



WATER OPERATORS' PARTNERSHIP BETWEEN

PDAM Tirta Kepri (Tanjung Pinang)

Kepulauan Riau Province – Indonesia

PDAM Tirta Raharja (Kabupaten Bandung)

Bandung Area – Indonesia

TARGETED IMPROVEMENTS ON

Non-Revenue Water Reduction | IT systems

MENTEE

MENTOR

PDAM Tirta Kepri

Tanjung Pinang City and
Bintan Regency – Indonesia

Public Water Utility owned by
provincial government

PDAM Tirta Raharja

Bandung Regency, Cimahi City and
West Bandung Regency – Indonesia

Public District Water Utility

GENERAL DATA

15,129

WATER CONNECTIONS

(2014)



71,619

WATER CONNECTIONS

(2013)

33,264 ^{M3/}
^{DAY}

URBAN DRINKING WATER PRODUCTION



80,050 ^{M3/}
^{DAY}

URBAN DRINKING WATER PRODUCTION

131

EMPLOYEES

(2014)



319

EMPLOYEES

(2013)

MOTIVATIONS

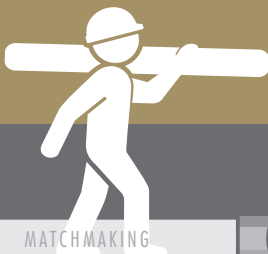
Easy access to knowledge at low cost
Realize performance improvements
Expand the horizon of operational staff

Strengthen peer water operators
through knowledge transfer
Reinforce relationships with Ministry
of Public Works

SUPPORTING THIRD PARTY

This national WOP was facilitated by PERPAMSI, the Indonesian association of water utilities. It aims at developing capacity, facilitating partnerships (34 WOPs since 2011) and promoting investments in the water sector. PDAM Tirta Kepri requested to partner with PDAM Tirta Raharja based on similar organizational and technical characteristics and the expertise of the mentor in Non-Revenue Water and IT systems.

TIMELINE



2012

MATCHMAKING

2012

August

PDAM Tirta Kepri sent a request to PERPAMSI to participate in its WOPs program.

Both utilities attended a national WOP workshop, organized by PERPAMSI. PDAM Tirta Kepri expressed interest in PDAM Tirta Raharja's NRW and IT system expertise.

October

December

Diagnosis visit: mentor utility's management staff assessed mentee's infrastructure and capacity needs. Work plan jointly developed.

January

MoA between PDAM Tirta Raharja, PDAM Tirta Kepri and PERPAMSI signed.

FORMATION

2013

IMPLEMENTATION

2013

NRW reduction pilot and IT system improvement initiated.

IMPLEMENTATION

February

A final monitoring visit is conducted by mentor.



End of WOP. Mentee continues efforts to reduce NRW autonomously.

2014

FOLLOW-UP

2014

COST



Limited budget complemented by partners' own resources for travel, accommodation and material

PERPAMSI

PDAM TIRTA KEPRI

PDAM TIRTA RAHARJA

US\$ 2,500

RESPECTIVE IN-KIND STAFF TIME AND ADDITIONAL LOGISTICS COSTS

— DIRECT COST OF WOP US\$ 2,500 —

APPROACH



As in other WOPs facilitated by PERPAMSI, the partners shared a common operating environment, culture and language. The mentor utility had been engaged in international WOPs as a mentee and was able to adapt knowledge received to the known realities of their partner utilities in Indonesia. Knowledge sharing took place through joint diagnosis and work planning, on-the-job training during pilot implementation and extensive face-to-face informal discussions between peer staff in the respective utilities.



IMPROVEMENT TRACKS







Reduce Non-Revenue Water

-  Capacity built in calculation of water balance, metering of all households in DMAs and introduction of pro-active leakage detection programs.
-  Eleven District Metering Areas established following the WOP, with NRW reduction from 64% to 46% in 8 months.

Improve IT systems

-  Knowledge exchanged on billing system.
-  Tirta Kepri developed a real-time, online integrated billing process.

Cross-Cutting

-  A dedicated NRW unit was established in 2015.
-  Professionalization of mentee staff.
-  Staff willingness to introduce improved processes.
-  Increased staff motivation and commitment.

CHALLENGES



Knowledge management: through on-the-job training, only empirical knowledge was transferred. The acquired knowledge risks being lost if not subsequently anchored within the utility.

Financing: the mentee budgeted internal funds for pilot project implementation, helping ensure the uptake of new capacity. However, funds were insufficient and caused a delay in the partnership.

Understanding of result: Mentee considered having achieved substantial improvements, while mentor saw mentee as passive and resistant to change. Weak reporting may be the cause.

SUCCESS FACTORS



Careful staff selection: mentor staff was selected on the basis of motivation, commitment, skills and ability.

Relevant experience: Indonesian utilities are very dependent upon a political environment that is specific to their country. Being able to learn from a mentor with experience of overcoming similar technical challenges in the same political context was of great value to the mentee.

Management teams eager for result: The higher management of both utilities were motivated to demonstrate partnership results by a desire to strengthen relations with the Ministry of Public Works.

Institutional anchoring: The WOP received some financial and institutional support from the provincial government for broader improvements like a NRW unit.

WHAT THEY SAID



"It is like going fishing. You do not need a big fish to catch another big fish. With a small fish I believe we can now fish a lot more other fish. I hope that with our improved performance and additional revenues we can attract more money for development."

Mr. Kholik, Director of PDAM Tirta Kepri

"To be successful, you must be either an innovator or a good follower. If you have to follow, you might as well follow the best."

Mr. Pujiarto, Technical Director of PDAM Tirta Raharja



Global Water Operators' Partnerships Alliance



FOR A BETTER URBAN FUTURE



UNESCO-IHE
Institute for Water Education

WATER OPERATORS' PARTNERSHIPS

WOPs are peer-support arrangements between two or more water and sanitation operators, carried out on a not-for-profit basis with the objective of strengthening operator capacity.

BEWOP

Boosting the Effectiveness of Water Operators' Partnerships (BEWOP) is a 5-year research, operational support and outreach initiative aimed at boosting the effectiveness of Water Operators' Partnerships around the world.

Launched in September 2013, BEWOP is a collaboration between leading water sector capacity development institute, UNESCO-IHE, and UN-Habitat's Global Water Operators' Partnership Alliance, the organization leading the global WOPs movement.

This project has been made possible by the support of the Dutch Ministry of Foreign Affairs (DGIS).

This factsheet is part of a series summarizing WOPs cases being studied in order to draw lessons and guide better practice.

FIND OUT MORE

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GWOPA.org