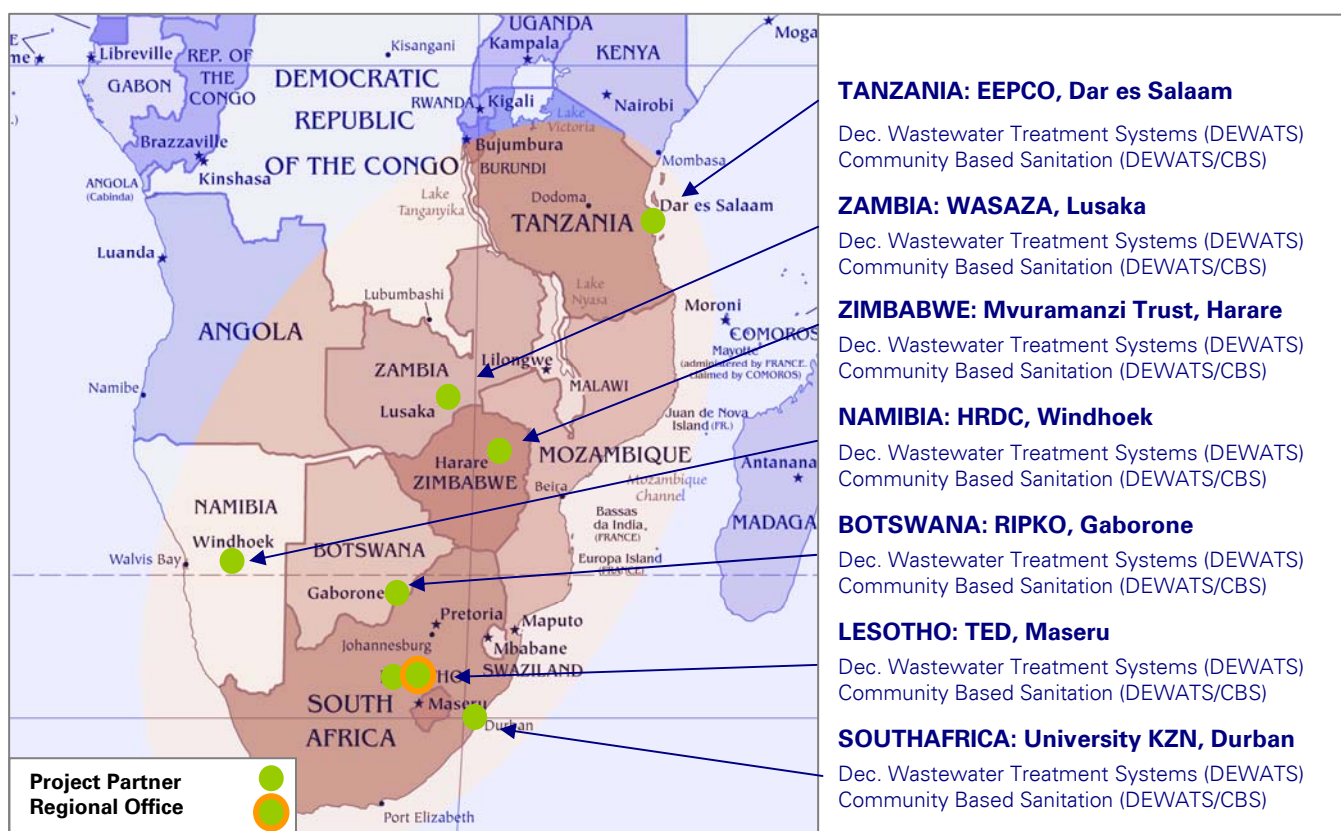
More than 27,000 people, the majority of which reside in poor urban neighbourhoods, currently benefit from the basic sanitary infrastructures already established. Projects in south Asia have implemented in excess of 100 decentralized wastewater treatment plants that clean more than a million cubic meters of wastewater per year; this has reduced the instances of adverse health effects caused by surface and groundwater pollution among the population in the surrounding regions.

**Projects in the remote, high-mountain regions** of Ladakh aim to improve the inhabitants' purchasing power and general quality of life. The demand-oriented development and dissemination of the Hydraulic Ram allows rural target groups to develop a system of localised, small-scale irrigation. Small-scale hydroelectric installations make possible a network of rural power supply in marginal regions, thereby improving economic subsistence.



#### 4.4 Project Measures in Southern Africa

BORDA informational workshops on the subject of “improvement of basic sanitation and decentralized wastewater disposal” were held in countries of the SADC region during the course of project preparation in 2005. They were met with tremendous positive feedback from potential cooperation partners and sector policymakers. The high level of demand for related project implementations ultimately led BORDA to enter cooperation agreements with technically qualified partner organisations in southern Africa. During the course of the first, yearlong cooperative project in southern Africa the widely approved concept developed and implemented in Asia for the improvement of basic sanitation and decentralized wastewater disposal was successfully adapted to fit the demands of the project regions and target populations. Also achieved in connection with this project were realisation of the first demonstration procedures conceived of as learning projects and the expansion of implementation capacities through practical training in countries belonging to the SADC region. As the result of continuous urbanisation in southern Africa, particularly in poor communities on the outskirts of cities, the insufficiency or complete lack of basic sanitation infrastructures increasingly endangers public health, especially that of women and children. This situation calls for a rapid and widespread programme of implementation within the next three years.



**BORDA Cooperation Projects in South Africa – Partner Organizations and BNS Programmes**

## 5. Table of Abbreviations

<b>BALIFOKUS</b>	Bali Fokus Foundation (NGO), Indonesia
<b>BEST</b>	Bina Ekonomi Sosial Terpadu – Institute for Integrated Economic & Social Development (NGO), Indonesia
<b>BMZ</b>	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung German Federal Ministry for Economic Cooperation and Development
<b>BNS</b>	Basic Needs Services
<b>CBS</b>	Community Based Sanitation
<b>CDD</b>	Consortium for Dissemination of DEWATS, India
<b>CIM</b>	Center for International Migration and Development, Germany
<b>COMPED</b>	Cambodian Education and Waste Management Organization
<b>DESWAM</b>	Decentralized Solid Waste Management / Dezentrales Abfallmanagement
<b>DEWATS</b>	Decentralised Wastewater Treatment Systems
<b>EEPCO</b>	Environmental Engineering & Pollution Control Organization, Tanzania
<b>EXNORA</b>	Excellent Novel and Radical Ideas (NGO), India
<b>FEDINA</b>	Foundation for Educational Innovations in Asia (NGO), India
<b>HRDC</b>	Habitat Research & Development Centre, Namibia
<b>IEC</b>	Information, Education and Communication
<b>IYW</b>	Indian Institute of Youth Welfare (NGO), India
<b>LEDeG</b>	Ladakh Ecological Development Group (NGO), India
<b>LIRE</b>	Lao Institute for Renewable Energy (NGO), Laos
<b>LPTP</b>	Lembaga Pengembangan Teknologi Pedesaan (NGO), Indonesia
<b>MDG</b>	Millennium Development Goals
<b>NGO</b>	Non-Governmental Organization
<b>RIPCO</b>	Rural Industries Innovation Centre, Botswana
<b>RLHP</b>	Rural Literacy & Health Programme (NGO), India
<b>SADC</b>	Southern African Development Community
<b>SANIMAS</b>	Sanitation by Neighbourhoods
<b>SME</b>	Small and medium sized entities
<b>TED</b>	Technologies for Economic Development, Lesotho
<b>UKZN</b>	University of KwaZulu Natal, South Africa
<b>VIWRR</b>	Vietnamese Institute for Water Resources Research, Vietnam
<b>WASAZA</b>	Water and Sanitation Association of Zambia
<b>YEDI</b>	Yunnan Environmental Development Institute, PR China
<b>ZUT</b>	Zhejiang University of Technology, PR China

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