

(Unit: Indonesian rupiah)

Items	JFY 2008	JFY 2009
Miscellaneous	100,412,791.00	472,096,889.00
Air Fare	21,529,600.00	147,210,400.00
Travel Allowance	30,675,000.00	298,649,529.00
Fees and Honorarium (non-staff)	25,512,500.00	239,616,950.00
Contract with Local Based Consultant	0.00	0.00
Contract with Local Based NGO	0.00	9,205,000.00
Commission Contract (others)	0.00	0.00
Workshops and Meeting Expenses	43,513,508.00	120,611,486.00
Total	221,643,399.00	1,287,390,254.00

### 3-2. ACCOMPLISHMENT OF ACTIVITIES

The activities regarding the establishment of the training system and the preparation of guidelines/manuals have been intensively carried out and the actual outputs have been produced such as teaching materials and guidelines/manuals, training plans for 2010 and 2011. The activities concerning the counselling mechanism are slightly delayed compared with the activity plan. The detailed progress of the project activities is referred to Annex 4.

### 3-3. ACHIEVEMENT OF OUTPUTS

The current achievement level of each Output is shown below.

Output 1: DUWRMT has sufficient capability to conduct the training to RBO staffs.		
Objectively Verifiable Indicators	Achievement Level and Progress	
1-1. Appropriate curricula/trainers/teaching materials are developed and used.	<ul style="list-style-type: none"><li>• The working groups were formulated in eleven technical areas and each group has been working on identifying the minimum/basic competency of RBOs. Along with this work, the subjects to be covered by the guidelines/manuals and training materials necessary for training RBO staffs have been identified. Training curricula for eleven technical areas will be prepared by August 2010.</li><li>• The training plan for 2010 and 2011 in the eleven technical areas was prepared, and fifty (50) teaching materials were already developed. The practicality of some of them will be verified through the actual training courses in 2010.</li><li>• Simultaneously, the diagnostic study of RBOs has been carried out. In this study, the counterparts were involved in preparing the questionnaires and deepened their understandings of the capacities that RBOs should have.</li><li>• The senior researchers of RCWR already have sufficient experience as trainers since they provided trainings in the past. To make the trainings practical to meet the RBOs' needs, they will further incorporate practical approaches into their works at DUWRMT through the project activities.</li><li>• DUWRMT needs to receive the feedback from the RBOs in the training courses held in 2010 and review their teaching methods and the training contents to make the courses more effective.</li></ul>	



1-2. Trainings to RBOs are conducted on schedule.	<ul style="list-style-type: none"> <li>• The seven training courses (Annex5)<sup>1</sup> will start to be conducted for RBOs in April 2010. The topics of eleven technical areas will be covered in these seven courses.</li> <li>• It should be noted that the training courses for 2010 were not prepared based on the minimum/basic competency of RBOs since the identification of the minimum/basic competency is still in progress. The trainings for 2011 will be carried out based on the identified minimum/basic competency.</li> </ul>
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**Overall Assessment**

- The preparations to provide the training courses for RBOs are well under way as mentioned above.
- On the other hand, the linkage of those preparatory activities needs to be carefully checked again to minimize the inefficient works such as going over the same process again.
- It is important to obtain the feedback from direct beneficiaries, namely RBOs, on the training courses. For this, PDCA (Plan, Do, Check, and Action) cycle for training system should be firmly established at DUWRMT.
- It may be necessary to specify the targets within three-year cooperation, holding discussions about the intended capabilities that DUWRMT is supposed to have at the end of the cooperation. Based on this, the activities necessary to be focused for the rest of the cooperation term will become clear.
- To identify the specific target for three-year cooperation, it may be helpful if the Project discusses about the specific “capabilities” that DUWRMT is supposed to have in the long run as a training provider. The possible capabilities would be the establishment of the quality assurance system for training services, such as (a) identifying the qualifications/requirements of trainers and the necessary number of trainers, (b) establishing the replacement system of trainers (how to train young trainers), (c) establishing an updating system of teaching materials and curricula, and (d) developing new training courses for other target groups, etc.

Output 2: Prioritized guidelines and manuals are developed and organized for practical water resources management of RBOs.

Objectively Verifiable Indicators	Achievement Level and Progress
2-1. The quality and practicality of the prepared guidelines and manuals.	<ul style="list-style-type: none"> <li>• The working groups reviewed the existing guideline/manuals, and analyzed the subjects or areas necessary to be covered by preparing new documents. Based on this analysis, thirty (30) guidelines/manuals were prepared in eleven technical areas during 2009.</li> <li>• The draft guidelines/manuals will be revised through three methods: a) review by the members of working groups, b) evaluation by the third parties such as the professors of universities, and c) verification from the view points of practicality by using them in the actual training courses and in the activities at the pilot river basins.</li> <li>• The pilot activities at Brangkal river basin have been carried out, aiming to introduce the community-based flood management system. Through the related activities, the counterparts experienced the practical works of river basin management and further recognized their responsibility to support RBOs.</li> </ul>
2-2. Prepared guidelines/manuals are	<ul style="list-style-type: none"> <li>• Once the verification of the guidelines/manuals is completed and the evaluation by the third-parties is carried out, the</li> </ul>

<sup>1</sup> The title of these seven training courses are (1) Community Participation (Workshop), (2) Training for Hydrology and IFM, (3) Training for River Management, (4) Training for DAM O&M, (5) Training for Water Allocation, (6) Training for Water Quality Management, and (7) Training for Swamp and Coastal Protection.



Output 2: Prioritized guidelines and manuals are developed and organized for practical water resources management of RBOs.

Objectively Verifiable Indicators	Achievement Level and Progress
used for trainings to RBOs.	guidelines/manuals will be fully used for the training to RBOs in the future.

**Overall Assessment:**

- The Project has been working on eleven technical areas and making a lot of progresses as mentioned above.
- Since the verification of prepared guidelines/manuals and new preparation will be simultaneously carried out in 2010, the careful time management will be required of the Project.
- It seems that the vision or the purpose of the activities at the pilot river basins is not shared among the Japanese experts and the counterparts. The intensive discussion may be necessary to identify how to effectively utilize the activities at pilot river basins for the project activities. At this moment, two ideas seem to exist about pilot activities: (a) to utilize those activities for verification of guideline/manuals and teaching materials, or (b) besides the idea of (a), to create good practice at the pilot river basins and apply it to other river basins.
- The involvement of practitioners of river basin management is essential to make the guidelines/manuals “practical” for RBOs. Since PJTs have sufficient experienced staffs, it is better that the involvement of PJT counterparts will be more promoted.

Output 3: Mechanism of counselling to RBOs of water resources management through DUWRMT is established.

Objectively Verifiable Indicators	Achievement Level and Progress
3-1. DUWRMT has formulated the mechanism of counselling in collaboration with DGWR, RCWR, PJT, and the relevant organizations,	<ul style="list-style-type: none"> <li>• In September 2009, the proposal of counselling mechanism was presented by Japanese experts. Based on this, DUWRMT has been preparing its own draft proposal.</li> <li>• RCWR has been already provided the counselling services for RBOs on the request basis. DUWRMT has a plan to integrate this function of RCWR into a counselling service of DUWRMT.</li> </ul>
3-2. The mechanism is verified through the experiences obtained from the trials in the pilot river basins.	<ul style="list-style-type: none"> <li>• While the proposal of counselling mechanism is still in preparation, the Project has provided the counselling activities at the Darma Dam (about leakage problems) and at the Brangkal river basin (about integrated flood management). Through these activities, the counterparts learned the practical approaches of counselling from Japanese experts and recognized its effectiveness.</li> </ul>
3-3. DUWRMT has resources of qualified counsellors.	<ul style="list-style-type: none"> <li>• Currently, DUWRMT plans to assign the counsellors from the leaders of working groups, namely the researchers of RCWR. They will gain more experience to conduct counselling through project activities.</li> </ul>

**Overall Assessment**

- Through the counselling activities carried out at Darma Dam and Brangkal river basin, the counterparts recognize the significance and usefulness of this service for RBOs.
- By the end of the cooperation period, counselling activities should be officially transferred to DUWRMT from RCWR. It is also better to inform RBOs about the counselling services of DUWRMT and to make them recognize that they can receive the good and practical services from DUWRMT.
- In the future, DUWRMT may need to consider what organizational capacity DUWRMT should



Output 3: Mechanism of counselling to RBOs of water resources management through DUWRMT is established.

Objectively Verifiable Indicators	Achievement Level and Progress
	have as a counselling provider. The points to be considered may be: (a) how to secure the sufficient number of counsellors – for example, through the training for young researchers as counsellors or through inviting external resources as counsellors, (b) to clarify the qualifications or requirements of counsellors, and (c) how to accumulate or share the results of counselling among counsellors, (d) how to upgrade the skills of counsellors in response to the needs of RBOs, and (e) how to monitor the performance of RBOs afterwards.

### 3-4 PROSPECT OF ACHIEVING THE PROJECT PURPOSE

Project Purpose: The capacity development system for RBOs by DUWRMT in practical water resources management is established.

Objectively Verifiable Indicators	Achievement Level and Progress
1. Regular meetings with DGWR, RCWR, PJT, and the relevant organizations concerning RBO capacity development are conducted by DUWRMT.	<ul style="list-style-type: none"> <li>• Various activities have been carried out and DUWRMT is almost ready to provide the support services to RBOs.</li> <li>• Annual operational plan for the trainings will be prepared at DUWRMT once all systems are firmly established.</li> </ul>
2. Annual operational plan of DUWRMT is prepared.	

#### Overall Assessment

- The key word whether DUWRMT fulfills its mission is how practical services it can provide for RBOs. In this respect, it is essential to always grasp the needs of RBOs, analyze the contents of current services, and upgrade them to meet RBOs needs. The Project may need to consider how this system can be built in DUWRMT in the mid-term and identify to what extent the Project can work on it in the remaining period.
- The current indicators set up in PDM do not seem to precisely illustrate the expected situations of DUWRMT at the end of the cooperation. The Project should discuss how it can prove that DUWRMT establishes the capacity development system for RBOs.

### 3-5 PROJECT IMPLEMENTATION PROCESS

Various activities have been managed by the Secretariat of DUWRMT in Solo, and the office building and dormitory for the trainees were constructed in Solo at the expense of DUWRMT. It can be said that the environment to peruse the tasks of DUWRMT was well established.

The status of the project progress is monitored by counterpart meetings, which are organized once a month in Solo or Bandung. The plan of operations was also developed for the activities of eleven technical areas and counselling mechanism. Even though the counterparts have faced the difficulties to allocate the sufficient time to project activities, they have strong ownership toward the project activities and recognize the significance of supporting RBOs for effective water resources management at the river basins.



On the other hand, the communication between Solo and Bandung offices and coordination among the counterparts seems to need a little work for smooth project implementation. Also, the involvement of PJTs, which have experienced staffs in water resources management, has been limited to date. Their involvement would be a key factor to make the services of DUWRMT practical and to meet the needs of RBOs. It is expected that the communication and coordination at any level will be enhanced in the latter half of cooperation term and the information-sharing will be promoted.

#### 4. EVALUATION BY FIVE CRITERIA

##### 4-1 RELEVANCE

The Water Resources Law No. 7/2004 stipulates that the integrated water resources management is promoted through the participation of diverse stakeholders at the river basins. The Ministry of Public Works established RBOs by means of realizing the integrated water resources management at river basins in 2006. The mid-term National Development Plan (2004-2009)<sup>2</sup> stresses the importance of promoting the coordination and cooperation among various stakeholders at national, local, and community levels to appropriately manage water resources, control flood and control potential water disputes. Since the Project aims at enhancing the capacity of RBOs in the long term and the Project will contribute to promote these policies, the direction of the Project is still in line with the policies of the Government of the Republic of Indonesia.

Under the new law, RBOs have been facing new challenges to become the primary organization to manage the river basins and needs the relevant support to appropriately pursue their duties. DUWRMT, as a support unit to RBOs, also has urgent needs to establish support services to provide for RBOs. In this respect, the project approaches to establish the capacity development system for RBOs through DUWRMT meet the needs of concerned actors in the water resources sector in Indonesia.

Country Assistance Program for the Republic of Indonesia prepared by the GOJ states that Japan puts emphasis on improvement of basic public services, in which it assists in developing measures to combat natural disasters such as frequent flooding, mud slides and droughts. Since the Project will contribute to the natural disaster management in the long run, the Project is in line with the development policy of the GOJ.

Japan has technological competence and experienced officials in the area of the river basin management. Especially, the know-how and various experiences of human resources development and organizational development, which the Ministry of Land, Infrastructure, Transport and Tourism,

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<sup>2</sup> PROPENAS (Program Pembangunan Nasional)



and Japan Water Agency have accumulated, are applicable to the enhancement of DUWRMT's organizational capacity and to identify the needs of RBOs. Thus, the technical applicability of the Japanese institutes is relevant as well.

#### 4-2 EFFECTIVENESS

Since three Outputs of the Project are essential components to achieve the Project Purpose and the external factors negatively affecting the Project have not been observed to date, the fulfillment of all Outputs will certainly lead to the success of the Project. Over one and half years, the basic capacity of DUWRMT to provide the technical services for RBOs has been enhanced through project activities.

In the remaining cooperation period, the Project will move on to the next stage of verification of support services prepared, such as providing the trainings utilizing the prepared teaching materials, starting the counselling services as DUWRMT, and intensifying the activities at the pilot river basins. Before taking a step forward, it is preferable for the Project to consider a mid-term plan or strategies of organizational development of DUWRMT setting up the specific target or goals to be achieved within a certain period. In other words, the specific capacities that DUWRMT is supposed to have in the long term as a service provider should be discussed and shared in the Project. Based on this, the Project can have clear targets to be achieved within three-year cooperation period as milestone of the mid-term organizational development plan of DUWRMT. Specifying the targets will also help the Project break down the necessary activities toward realizing the intended capacity of DUWRMT.

#### 4-3 EFFICIENCY

As described in "3-3. Achievement of Outputs," various activities have been carried out to establish the system to enhance the RBO's capacity. To date, the quality of inputs was appropriate to generate the project outputs and all inputs were utilized for the project implementation. Training in Japan was well accepted by the participants. They had a good opportunity to be exposed to Integrated Water Resources Management in Japan and came back with high-motivation and full of ideas to improve the situation in Indonesia. This has contributed to promote the project implementation.

At the early stage of the project implementation, it took time to formulate the working groups because the assignment of counterparts was delayed. The working group members in the project, in addition, faced difficulties to pursue the assigned tasks as scheduled since they have also been concurrently engaged in their original tasks. In 2009, the Indonesian consultants were employed to overcome this difficulty, and then the progress of the assigned tasks was accelerated.

It was pointed out that the counterparts had relatively less interaction with the short-term experts because their duration of assignment was very short. As the project activities progress more, the inputs from short-term experts will be essential driving force for the project implementation.



Therefore, the duration of assignment of short-term experts should be considered to maximize the outputs.

Although various activities have been carried out to date, those do not seem to have strong linkage toward producing the outputs. This may be because that the targets to be achieved within the cooperation period were not clearly defined and shared within the Project. It is preferable that the Project specifies the target of three-year cooperation again and checks whether the activities will certainly contribute to meet the targets. Especially, the purpose of activities, the steps to carry out activities, linkage of activities, and how each activity contributes to achieve outputs, should be discussed.

#### **4-4 IMPACT**

The expected impact of the Project is that “the capacity of RBOs related to implementation of practical water resources management is enhanced at the basin level.” Since RBOs were established three years ago, they are still in transition to become the responsible institutions for river basin management and need more time for their reforms and capacity enhancement. Considering these circumstances, there are many key issues about RBOs to fulfill the Overall Goal of the Project, such as the change of mind-set of RBO officials, the promotion of their motivation, financial soundness, and enhancement of human resources management. Especially, the issue of securing the sufficient human resources at RBOs may affect DUWRMT’s service delivery, even though DUWRMT firmly establishes the capacity development system for RBOs. Since this is already recognized as a risk factor, the Project may need to consider widening the target groups for the trainings.

It is also important to disseminate to RBOs and relevant authorities such as DGWR information about the support services that DUWRMT can provide for RBOs. Making RBOs know and understand the merits of receiving the services from DUWRMT is the first and important step to reach out to RBOs. During the project implementation, it is preferable to transmit the information to RBOs about the functions and responsibilities of DUWRMT and project activities. This will promote their understandings of DUWRMT and lead to setting up the favorable environment for working together in the future.

#### **4-5 SUSTAINABILITY**

##### *Political Aspects*

Since the Water Resources Law No.7 was enacted in 2004, the Ministry of Public Works has been promoting the Integrated Water Resources Management and recognized the considerable importance of enhancing the RBOs. As a support unit, DUWRMT has been expected to enhance RBOs’ capacity for water resources management as well. Since the policy of the Ministry and its expectation to DUWRMT and RBOs have not been changed, DUWRMT is likely to have continuous political



support.

### *Financial Aspects*

A certain amount of budget has been allocated for the activities of DUWRMT to date, such as for local consultants, office equipment, local travel for the counterparts. The budget for 2010 was also approved to promote the project activities. Since the Ministry of Public Works perceives the significance of the DUWRMT's role in the water resources sector, the financial support from the government is likely to be sustained at this moment.

### *Technical/Organizational Aspects*

The counterparts have learned the methods of preparing the training programs and deepened the understanding of RBO's situations through the project activities. In other words, the capacity development at the individual level has been significantly promoted. In the remaining cooperation period, the Project needs to consider the capacity enhancement at the organizational level to secure the sustainability of project effects. The areas which may be considered are as follows: (1) DUWRMT needs to establish the specific steps to upgrade the knowledge and experience of the trainers, including how to transfer the experience of seniors to young researchers, and (2) the regular upgrading system for the training programs and training materials need to be established along with the technology development or in response to the changing situation surrounding the RBOs.

## 5. CONCLUSION

The capacity of the counterparts has been certainly enhanced through the project activities. The counterparts have been motivated and strongly recognize the significance of their responsibility for supporting RBOs to enhance the water resources management in Indonesia. Now, DUWRMT becomes ready to provide the support services for RBOs to enhance their capacity for the water resources management at the river basins. In the latter half of the cooperation, DUWRMT will move on to the next phase of supporting RBOs duties more directly. Since the external factors negatively affecting the Project have not been observed, the Project will generate good results by considering the recommendations to be described in the next chapter.

## 6. RECOMMENDATIONS

### *(1) Consideration of a mid-term plan of DUWRMT and clarification of the project goals within three-year cooperation*

It is good time for DUWRMT to consider a mid-term strategy or plan to enhance its organizational capacity. Although capacity development of DUWRMT should be pursued in med-term standpoint, the cooperation period of the current project is limited. Therefore, based on the mid-term strategy or plan, the Project needs to discuss and specify the ideal situation of DUWRMT after three-year cooperation. The clear vision or target should be shared among the Japanese experts and the



counterparts, and the activities and the indicators of PDM should be also redefined. Then, the details of the activities including those at the pilot river basins can be identified setting the specific time frame.

***(2) Ensuring the linkage of the activities***

Although various activities have been carried out and many good results have been produced by the Project, the linkage of activities needs to be checked again to ensure the fulfillment of the Project Purpose. For this, it is important to check how all activities will lead to achieving the Outputs and the Project Purpose within three-year cooperation.

***(3) Enhancement of communication and coordination***

The communication and coordination between Solo and Bandung offices seems to need a little work to be good enough for smooth project implementation. In addition, the same vision and the details of the activities need to be shared in the Project. In this connection, it may be better that the Japanese experts are assigned at the Solo Office to have sufficient communication and enhance coordination with the Secretariat of DUWRMT.

***(4) Assignment of responsible persons for each Output in PDM***

The Project involves lots of activities as well as Indonesian counterparts belonging to several different organizations separate apart geographically. Therefore, the good management and supervision of Project activities for each of three outputs in the PDM involving the adequate number of counterparts is very important to gain good results in the Project.

Under these circumstances, the assignment of a responsible person for each output in the PDM who oversees the implementation of Project activities and the achievements for the output should be considered to attain good performance of the Project and to achieve the project purpose.

***(5) Strengthening of working groups***

There are working groups formed for eleven technical areas such as hydrology, water allocation management, integrated flood management and so on. Each working group is responsible for one specific technical area and has a leader and its members. However, the numbers of group members vary in working groups and there are five working groups which have only two members including a leader in the group. In order to make Project activities more active and to attain good results from them, working groups should be strengthened further in the number of specialists assigned.

***(6) Putting more emphasis on “practical” services***

Emphasizing “practical” aspects for the services DUWRMT provides for RBOs is important so that RBOs can recognize its services useful and effective. For this, the strategic roles of PJT for the partnership with DUWRMT should be realigned, and it is expected that the involvement of PJTs in



the project activities will be more promoted and can contribute to make DUWRMT's services practical.

*(7) Dissemination of the information on DUWRMT's services to relevant authorities*

It is preferable that the Project enhances transmission and dissemination of information on their activities and services to RBOs and DGWR in order to gain better understanding and feedback from them. The Project does not have to wait until it produces the specific results of the activities. Rather, the information on what services DUWRMT can provide and what the Project actually works on should be provided through simple media such as newsletter, bulletin or website.

*(8) Official establishment of DUWRMT through the Ministry authorization*

At this moment, there are two official documents in regard to the establishment and the responsibilities of DUWRMT: the Ministry Decree No. 627/KPTS/M/2008 and the Minutes of Meetings signed between Indonesian and Japanese sides in 2008. To reach out and provide full support for RBOs, it is important that DUWRMT obtains the official status within the Ministry of Public Works. For this, the tasks and the functions of DUWRMT should be mentioned in those of Experimental Station for River of RCWR and this should be authorized by Ministry Decree.