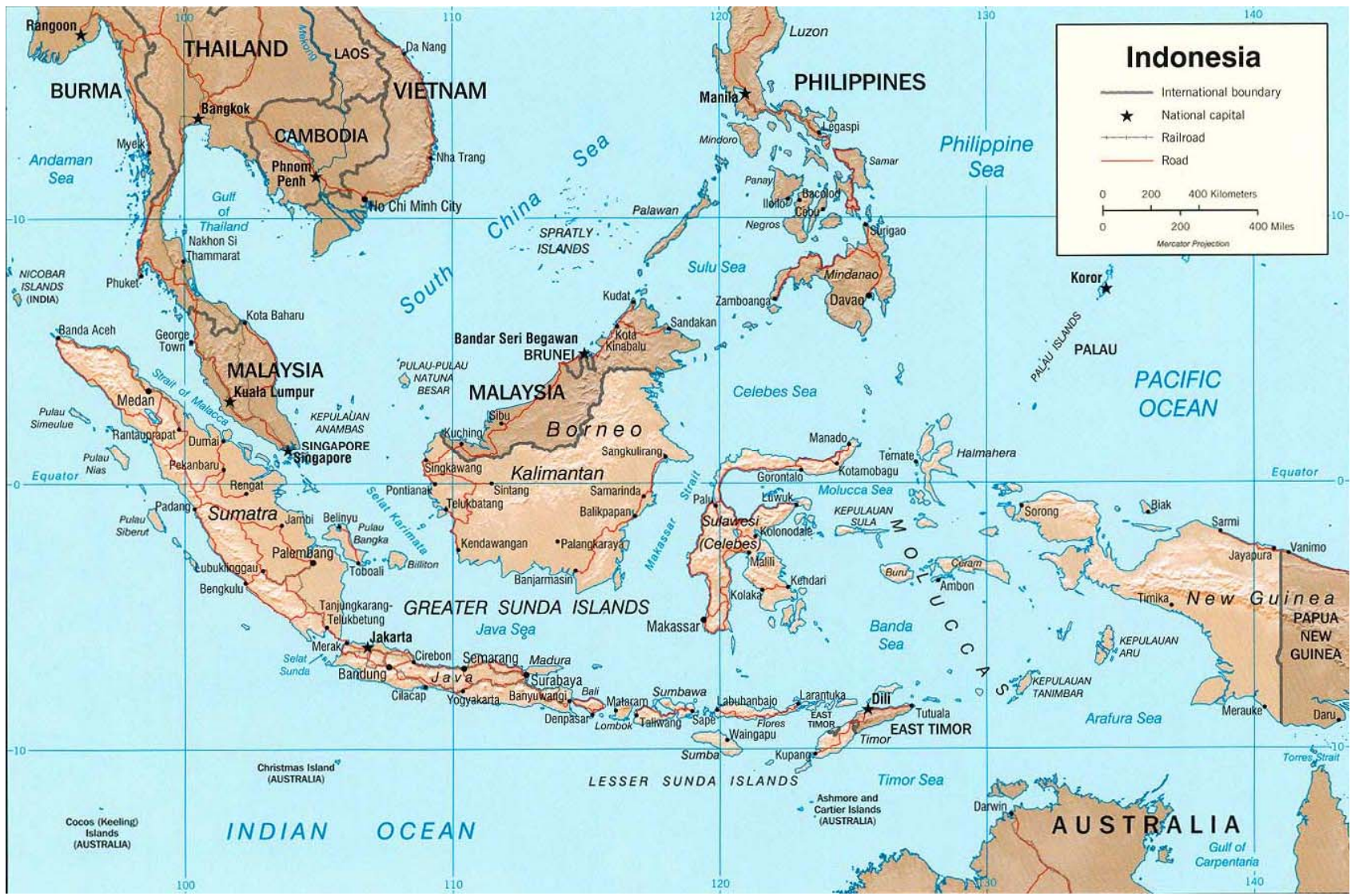




INTRODUCTION OF RBO IN INDONESIA

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Map of Indonesia





- Legal Framework for Water Resources Management:

- Law No.7, year 2004, regarding Water Resources

- Basic principals of Water Resources Law, comprises of 3 pillars :

- Water Conservation
- Water Utilization
- Control of Destructive Force of Water

○ There are 133 River Territories in Indonesia :

- 69 RT's under National Government responsibilities
- 64 RT's under Local Government responsibilities

○ Criteria for determining river territories responsibility :

- Under National Government responsibilities :
 - Country Trans-boundary RT's
 - Provincial Trans-boundary RT's
 - National Strategic RT's
- Under Local Government responsibilities :
 - District Trans-boundary RT's



○ The River Territories are managed by RBO's :

- 31 units of National RBO's
- 59 units of Provincial RBO's

○ Typical River Basin Organizations :

- Public utility : water resources infrastructure development and rehabilitation ,
band public obligation services
- National Corporate : cost recovery activities and
conduct O & M services

Aim of RBO Performance benchmarking

Short Term:

- Measurable improvement in RBO Performance
- Understanding of RBO Performance based on IWRM principles
- Routine Benchmarking established
- Initial Role out in 6 RBOs, later all over Indonesia

Long Term:

- Improvement in river health and utilization
- Reduction in damages from water related disasters

Steps

1. Self Assessment
2. Setting Targets
3. Formulating Mid-Term Action Plan
4. Peer Review for validation and mutual assistance between RBO
5. Follow Up by RBO, Government, NARBO, CBROM

Methodology

- Balanced Score Card
- Mission + 4 Critical Performance Areas
 - - Mission
 - - Stakeholders
 - - Learning and Growth
 - - Internal Business Processes
 - - Finances



Strength of RBO

- + RBOs established based on hydrological boundaries
- + Mission based on National Law and Regulation
- + IWRM is embedded in National Law
- + Strategic Plans and Master Plans obligatory
- + All RBO subject to strict auditing

Challenges for RBO

- Only 2 RBO (of 92) have independent funding, other fully dependant on annual GOI budget
- Almost all RBO lack adequate human and financial resources
- Overlaps and gaps exist in tasks and responsibilities: scope for more efficiency
- Stakeholder involvement only marginally: scope for more win-win solutions
- RBO could act more in collaboration, as facilitator
- Almost all RBOs do not have multi-year commitments to asset maintenance and upgrading

Proposed Activities to improve IWRM

- Establish Water Resources Councils (National, Provincial and Basin)
- Arrange Role sharing with other RBO in Basin
- Establish possibilities for revenue generation through Public Service Organizations
- Update Strategic Plans and formulate Master Plans, and formulate multi-year asset maintenance plans
- MIS for water allocation and data sharing
- Involve stakeholders in decisions for win-win solutions
- Improve HRD in quantity and quality
- Follow Up in RBO and for exchange between RBO

Lessons learned- Process

- Benchmarking is no competition, aimed to share information on weaknesses to improve performance
- Intensive and practical training of at least three senior / middle management staff for each RBO
- Awareness on potential of benchmarking grows during implementation → adequate follow up is essential to make full use of potential
- DGWR has established monitoring unit to support RBO in follow up and enhance exchange
- Role for CBRROM

Lessons Learned - Preparation

- Six months, preferably from January – July
- Preparation (1 month): selection RBO, commitment RBO to appoint core team and involve whole organization, training sufficient adequate staff for SA teams and Peer Review,
- Certification of Peer Reviewers (1) based on Training and (2) based on experience

Lessons Learned - Implementation

- Total duration six months (January – July)
- Self Assessment – 2 months
- More stakeholder involvement
- Formulation of SMART targets and Action Plan
- Finalization of Report + Collect adequate evidence (1 month)
- Peer Review (1 full week per RBO, sufficient stakeholder consultation)
- Commitment of RBO management to adequate follow up

Lessons Learned – Suitability of NARBO Methodology

- Sequence of steps in six months is OK
- Training/Orientation with more attention for stakeholder involvement, balanced scoring, further probing
- Indicators to be updated: terminology (customer = user, asset management= O&M plan), attention for sequencing, add indicators for conservation and disaster management, attention for collaboration/facilitation in basin livelihood, cost recovery is not applicable to most RBO in Indonesia

Lessons Learned – Follow Up

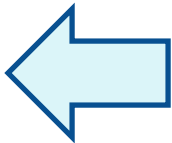
- Involvement of the whole RBO
- Regular review on progress in formulated action plans
- Incorporate in Updated RBO and DGWR Strategic Plan
- Incorporate in other Performance Monitoring Systems and Budget Plans
- DGWR set up Monitoring unit for RBO performance benchmarking to assist in follow up

ENHANCING FOLLOW UP THROUGH MONITORING/ACTIVITIES

- **APPOINTING THE CORE S.A. TEAM AS THE BENCHMARKING MONITORING UNIT**
- **FREQUENCY OF PEER REVIEW**
- **SUPPORT FROM DGWR**
- **RBO PB IN OTHER RBO**
- **PHYSICAL CONDITION PB**

ENHANCING FOLLOW UP THROUGH MONITORING/ACTIVITIES

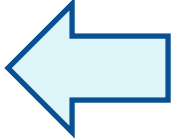
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APPOINTING THE CORE S.A. TEAM AS THE BENCHMARKING MONITORING UNIT :

- INTERNAL CORE S.A. TEAM IN EACH OF 6 RBO's, REPORT EVERY 3 MONTHS**
- SUPPORT BY MONITORING TEAM OF DGWR**

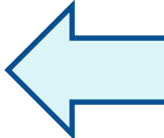
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FREQUENCY OF PEER REVIEW :

- **EMBEDDED PEER REVIEW BY RBO TEAM**
 - **ONCE A YEAR**
 - **AS A BASIC OF YEARLY INSTITUTION PERFORMANCE REPORT**
- **PEER REVIEW BY DGWR TEAM**
 - **EVERY 3 - 5 YEARS**
- **NEED MORE PEER REVIEWER TO BE TRAINED**

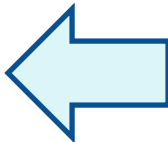
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SUPPORT FROM DGWR :

- **EVALUATING OF PEER REVIEW RESULT**
 - **EMBEDDED IN STRUCTURAL**
- **PERIODIC WORKSHOP**
 - **INVITING ALL RBOs**
- **TRAINING OF PB**
 - **COMPETENCE HR FROM RBOs**
- **DISSEMINATION OF PUBLIC SERVICE OBLIGATION**

ENHANCING FOLLOW UP THROUGH MONITORING/ACTIVITIES

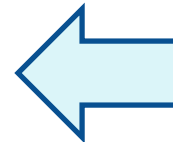
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RBO PB IN OTHER RBO's :

- **BASED ON EVALUATED RECENT PILOT PB :**
 - **ESTABLISHED INDICATORS**
 - **INCLUDING NUMBERS & FACTORS**
- **CONSTRAINTS :**
 - **LIMITED COMPETENCE HR**
 - **HRD IS DIFFICULT TO IMPLEMENT**

ENHANCING FOLLOW UP THROUGH MONITORING/ACTIVITIES

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PHYSICAL CONDITION PB

➤ **INFRASTRUCTURES CONDITIONS**

➤ **WATER BODY CONDITIONS**

➤ **WATERSHED CONDITIONS**



THANK YOU