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ANNEX

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### Annex 1: Project Design Matrix (PDM) for the Midterm Review

Project Name: Capacity Development Project for River Basin Organizations (RBOs) in Practical Water Resources Management and Technology in INDONESIA  
 Duration: 3years from 2008  
 Target Area: River basins managed by RBOs under the central government

Target Group: RBOs under the central government and DUWRMT (\*1)

Date: Feb., 2010 Ver. 1.0

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p><u>Overall Goal</u>                      The capacity of RBOs related to implementation of practical water resources management is enhanced at the basin level.</p>	<p>1. Guidelines/manuals are developed and used by RBOs at basin level.                      2. RBOs are conducting good practices at basin level.                      3. DUWRMT has function of a knowledge-hub on water resources management in Indonesia</p>	<p>1. Questionnaire survey to RBOs.                      2. Questionnaire /Site survey to RBOs.                      3. DUWRMT Report</p>	
<p><u>Project Purpose</u>                      The capacity development system for RBOs by DUWRMT in practical water resources management is established.</p>	<p>1. Regular meetings with DGWR (*2), RCWR (*3), PJT (*4), and the relevant organizations concerning RBO capacity development are conducted by DUWRMT.                      2. Annual operational plan of DUWRMT is prepared.</p>	<p>1. Minutes of the regular meetings                      2. Annual operational plan of DUWRMT</p>	<p>GOJ policy on water resources management does not change greatly.                       Budget and staff of DUWRMT are secured.</p>
<p><u>Outputs</u>                      1. DUWRMT has sufficient capability to conduct the training to RBO staffs.                       2. Prioritized guidelines and manuals are developed and organized for practical water resources management of RBOs.                       3. Mechanism of counseling to RBOs of water resources management through DUWRMT is established.</p>	<p>1-1. Appropriate curricula/trainers/teaching materials are developed and used.                      1-2. Trainings to RBOs are conducted on schedule.                       2-1. The quality and practicality of the prepared guidelines and manuals.                      2-2. Prepared guidelines/manuals are used for trainings to RBOs.                       3-1. DUWRMT has formulated the mechanism of counselling in collaboration with DGWR, RCWR, PJT, and the relevant organizations.                      3-2. The mechanism is verified through the experiences obtained from the trials in the pilot river basins.                      3-3. DUWRMT has resources of qualified counsellors.</p>	<p>1-1. Evaluation by the Japanese Experts                      1-2-1. Interview/Questionnaire to DUWRMT                      1-2-2. Questionnaire survey to RBO trainees                       2-1. Evaluation of the guidelines/manuals by the Japanese Experts                      2-2-1. DUWRMT Training Record                      2-2-2. Questionnaire survey to RBO trainees                       3-1. DUWRMT counselling report                      3-2. Questionnaire survey to counselled RBOs</p>	<p>Trained counterpart staffs continue to work in DUWRMT.</p>

Activities	Inputs	Legal establishment of DUWRMT does not get delayed.
<p>1. Execute the Training to RBOs</p> <p>1-1. Clarify the TOR/Mandate/Organization of DUWRMT.</p> <p>1-2. Execute on-the-job training to DUWRMT for the implementation of training to RBOs.</p> <p>1-3. Formulate a training plan for RBOs in collaboration with DGWR, RCWR, PJT, and the relevant organizations.</p> <p>1-4. Prepare training material and curricula.</p> <p>1-5. Execute the training to RBOs and monitor the results.</p> <p>2. Develop the guidelines/manuals on practical water resources management and technology</p> <p>2-1. Formulate a plan for the guidelines/manuals preparation.</p> <p>2-1-1. Review the status of the existing guidelines/manuals.</p> <p>2-1-2. Select the prioritized areas of guideline/manual preparation.</p> <p>2-2. Review good practices from the pilot river basins (*5), selected for the Project, to prepare the guidelines/manuals in the prioritized areas.</p> <p>2-3. Prepare the selected guidelines/manuals</p> <p>3. Establish mechanism of counseling to RBOs.</p> <p>3-1. Formulate the administrative procedure of counseling</p> <p>3-2. List up and select experts for counseling.</p> <p>3-3. Conduct training to the selected experts for counseling.</p> <p>3-4. Conduct counseling to river basins and monitor the results and feed back the formulation of the procedure of counseling.</p>	<p>The Japanese Side &lt;Long-Term Expert&gt;</p> <ul style="list-style-type: none"> <li>◦ Chief Advisor (Overall/Capacity Development)</li> <li>◦ Guideline Preparation/Training Management</li> <li>◦ Coordinator</li> </ul> <p>&lt;Short-Term Expert&gt; <u>Exemplified Fields of Dispatch</u></p> <ul style="list-style-type: none"> <li>◦ River Administration</li> <li>◦ Flood and Drought Management</li> <li>◦ Water Allocation/Low Water Management</li> <li>◦ Irrigation Water Management</li> <li>◦ River Facility Management /O&amp;M</li> <li>◦ Environment/Water Quality Management /Sedimentation Management</li> <li>◦ Financial Management/Evaluation</li> <li>◦ Public Participation</li> </ul> <p>&lt;C/P Training in Japan&gt; Approximately 15 persons in total (5 persons/year, tentatively)</p> <p>&lt; Equipment&gt;</p>	<p>The Indonesian Side &lt;Counterpart Staff&gt;</p> <ul style="list-style-type: none"> <li>◦ Project Director (Director, RCWR)</li> <li>◦ Project Director (Director, DWRM)</li> <li>◦ Project Manager (Head of DUWRMT)</li> <li>◦ Others</li> </ul> <p>◦ DUWRMT DUWRMT Head and staff (approximately 40 persons, assigned from River Center in Solo, etc.)</p> <ul style="list-style-type: none"> <li>◦ Experts for counselling (approximately 15 persons assigned from DGWR, RCWR, RBOs, PJT, and the relevant organizations.)</li> </ul> <p>◦ &lt;Cost for RBO Training&gt;</p> <p>◦ &lt;Land and Buildings, etc.&gt;</p> <p>◦ &lt;Project Office/Office equipment&gt;</p> <p>◦ &lt;Local Cost&gt; Utilities, Telephone, Fax, etc.</p> <p>Preconditions</p>

Note: (\*1) DUWRMT: Dissemination Unit for Water Resources Management and Technology (\*2) DGWR: General Directorate of Water Resources (\*3) RCWR: Research Center for Water Resources (\*4) PJT: Jasa Tirta Public Corporation

(\*5) Pilot river basin: Relatively better managed river basins or poorly managed river basins where important issues on river basin management are identified and examined for preparation of training, guidelines and manuals, and counseling. (\*6) Pilot RBO: RBO that manages a pilot river basin.

This PDM is prepared combining the Narrative Summary from the R/D and other columns from the Minutes of Meetings signed on March 19, 2008.

List of Counterparts (Indonesia Counterparts and Administrative Personnel)		
Name	Position in project	Title/Organization
Dr. Mochammad Amron	Project Supervisor	Director of Research Development
Mr. Iwan Nursyirwan (until January 19th, 2010)	Project Supervisor	Director General of Water Resources
Dr. Arie Setiadi Moerwanto	Project Director	Director of Research Center for Water Resources(RCWR)
Mr. Sugiyanto	Project Director	Director of Water Resources Management
Mr. Isnugroho	Project Manager	Head of Experimental Station for River, RCWR
Mr. Irwan Syafri	Coordinator	Researcher/ Experimental Station for River, RCWR
Mr. Asep Sulaeman	Secretary	Researcher/ Experimental Station for River, RCWR
Mr. Agung Bagiawan Ibrahim	Leader of Hydrology, Integrated Flood Management	Researcher/ Experimental Station for Hydrology, RCWR
Ms Mulianingsih	Hydrology	Chief Internal Supervisor, Perum Jasa Tirta I (PJT I)
Mr. Gatut Bayuadi	Hydrology	Directorate of Water Resources Management
Mr. Emi Murniati	Hydrology	Chief of Research & Development Sub Division, Perum Jasa Tirta II (PJT II)
Mr. Waluyo Hatmoko	Leader of River Basin Water Allocation Management	Associate Research Processor, RCWR
Mr. Muhammand Firdaus	River Basin Water Allocation Management	O&M Technical Affairs, Balai Besar Wilayah Sungai Pompengan Jeneberang (RBO)
Mr. Bobby Pradowo	River Basin Water Allocation Management	Directorate of Irrigation, DGWR
Mr. Reni Mayasari	River Basin Water Allocation Management	Chief of Water Resources Operation Sub Division, Perum Jasa Tirta II (PJT II)
Mr. Asfi Fitrianingtyas	River Basin Water Allocation Management	Chief of Data Management & Laboratory Division, Perum Jasa Tirta I (PJT I)
Dr. Fransisca Mulyantari	Leader of Integrated Flood Management	Senior Researcher/ Experimental Station for Hydrology, RCWR
Mr. Vonny C. Setyawati	Integrated Flood Management	Head of Operational Control Bureau, Perum Jasa Tirta I (PJT I)
Mr. Rahardjanto	Leader of River Area Management	Researcher/ Experimental Station for River, RCWR
Mr. Djoko Mudjihardjo	Leader of Dam Operation and Maintenance	Researcher/ Experimental Station for Hydraulic & Geotechnic, RCWR
Mr. Joko Mulyono	Dam Operation and Maintenance	Directorate of River, Lake, & Reservoir, DGWR
Mr. Anton Mardiyono	Dam Operation and Maintenance	Head of Programs Control and Evaluation Sub Division, Perum Jasa Tirta II (PJT II)
Mr. Setiabudi Samsul Hidayat	Dam Operation and Maintenance	Chief of Water Service Sub Division V-1, Perum Jasa Tirta I (PJT I)
Mr. Budi Prasetyo	Dam Operation and Maintenance	Staff of Program & Evaluation, Dam Safety Station, Balai Keamanan Bendungan (RBO)
Mr. Widhi Pradipta	Dam Operation and Maintenance	Staff of Dam Monitoring, Dam Safety Station, Balai Keamanan Bendungan (RBO)
Mr. Budinetro Hermono Suroto	Leader of River Operation & Maintenance	Researcher/ Experimental Station for River, RCWR
Mr. Sudarta	River Operation and Maintenance	Head of Experimental Station for Coast, RCWR
Mr. Iskandar A. Yusuf	Leader of Water Quality Management	Researcher/ Experimental Station for Water Environment, RCWR
Mr. Udien Yulianto	Water Quality Management	Head of Sub Dept/ Research and Development Planning Bureau, Perum Jasa Tirta II (PJT II)
Ms Hermin Indreswari	Water Quality Management	Chief of Environmental Management Division, Perum Jasa Tirta I (PJT I)
Mr. Derry Indrawan	Leader of Swamp Management	Researcher/ Experimental Station for Swamp, RCWR
Mr. Andi Sudirman	Swamp Management	Directorate of Swamp and Coast, DGWR
Mr. Mawardi Erman (Prof)	Leader of Public Participation	Senior Researcher/ Experimental Station for Hydraulic & Geotechnic, RCWR
Mr. Dedi Junarsa	Leader of Coastal Management	Researcher/ Experimental Station for Coast, RCWR
DGWR: Directorate General of Water Resources		
DWRM: Directorate of Water Resources Management		
RCWR: Research Center for Water Resources		

## Operation Expenses by DUWRMT

No.	Items	Quantity	Price/Unit	Price
2	DUWRMT Building Construction 2 <sup>th</sup> Phase (2008)	1 Unit	470,881,000.00	470,881,000.00
3	Activities in 2009			
	a. Operational materials			7,245,000.00
	b. Materials			39,202,950.00
	- Computer Supply			
	- Materials of office stationery			
	- Copy / Doubling / Binding			
	c. Honor (Coordinator, Secretary, Reseachers, Assitant, Workers)			66,370,000.00
	- Coordinator			
	- Secretary			
	- Reseachers			
	- Assistant Reseachers			
	- Workers Wage			
	d. Non-Operational materials			19,369,000.00
	- Books Practical Documents			
	e. Consultan Service			1,287,607,500.00
	- River Basin Allocation Management			
	- Integrated Flood Management			
	- River Area Management			
	- River Operation & Maintenance			
	- Maintennace of Water gates, pumps and other machinaries			
	- Swamp Management			
	- Public Participation			
	- Training Specialist			
	- Advertising Cost			
	- Copy, Binding, Making Report			
	- Services procurement committee on the USD. 100 Million up to 200 Million			
	- Consulting Services Committee receiving USD 50 million up to 200 Million			
	f. Rent			29,500,000.00
	- Car Rental	58 HR		
	g. Professional Expense			26,500,000.00
	- Speakers			
	- Moderator			
	- Instructor			
	h. Travel Expense	1 PKT	504,821,526.00	504,821,526.00

No.	Items	Quantity	Price/Unit	Price
4	Office Equipment			
	1. AC 1,5 PK (Merk : LG S12LG)	6 unit	3,987,500.00	23,925,000.00
	2. AC 2 PK (Merk : LG S18LG)	8 unit	6,105,000.00	48,840,000.00
	3. PABX (Merk : Panasonic TDA-100) dan Peralatan Pendukungnya	1 unit	41,827,500.00	41,827,500.00
	4. Sound System dan Peralatan Pendukungnya			
	Wireless Mic (Merk : Shure LX 88 III)	1 set	2,200,000.00	2,200,000.00
	Power Mixer (Merk (JK Coustic M-120FX)	1 buah	4,400,000.00	4,400,000.00
	Speaker (Merk : CLIFTON XPP1220)	1 pasang	3,300,000.00	3,300,000.00
	Wire Dinamic (Merk : shure SM 58)	2 buah	385,000.00	770,000.00
	Microphone Cable	50 m	13,750.00	687,500.00
	Mic Meja Kabel	4 buah	313,500.00	1,254,000.00
	Microphone input face plate	2 buah	55,000.00	110,000.00
	Stand Speaker (Merk : Blackspider)	2 buah	495,000.00	990,000.00
	Kabel Speaker	50 m	16,500.00	825,000.00
	Stand mic tinggi (Merk : Roxland)	1 buah	330,000.00	330,000.00
	Instalation + setting + training	1 LS	1,650,000.00	1,650,000.00
	5. Ventilasi fan (Merk : Panasonic FV30RUN3)	2 buah	357,500.00	715,000.00
	6. LCD (Merk : Toshiba TLP-xe 30/3000 Lumen)	1 buah	10,450,000.00	10,450,000.00
	7. Screen (Merk : SREENVIEW)	1 buah	2,750,000.00	2,750,000.00
	8. Small Meeting Desk (Merk CENTRO)	4 buah	1,097,250.00	4,389,000.00
	9. Small Meeting Desk (Merk CENTRO)	2 buah	1,122,000.00	2,244,000.00
	10. Meeting Desk/Training (Merk CENTRO)	17 buah	907,500.00	15,427,500.00
	11. Desk (Merk CENTRO)	12 buah	1,303,500.00	15,642,000.00
	12. Cupboard Swing Glass (Merk DATA SCRIP)	6 buah	3,465,000.00	20,790,000.00
	13. Cupboard Swing Arm (Merk DATA SCRIP)	3 buah	3,146,000.00	9,438,000.00
	14. Filling Cabinet (Merk BROTHER)	6 buah	1,457,500.00	8,745,000.00
	15. Work Chair Hidrolik (Merk CHAIRMAN)	12 buah	882,750.00	10,593,000.00
	16. Meeting Chair (Merk CHAIRMAN)	44 buah	621,500.00	27,346,000.00
5	Dormitory construction	1 unit	2,918,322,000.00	2,918,322,000.00
TOTAL				5,627,213,476.00

## List of Japanese Experts

Name	Position in Project	Duration
Dr. Yokito Sugimura	Chief Advisor/Water Resources Management/Capacity Building	2008/7/23- to date
Mr. Nobuyuki Shirakawa	Guideline Preparation / Training Management	2008/7/23- to date
Mr. Katsuhiko Ohara	Coordinator	2009/9/10- to date
Mr. Kazuhiko Fukami	Hydrological Measurement and Runoff Model	2009/1/27- 2009/2/5
Mr. Tomoya Iwashita	Practice and Technical Review of Water Right	2009/2/15- 2009/2/25
Mr. Tomomasa Onomi	Flood Mitigation by Community Participation	2009/3/1-2009/3/7
Mr. Shigeyuki Miyauchi	Operation and Management of Dams and Reservoirs	2009/3/9- 2009/3/20
Mr. Ko Sakai	River Area Management	2009/12/6- 2009/12/12
Mr. Takanori Zenmoto	River Facilities Operations and Maintenance	2009/12/6- 2009/12/12

## Training of Counterparts (in Japan)

Year	No	Name	Title	Organization	Course Title
2009	1	Mr. Agung Bagiawan Ibrahim	Researcher/ Experimental Station for Hydrology	RCWR	Water Resources Management for River Basin
	2	Dr. Francisca Mulyantari	Senior Researcher	RCWR	
	3	Mr. Waluyo Hatmoko	Associate Research Processor	RCWR	
	4	Ms Mulianingsih	Chief Internal Supervisor	Perum Jasa Tirta I (RJTI)	
	5	Mr. Udien Yulianto	Head of Sub Dept/ Research and Development Planning Bureau	Perum Jasa Tirta II (PJT)	
	6	Mr. Muhammand Firdaus	O&M Technical Affairs	Balai Besa Wilayah Sungai Pongpangan Jeneberang (RBO)	
2010	1	Mr. Sudarta	Head of Experimental Station	RCWR	Operation and Management of River Facilities
	2	Mr. Rahardjanto	Researcher/ Experimental Station for River	RCWR	
	3	Mr. Djoko Mudjihardjo	Researcher	RCWR	
	4	Mr. Budinetro Hermono Suroto	Researcher/ Experimental Station for River	RCWR	
	5	Mr. Mawardi Erman	Senior Researcher	RCWR	
	6	Mr. Setiabudi Samsul Hidayat	Chief of Water Service Sub Division V-1	Perum Jasa Tirta I (RJTI)	
	7	Mr. Mardiyono Anton	Head of Programs Monitoring and Evaluation Sub Division	Perum Jasa Tirta II (PJT)	



## ACCOMPLISHMENT OF ACTIVITIES (AS OF JANUARY 2010)

Version3: February 19, 2010.

1-1.	Activities Clarify the TOR/Mandate/Organization of DUWRMT.	Current Accomplishments and Future Activities
1-1.		<ul style="list-style-type: none"> <li>o The roles and responsibility of DUWRMT were already defined. Those are stated in the Ministry Decree No.627/KPTS/M/2008 and the Minutes of Meetings signed and exchanged between Japan and Indonesia in 2008, which have been sufficient for official coordination.</li> <li>o Eleven working groups were formulated, appointing the team leaders respectively.</li> <li>o The working group members in the project faced difficulties to pursue the assigned tasks as scheduled since they have also been concurrently engaged in their original tasks. Then, the Indonesian consultants were employed to support them to prepare training courses and necessary materials under the supervision of the counterparts.</li> </ul>
1-2.	Execute on-the-job training to DUWRMT for the implementation of training to RBOs.	<ul style="list-style-type: none"> <li>o The counterparts have learned the methods of identifying the minimum/basic competency of RBO staffs, and preparing the training curricula from the Indonesian consultant whose expertise is training curriculum. Identification of the minimum/basic competency was completed in the areas of Maintenance of Water Gates, Pumps and other Machineries/Hydrromechanics, River Operation and Maintenance, and Hydrology. The identification of the competency for the rest of areas will be completed by August 2010.</li> <li>o Nine workshops and seminars were conducted, in which the short-term experts provided the inputs regarding the water resources management.</li> <li>o In 2010, the seven training courses<sup>1</sup> will start to be conducted for RBOs in April 2010. The counterparts will be one of trainers and have opportunity to enhance their capacities to carry out the training courses.</li> <li>o Through the diagnostic study of RBOs, the counterparts deepened their knowledge and understandings about RBOs' roles and their situation. The final report of this diagnostic study should be disseminated to the counterparts as early as possible.</li> <li>o The Project may need to identify the competency of trainers required as well. Since many researchers will be retired in the near future at RCWR, the system of training the young researchers should be established, considering the replacement system of trainers.</li> </ul>
1-3.	Formulate a training plan for RBOs in	<ul style="list-style-type: none"> <li>o The training plans for 2010 and 2011 were prepared in eleven technical areas. Since the identification of</li> </ul>

<sup>1</sup> The planned trainings 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.

**Current Accomplishments and Future Activities**

minimum/basic competency of RBO staffs is still in preparation in some areas out of eleven, whether the planned training courses are relevant to the competency will be checked when the identification of the competency is completed. The Project will also make more training plans based on the identified competency of RBO staffs for the eleven technical areas and prepared curricula.

- In addition, the final report of the diagnostic study of RBOs will be compiled soon. This will be also utilized for future training plan.

- Fifty (50) training materials were already prepared in eleven technical areas. These materials will be verified by using them in actual training to be held in 2010.
- Also, the prepared training materials need to be checked by the member of each working group and revised if necessary.
- Thirty-eight (38) training materials will be prepared in eleven technical areas in 2010.
- The training curricula are in preparation based on the identified minimum/basic competency and will be completed by August 2010.
- An update system of training materials should be established at DUWRMT to provide the practical knowledge and skills to RBOs and meet their needs.
- Seven training courses are planned to be organized in April, May and June, 2010. These training courses are utilized to verify the prepared training materials and guidelines/manuals.
- By the end of the cooperation term, the Project needs to introduce the monitoring and evaluation system of results of the trainings, including the feedback to revise the training courses. This will ensure the quality of the training courses and meet the needs of RBOs.

- The status of the existing guidelines/manuals was reviewed by the working groups in eleven technical areas respectively and the guidelines/manuals necessary to strengthen the capacity development for RBOs were identified in 2009.
- To date, the areas for the preparation of the guidelines/manuals necessary to prepare has not been selected since it was difficult for the counterparts to prioritize some areas and they recognize that all areas are very important for RBOs.

- Seven pilot river basins were proposed by the counterparts to cover all eleven technical areas, among which, the activities aiming to introduce the community-based flood management system at Brangkal river basin has been carried out. Through these activities, the counterparts experienced the practical works of

**Activities**

collaboration with DGWR, RCWR, PJT, and the relevant organizations.

1-4. Prepare training materials and curricula.

1-5. Execute the training to RBOs and monitor the results.

2-1. Formulate a plan for the guidelines/manuals preparation.  
2-1-1. Review the status of the existing guidelines/manuals.  
2-1-2. Select the prioritized areas of guideline/manual preparation.

2-2. Review good practices from the pilot river basins, selected for the Project, to prepare the guidelines/manuals in the

	<p style="text-align: center;"><b>Current Accomplishments and Future Activities</b></p>
<p>Activities prioritized areas.</p>	<ul style="list-style-type: none"> <li>○ river basin management and further recognized their responsibility to support RBOs.</li> <li>○ It may be better to focus on a few areas or activities which will intensively have the inputs from the Project since the cooperation period and the resources are limited.</li> <li>○ It seems that the vision of how to utilize the pilot river basins is not fully shared among Japanese experts and the counterparts. It may be better for The Project to discuss the roles of activities of pilot river basins and how to utilize pilot activities for the project activities and to lead to generating the Outputs.</li> </ul>
<p>2-3. Prepare the selected guidelines/manuals</p>	<ul style="list-style-type: none"> <li>○ Thirty (30) guidelines/manuals were already prepared in 2009 in eleven technical areas. Twenty three (23) guidelines/manuals will be prepared by the end of 2010.</li> <li>○ Some of the prepared guidelines/manuals will be utilized in the training course in 2010 and revised to be more practical and useful for RBOs.</li> </ul>
<p>3-1. Formulate the administrative procedure of counselling</p>	<ul style="list-style-type: none"> <li>○ In September 2009, the proposal of counselling mechanism was presented by Japanese experts. Based on this proposal, DUWRMT has been preparing its own proposal.</li> </ul>
<p>3-2. List up and select experts for counselling.</p>	<ul style="list-style-type: none"> <li>○ RCWR has already carried out the counselling services to RBOs on the request basis. DUWRMT has a plan to integrate this service at RCWR into a counselling service of DUWRMT. Counselling activities should be officially transferred to DUWRMT from RCWR by the end of the project period.</li> </ul>
<p>3-3. Conduct training to the selected experts for counselling.</p>	<ul style="list-style-type: none"> <li>○ The current counterparts in each area will be primary counsellors of DUWRMT.</li> <li>○ In the future, the qualifications or requirements for a counselor may need to be specified.</li> <li>○ To date, the counselling activities were provided for RBOs, regarding Darma Dam which has faced the leakage problems and Brangkal River Basin about integrated flood management. The result of counselling was also produced. Through these activities, the counterparts learned the practical approaches of counselling from Japanese experts and recognized its effectiveness.</li> </ul>
<p>3-4. Conduct counselling to river basins and monitor the results and feed back the formulation of the procedure of counselling.</p>	<ul style="list-style-type: none"> <li>○ As mentioned above, RCWR has function of counseling services to RBOs. RBOs recognize this service as a RCWR's service and they do not know that DUWRMT can provide the same services yet; therefore, it is important for DUWRMT to inform RBOs about their counselling service as soon as DUWRMT finishes formulating the administrative procedures for counselling.</li> <li>○ The Project needs to discuss how the counselling service will go into high gear.</li> <li>○ The Project needs to discuss how to monitor the results of counselling to RBOs, to feed them back to the formulation of the counselling procedures, to accumulate the results of counselling and to share them among the counsellors.</li> </ul>

## The Plan of Training Courses for 2010

February 18th, 2010

No	Title of Training	Subject	Focus SUBJECT	Target Group	Time	Location
1	Community Participation (Workshop)	Public Participation	- Empowering Communities in the field of Behavior and environment to save water resources	Technician	12-14 April 2010	Bandung
2	Training for Hydrology and IFM	Hydrology	- Operational Hydrology - Hydrological Data Processing	Engineer	May (4days)	Solo
3	Training for River Management	River facilities O&M Hydromechanics River Area management	- Activities in River Border - General Picture of Hydromechanics O&M - Inventory for River Facilities - Flood Control Gate O&M	Junior Engineer/ Senior Technician	June 2010 (4 days)	solo
4	Training for DAM O&M	DAM O&M	- Dam and appurtenance Structure - Hydrology for DAM Operations - Hydromechanics for DAM - Instrumentation for earthfill Dam - Sedimentation - OJT Training at Sermo DAM	Engineer	June 2010 (4 days)	Solo

No	Title of Training	Subject	Focus SUBJECT	Target Group	Time	Location
5	Training for Water Allocation	Hydrology Water Allocation Management IFM	<ul style="list-style-type: none"> <li>- Hydrological Analysis</li> <li>- Database Management</li> <li>- Monitoring and Evaluation</li> <li>- Water Use Right, Coordination</li> <li>- Water Allocation Planning</li> <li>- Concept and Introducing IFM</li> <li>- Integrated Watershed Management</li> </ul>	Engineer	July 2010 (4 days)	Solo
6	Training for Water Quality Management	Water Quality Management	<ul style="list-style-type: none"> <li>- Basic and Applied (Package C)</li> </ul>	Junior Engineer/ Senior Technician	July (2010) (4 days)	Solo
7	Training for Swamp and Coastal Protection	Swamp Management Coastal Management	<ul style="list-style-type: none"> <li>- Water System Management (General Aspect, design and modeling analysis</li> <li>Survey Topography Map,</li> <li>- Survey Bathymetry map</li> <li>- Tidal Measurement</li> <li>- Estuary and Coastal Identification</li> </ul>	Junior Engineer/ Senior Technician	August (4 Days)	Solo

Note: All the training schedule will be followed with small group discussion for preparation of training in details



## 添付資料 4 活動実績・投入実績





活動実績 (2010年1月末時点)

2010年2月19日作成

活動		これまでの活動結果・進捗と今後の活動予定
1-1.	DUWRMTの業務範囲/職責組織等を明確にする	<ul style="list-style-type: none"> <li>DUWRMTの役割や責任は、既に明確に定義されている。公共事業省令のNo.627/KPTS/M/2008と、インドネシア側と日本側で2008年に署名・交換した協議議事録にDUWRMTの役割等が明記されているが、インドネシア側によれば、現時点ではDUWRMTが公的な活動を行うのに十分だということである。</li> <li>11の技術分野<sup>1</sup>で作業グループが形成され、各グループにリーダーが配置された。</li> <li>作業グループのメンバーは本来業務とプロジェクト活動を兼務しているため、プロジェクトの十分な時間を割けなかった。この問題を解決するために現地コンサルタントが雇用され、カウンセラーパートの監督の下、研修コースや研修教材の作成を支援することとなった。</li> </ul>
1-2.	DUWRMTスタッフにOJTを通じた訓練をおこなう。	<ul style="list-style-type: none"> <li>「研修カリキュラム」の専門分野で雇用された現地コンサルタントの指導のもと、カウンセラーパートは「RBO職員に求められる能力(最低限必要なコンピテンシー: minimum/basic competency)」を特定する方法や研修カリキュラムの策定方法を修得してきた。「ゲート・ポンプ等機械類の維持管理」「河川施設管理」「水文観測」の分野で、RBO職員に求められる能力の特定は完了しており、残りの分野では2010年8月までに完了する予定である。</li> <li>9つのワークショップやセミナーが開催され、派遣された短期専門家が水資源管理に関するさまざまなインプットを提供した。</li> <li>2010年は7コースの研修<sup>2</sup>が計画されており、2010年4月から順次研修が始まる。カウンセラーパートは講師を務める予定であり、この機会を通じて研修コースの運営に関する能力を強化することにもなる。</li> <li>RBOの現状診断・ニーズ調査(diagnostic study)が実施されており、その過程に関わることでカウンセラーパートはRBOが果たすべき役割や現状について理解を深めた。調査は予定より遅れているため、可能な限り早く調査の最終報告書をカウンセラーパートに提示することが望ましい。</li> <li>プロジェクトでは、講師の要件を特定する必要があると考えられる。特にRCWRでは近い将来多くのシニア研究員が退職するため、講師の世代交代を考慮して若手研究員の育成システムを構築する必要がある。</li> </ul>
1-3.	河川流域機関(RBO)への研修計画を関連機関(DGWR/RCWR/PJT等)と連携して作成する。	<ul style="list-style-type: none"> <li>11の技術分野で2010年と2011年の研修計画が作成された。現在まだいくつかの分野で「RBO職員に求められる能力」の特定作業が行われているため、この作業が完了した後に、作成された研修計画が「RBO職員に求められる能力」に合致しているかを検証する必要がある。さらにプロジェクトでは、特定さ</li> </ul>

<sup>1</sup> 1)水文観測、2)水配分管理、3)統合洪水管理、4)河川区域管理、5)ダム管理、6)河川施設管理、7)水質管理、8)低湿地管理、9)住民参加、10)海岸管理、11)ゲート・ポンプ等機械類の維持管理

<sup>2</sup> 計画されている研修コースは 1)住民参加(ワークショップ)、2)水文観測と統合水資源管理コース、3)流域管理コース、4)ダム管理コース、5)水配分コース、6)水質管理コース、7)低湿地・海岸保全コースである。

これまでの活動結果・進捗と今後の活動予定	
活動	<p>れたRBOの能力とカリキュラムに基づいて、2012年以降の研修計画を策定する予定である。</p> <ul style="list-style-type: none"> <li>RBOの現状診断・ニーズ調査の最終報告書が完成すれば、その結果も今後の研修計画の作成に反映される予定である。</li> </ul>
1-4.	<p>河川流域機関(RBO)用の研修教材とカリキュラムを作成する。</p> <ul style="list-style-type: none"> <li>2009年に50の研修教材が11分野で作成された。この研修教材は2010年に実施される研修で内容を検証し、必要に応じて改訂される。</li> <li>作業グループのメンバーも作成された教材の内容をレビューし、必要に応じて改訂することになっている。</li> <li>2010年には38の研修教材が作成される予定である。</li> <li>研修カリキュラムは特定された「RBOに求められる能力」に基づいて策定される計画であり、2010年8月までに策定作業が完了する見込みである。</li> <li>実践に役立つ知識やスキルをRBOに提供し、常にRBOのニーズに応えていくためには、研修教材の更新システムをDUWRMTで確立する必要がある。</li> </ul>
1-5.	<p>河川流域機関(RBO)の研修を実施し、結果をモニタリングする。</p> <ul style="list-style-type: none"> <li>2010年の4月から7月にかけて実施される7コースの研修で、作成された研修教材やガイドライン/マニュアルを活用し、内容の実用性を検証する予定である。</li> <li>協力期間終了までにプロジェクトでは、研修コースの改定等を視野に入れた研修評価システムの導入を検討する必要がある。研修の評価システムを導入することによって、研修の質を確保し、RBOのニーズに合致した研修を提供しているかという点をチェックできる。</li> </ul>
2-1.	<p>ガイドライン/マニュアルの作成計画を策定する。</p> <p>2-1-1. ガイドライン/マニュアルの現状を調査・把握する。</p> <p>2-1-2. ガイドライン/マニュアル作成の優先分野を定める。</p> <ul style="list-style-type: none"> <li>2009年に作業グループは担当分野の既存ガイドライン/マニュアルをレビューし、RBOが水資源管理に関する能力を強化するために必要となるガイドライン/マニュアル(のトピックス)の特定作業を行った。</li> <li>PDMでは「ガイドライン/マニュアル作成の優先分野を定める」と設定されているが、11の技術分野は全てRBOの能力強化に必要不可欠なため、この中からガイドライン/マニュアル作成のための分野を絞ることは難しいとカウンタートパート側で判断したため、優先分野は設定されていない。</li> </ul>
2-2.	<p>ガイドライン/マニュアル作成のために流域でのグッドプラクティスを検討する。</p> <ul style="list-style-type: none"> <li>カウンタートパートからパイロット流域が7カ所<sup>3</sup>提案された。その7カ所で11の技術分野全てをカバーするように選定されている。この中で、ブランタス川の支流であるブランカル川で、住民連携による洪水被害軽減のパイロット活動が既に実施されている。この活動を通じて、カウンタートパートは河川流域管理の実務を学んでおり、RBOを支援するDUWRMTの役割の重要性についてより一層理解を深めている。</li> <li>プロジェクトの協力期間は3年間であり投入も限られているため、パイロット流域の活動地域・分野あるいは活動内容を絞り込み、プロジェクトとしての投入を集中させることを検討したほうがよいと考えられる。</li> </ul>

<sup>3</sup> 1) 住民連携洪水被害軽減活動とインドネシア製洪水予警報システムの導入; 2) 水配分の改善; スカンブン川, 3) 水質管理計画の策定; チサダネ川 (JICA 技術協力プロジェクト「地方政府環境管理能力強化プロジェクト」との連携)、4) ダム維持管理; ジョグジャカルタ, 5) 河川区域管理; ソロ, 6) 湿地管理; カリマンタン島, 7) 海岸管理; スマラ

活動	これまでの活動結果・進捗と今後の活動予定
	<ul style="list-style-type: none"> <li>パイロット流域での活動のビジョンを日本人専門家とカウンタナーパートナー間で十分に共有することが重要である。プロジェクト関係者で、パイロット流域での活動の目的やプロジェクト活動における役割を再度議論し、プロジェクト活動全体にどのように活かすのか、プロジェクトのアウトプットにどのような影響を及ぼすかを検討する必要がある。</li> </ul>
2-3.	<p>ガイドライン/マニュアルを作成する。</p> <ul style="list-style-type: none"> <li>2009年に11の技術分野で30のガイドライン/マニュアルが作成された。2010年は23のガイドライン/マニュアルを作成する計画である。</li> <li>作成されたガイドライン/マニュアルのいくつかは2010年に実施される研修コースで活用され、内容がRBOにとって有益かどうかを検証し、必要に応じて改訂される。</li> </ul>
3-1.	<p>パイロット流域/パイロットRBOを選ぶ。</p> <ul style="list-style-type: none"> <li>2009年の9月に日本人専門家からDUWRMTのカウンセリングの仕組みに関する提案書が提示された。これを元に現在カウンタナーパートナーがDUWRMTとしての提案書を作成している。</li> <li>RCWRではRBOの要請に応じてカウンセリングを実施してきた実績がある。今後はこのRCWRのカウンセリング機能をDUWRMTのカウンセリング機能と統合するよう計画されている。プロジェクト期間終了までに、RCWRのカウンセリング機能がDUWRMTの機能として正式に移行されることが望まれる。</li> </ul>
3-2.	<p>カウンセリングの手続きを定める。</p> <ul style="list-style-type: none"> <li>作業グループのリーダー(RCWRのシニア研究員)がDUWRMTのカウンセラーとして当面充当される予定である。</li> <li>将来は、カウンセラーの資格・要件を特定する必要がある。</li> </ul>
3-3.	<p>カウンセリングの専門家を訓練する。</p> <ul style="list-style-type: none"> <li>これまでダルマダムの問題に対するカウンセリングとブランドタスRBOに対する洪水対策や水文分野でのアドバイスを行うなど、DUWRMTとしてRBOへのカウンセリングを実施しており、その結果は報告書としてまとめられている。これらの活動を通じて、カウンタナーパートナーはカウンセリングの実践方法を日本人専門家から学んでおり、カウンセリングサービスの有効性を認識している。</li> <li>上述したように、RCWRがRBOにカウンセリングを実施してきた経緯があるため、RBOはカウンセリングはRCWRが提供するサービスであると認識しており、DUWRMTがカウンセリングを実施できると認識していない。したがって、カウンセリングの仕組みが決定された後、まずはDUWRMTがカウンセリングサービスを提供できることをRBOに周知することが重要である。</li> </ul>
3-4.	<p>流域でのカウンセリングを実施し、結果をモニタリングする。</p> <ul style="list-style-type: none"> <li>プロジェクトでは、カウンセリングを本格的に開始できる体制を整える必要がある。</li> <li>またプロジェクトでは、カウンセリング結果のモニタリング方法、カウンセリングの仕組みの改善案をフィードバックする仕組み、カウンセリング結果の情報蓄積方法、カウンセリング結果をカウンセラー間で共有する方法などを検討する必要がある。</li> </ul>



投入実績

ACTUAL INPUTS FOR THE PROJECT (AS OF JANUARY 2010)

Plan	Actual																																																								
Indonesian side																																																									
<Counterpart personnel assigned for the Project >																																																									
(1) Project Supervisors Director General for Research and Development Director General for Water Resources (DGWR)	1) Project Supervisors Dr. Mochammad Amron, Director General for Research and Development Mr. Iwan Nursyirwan, Director General for Water Resources (Until January 19, 2010)																																																								
(2) Project Directors Director of Research Center for Water Resources (RCWR) Director of Directorate of Water Resources Management (DWWRM)	2) Project Directors Dr. Arie Setiadi Moerwanto, Director of RCWR, Agency for Research and Development Mr. Sugiyanto, Director of DWWRM, DGWR																																																								
(3) Project Manager Head of Dissemination Unit of Water Resources Management and Technology (DUWRMT)	3) Project Manager Mr. Isnugroho, Head of Experimental Station for River, RCWR																																																								
(4) Working Groups Working Groups, comprised of the counterparts, for relevant areas are formulated.	4) Working Groups <table border="1"> <thead> <tr> <th>Position/Areas</th> <th>RCWR</th> <th>DRLD</th> <th>DWRM</th> <th>DI</th> <th>DSC</th> <th>PJT I&amp;II</th> <th>RBOs</th> </tr> </thead> <tbody> <tr> <td>Coordinator</td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Secretary</td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Hydrology</td> <td>1</td> <td></td> <td>1</td> <td></td> <td></td> <td>2</td> <td></td> </tr> <tr> <td>River Basin Water Allocation Management</td> <td>1</td> <td></td> <td></td> <td>1</td> <td></td> <td>2</td> <td>1</td> </tr> <tr> <td>Integrated Flood Management</td> <td>2*</td> <td></td> <td></td> <td></td> <td></td> <td>1</td> <td></td> </tr> <tr> <td>River Area Management</td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Position/Areas	RCWR	DRLD	DWRM	DI	DSC	PJT I&II	RBOs	Coordinator	1							Secretary	1							Hydrology	1		1			2		River Basin Water Allocation Management	1			1		2	1	Integrated Flood Management	2*					1		River Area Management	1						
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Plan	Actual																																									
	DAM Operation and Maintenance	1	1	1			2	2																																		
	River Operation and Maintenance	1																																								
	Water Quality Management	1					2																																			
	Swamp Management	1			1																																					
	Public Participation	1																																								
	Coastal Management	1																																								
	Maintenance of Gates, Pumps and Other Machineries	1																																								
	Total	13	1	1	1	1	1	9	3																																	
	* Note: The leader of Hydrology is also a member of Integrated Flood Management																																									
<Operation Expenses> <ul style="list-style-type: none"> <li>• Cost for RBO Training</li> <li>• Local Cost including utilities telephone, FAX, etc.</li> </ul>	<Operation Expenses> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>IFY 2008 (actual)</th> <th>IFY 2009 (actual)</th> <th>IFY 2010 (budget)</th> </tr> </thead> <tbody> <tr> <td>Construction</td> <td>470,881,000.00</td> <td>-</td> <td>-</td> </tr> <tr> <td>Operational Materials</td> <td>-</td> <td>7,245,000.00</td> <td>-</td> </tr> <tr> <td>Materials</td> <td>-</td> <td>39,202,950.00</td> <td>101,452,000.00</td> </tr> <tr> <td>Honor (Coordinator, Secretary, Researchers, Assistant, Workers)</td> <td>-</td> <td>66,370,000.00</td> <td>177,331,000.00</td> </tr> <tr> <td>Non-Operational materials</td> <td>-</td> <td>19,369,000.00</td> <td>-</td> </tr> <tr> <td>Consultant Service</td> <td>-</td> <td>1,287,607,500.00</td> <td>2,072,000,000.00</td> </tr> <tr> <td>Rent</td> <td>-</td> <td>29,500,000.00</td> <td>39,000,000.00</td> </tr> </tbody> </table> (Unit: Indonesian rupiah)											IFY 2008 (actual)	IFY 2009 (actual)	IFY 2010 (budget)	Construction	470,881,000.00	-	-	Operational Materials	-	7,245,000.00	-	Materials	-	39,202,950.00	101,452,000.00	Honor (Coordinator, Secretary, Researchers, Assistant, Workers)	-	66,370,000.00	177,331,000.00	Non-Operational materials	-	19,369,000.00	-	Consultant Service	-	1,287,607,500.00	2,072,000,000.00	Rent	-	29,500,000.00	39,000,000.00
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Plan	Actual																																										
	Professional Expense	-	26,500,000.00	149,000,000.00																																							
	Travel Expense	-	504,821,526.00	930,990,000.00																																							
	Office Equipment	-	257,394,500.00	386,710,000.00																																							
	Dormitory construction	-	2,918,322,000.00	-																																							
	Total	470,881,000.00	5,156,332,476.00	3,856,483,000.00																																							
<Provision of facilities and equipment> <ul style="list-style-type: none"> <li>• Land and Building etc.</li> <li>• Project Office/Office equipment</li> </ul>	<Provision of facilities and equipment> <ul style="list-style-type: none"> <li>• Office spaces in Solo and Bandung, and facilities necessary for the Project</li> </ul>																																										
<b>Japanese side</b>																																											
<Long-Term Experts> <ul style="list-style-type: none"> <li>• Chief Advisor (Overall/Capacity Development)</li> <li>• Guideline Preparation/Training Management</li> </ul>	<Experts> <table border="1" data-bbox="785 389 874 1375"> <thead> <tr> <th>Fields</th> <th>Number of experts</th> <th>Total M/M</th> </tr> </thead> <tbody> <tr> <td colspan="3" data-bbox="880 389 909 1375"><i>&lt;Long-term Experts&gt;</i></td> </tr> <tr> <td data-bbox="916 389 959 1375">Chief Advisor/Water Resources Management/Capacity Building</td> <td data-bbox="916 546 959 689">1</td> <td data-bbox="916 389 959 450">18.30</td> </tr> <tr> <td data-bbox="965 389 1008 1375">Guideline Preparation / Training Management</td> <td data-bbox="965 546 1008 689">1</td> <td data-bbox="965 389 1008 450">18.30</td> </tr> <tr> <td data-bbox="1015 389 1058 1375">Coordinator</td> <td data-bbox="1015 546 1058 689">1</td> <td data-bbox="1015 389 1058 450">4.73</td> </tr> <tr> <td colspan="3" data-bbox="1064 389 1093 1375"><i>&lt;Short-term Experts&gt;</i></td> </tr> <tr> <td data-bbox="1099 389 1142 1375">Hydrological Measurement and Runoff Model</td> <td data-bbox="1099 546 1142 689">1</td> <td data-bbox="1099 389 1142 450">0.30</td> </tr> <tr> <td data-bbox="1149 389 1192 1375">Practice and Technical Review of Water Right</td> <td data-bbox="1149 546 1192 689">1</td> <td data-bbox="1149 389 1192 450">0.37</td> </tr> <tr> <td data-bbox="1198 389 1241 1375">Flood Mitigation by Community Participation</td> <td data-bbox="1198 546 1241 689">1</td> <td data-bbox="1198 389 1241 450">0.23</td> </tr> <tr> <td data-bbox="1248 389 1291 1375">Operation and Management of Dams and Reservoirs</td> <td data-bbox="1248 546 1291 689">1</td> <td data-bbox="1248 389 1291 450">0.40</td> </tr> <tr> <td data-bbox="1297 389 1340 1375">River Area Management</td> <td data-bbox="1297 546 1340 689">1</td> <td data-bbox="1297 389 1340 450">0.23</td> </tr> <tr> <td data-bbox="1347 389 1390 1375">River Facilities Operations and Maintenance</td> <td data-bbox="1347 546 1390 689">1</td> <td data-bbox="1347 389 1390 450">0.23</td> </tr> <tr> <td data-bbox="1396 389 1439 1375">Total</td> <td data-bbox="1396 546 1439 689">9</td> <td data-bbox="1396 389 1439 450">43.33</td> </tr> </tbody> </table>				Fields	Number of experts	Total M/M	<i>&lt;Long-term Experts&gt;</i>			Chief Advisor/Water Resources Management/Capacity Building	1	18.30	Guideline Preparation / Training Management	1	18.30	Coordinator	1	4.73	<i>&lt;Short-term Experts&gt;</i>			Hydrological Measurement and Runoff Model	1	0.30	Practice and Technical Review of Water Right	1	0.37	Flood Mitigation by Community Participation	1	0.23	Operation and Management of Dams and Reservoirs	1	0.40	River Area Management	1	0.23	River Facilities Operations and Maintenance	1	0.23	Total	9	43.33
Fields	Number of experts	Total M/M																																									
<i>&lt;Long-term Experts&gt;</i>																																											
Chief Advisor/Water Resources Management/Capacity Building	1	18.30																																									
Guideline Preparation / Training Management	1	18.30																																									
Coordinator	1	4.73																																									
<i>&lt;Short-term Experts&gt;</i>																																											
Hydrological Measurement and Runoff Model	1	0.30																																									
Practice and Technical Review of Water Right	1	0.37																																									
Flood Mitigation by Community Participation	1	0.23																																									
Operation and Management of Dams and Reservoirs	1	0.40																																									
River Area Management	1	0.23																																									
River Facilities Operations and Maintenance	1	0.23																																									
Total	9	43.33																																									
<Short-Term Experts> <u>Exemplified Fields of Dispatch</u> <ul style="list-style-type: none"> <li>• River Administration</li> <li>• Flood and Drought Management</li> <li>• Water Allocation/Low Water Management</li> <li>• Irrigation Water Management</li> <li>• River Facility Management /O&amp;M</li> <li>• Environment/Water Quality Management /Sedimentation Management</li> <li>• Financial Management/Evaluation</li> <li>• Public Participation</li> </ul>																																											

<b>Plan</b>	<b>Actual</b>																														
<C/P Training in Japan> Approximately 15 persons in total (5 persons/year, tentatively)	<C/P Training in Japan> <table border="1" data-bbox="272 383 443 1391"> <thead> <tr> <th>Fields</th> <th>Number of trainees</th> <th>Total M/M</th> </tr> </thead> <tbody> <tr> <td>Water Resources Management for River Basin (JPY 2008)</td> <td>6</td> <td>3.40</td> </tr> <tr> <td>Operation and Management of River Facilities (JPY 2009)</td> <td>7</td> <td>3.97</td> </tr> <tr> <td>Total</td> <td>13</td> <td>7.37</td> </tr> </tbody> </table>	Fields	Number of trainees	Total M/M	Water Resources Management for River Basin (JPY 2008)	6	3.40	Operation and Management of River Facilities (JPY 2009)	7	3.97	Total	13	7.37																		
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<Equipment> 1. Portable devices for the following field activities - Observation of hydrology - Monitoring of water quality - Monitoring of the structures for maintenance 2. Data processing equipment (including software) 3. Vehicles for site survey 4. Audio/Visual equipment for training activities 5. Office equipment	(Unit: US Dollar) <table border="1" data-bbox="531 439 820 1391"> <thead> <tr> <th>Items</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Office Supplies (Lap-top Computers, Photo Copy Machines, printers, etc.)</td> <td>20,436.57</td> </tr> <tr> <td>Float Eco Type, Red Flag, and Lumica</td> <td>11,009.75</td> </tr> <tr> <td>Water Gauge, Rain Gauge, and related supplies</td> <td>1,005.71</td> </tr> <tr> <td>Total</td> <td>32,452.03</td> </tr> </tbody> </table>	Items	Amount	Office Supplies (Lap-top Computers, Photo Copy Machines, printers, etc.)	20,436.57	Float Eco Type, Red Flag, and Lumica	11,009.75	Water Gauge, Rain Gauge, and related supplies	1,005.71	Total	32,452.03																				
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<Local Cost> To be provided according to the budget request for fiscal years	(Unit: Indonesian rupiah) <table border="1" data-bbox="901 439 1327 1391"> <thead> <tr> <th>Items</th> <th>JFY 2008</th> <th>JFY 2009</th> </tr> </thead> <tbody> <tr> <td>Miscellaneous</td> <td>100,412,791.00</td> <td>472,096,889.00</td> </tr> <tr> <td>Air Fare</td> <td>21,529,600.00</td> <td>147,210,400.00</td> </tr> <tr> <td>Travel Allowance</td> <td>30,675,000.00</td> <td>298,649,529.00</td> </tr> <tr> <td>Fees and Honorarium (non-staff)</td> <td>25,512,500.00</td> <td>239,616,950.00</td> </tr> <tr> <td>Contract with Local Based Consultant</td> <td>0.00</td> <td>0.00</td> </tr> <tr> <td>Contract with Local Based NGO</td> <td>0.00</td> <td>9,205,000.00</td> </tr> <tr> <td>Commission Contract (others)</td> <td>0.00</td> <td>0.00</td> </tr> <tr> <td>Workshops and Meeting Expenses</td> <td>43,513,508.00</td> <td>120,611,486.00</td> </tr> <tr> <td>Total</td> <td>221,643,399.00</td> <td>1,287,390,254.00</td> </tr> </tbody> </table>	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
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## 添付資料 5 評価グリッド



## Achievement and Implementation Process (ver.2)

January 7, 2010

Items to be checked		Objectively Verifiable Indicators (Criteria /Method for assessment)	Necessary information /data	Information Sources	Method for data collection
Main points	Specific Questions				
- Inputs	(1) Whether the inputs are provided as planned	- Comparison between the plan and the actual inputs	- Plan and records of inputs	- JICA experts - DUWRMT	- Data review
Achievement/Performance					
- Progress of achieving Outputs	(1) The extent to which DUWRMT has sufficient capability to conduct the training to RBO staffs.	1-1 Appropriate curricula/ trainers/ teaching materials are developed and used. 1-2 Trainings to RBOs are conducted on schedule.	- Evaluation by the Japanese experts Developed curricula/teaching materials - Interview/ Questionnaire to DUWRMT - Questionnaire survey to RBO trainees	- JICA experts - DUWRMT - JICA experts - DUWRMT - RBO trainees	- Document review - Questionnaire - Interview - Questionnaire - Interview
	(2) The extent to which prioritized guidelines and manuals are developed and organized for practical water resources management of RBOs.	2-1 The prepared guidelines and manuals are in good quality for practical application in the field. 2-2 Prepared guidelines/manuals are used for trainings to RBOs.	- Evaluation of the guidelines/manuals by the Japanese Experts - DUWRMT Training Record - Questionnaire survey to RBO trainees	- JICA experts - DUWRMT - RBO trainees	- Document review - Questionnaire - Interview
	(3) The extent to which mechanism of counseling to RBOs of water resources management through DUWRMT is established.	3-1 DUWRMT has formulated the mechanism of counseling in collaboration with DGWR, RCWR, PJT, and the relevant organizations 3-2 The mechanism is verified through the experiences obtained from the trials in the pilot river basins. 3-3 DUWRMT has resources of qualified counsellors.	- DUWRMT counseling report - Questionnaire survey to counselled RBOs - Opinions	- JICA experts - DUWRMT - DWRM - RCWR - PJT - JICA experts - DUWRMT - RBOs - JICA experts - DUWRMT	- Document review - Questionnaire - Interview - Document review - Questionnaire - Interview
- Prospect of achieving Project Purpose	- The extent to which the project purpose of "the capacity development system for RBOs by DUWRMT in practical water resources management is established" is likely to be achieved.	1 Regular meetings with DGWR, RCWR, PJT, and the relevant organizations concerning RBO capacity development are conducted by DUWRMT. 2 Trainings and counseling's to RBOs are implemented by DUWRMT under an annual operational plan 3 Guideline and manuals, essential for the water resources management, are prepared and utilized. (for daily work?)	- Minutes of the regular meetings - Annual operational plan of DUWRMT - The review of annual operation - Opinions	- JICA experts - DUWRMT - JICA experts - DUWRMT	- Document review - Interview - Document review - Interview

Items to be checked		Objectively Verifiable Indicators (Criteria /Method for assessment)	Necessary information /data	Information Sources	Method for data collection
Main points - Prospect of achieving Overall Goal	Specific Questions (1) The extent to which the overall goal of "the capacity of RBOs related to implementation of practical water resources management is enhanced at the basin level" will be likely to be achieved.	1 Guideline and manuals are developed and used by RBOs at basin level 2 RBOs are conducting good practices at basin level. 3 DUWRMT has function of a knowledge-hub on water resources management in Indonesia	- Questionnaire survey to RBOs - Questionnaire/site survey to RBOs - DUWRMT report	- RBOs - JICA experts - RBOs - JICA experts - DUWRMT - JICA experts	- Questionnaire - Interview - Questionnaire - Interview - Questionnaire - Interview
Implementation Process					
- Progress of activities	- Whether the activities have been taken as planned to date.	- Comparison between the plan and the actual performance	- Data of the plan and actual (PO, APOs) - Opinions - Progress report	- RBOs - DUWRMT - JICA experts	- Document review - Questionnaire - Interview
	- Monitoring	- Whether the monitoring system of the project is appropriate and effective. - Whether the results of monitoring have been reflected to the project management.	- Progress report - Opinions	- JICA experts - DUWRMT - DWRM - RCWR	- Document review - Questionnaire - Interview
- Communication among related parties and personnel	- Whether the communications among related parties and personnel have been established well to manage the project.	- Same as the left item	- Communication methods and frequency	- JICA experts - DUWRMT - DWRM - RCWR - PJT	- Questionnaire - Interview
	- Ownership /participation of Indonesian side	- Whether the cooperation among DUWRMT, RBOs, PJT has been strengthened during the project implementation. - Degree of participation in management by the responsible persons - Attitude of the counterparts	- Degree of cooperation among relevant parties - Meeting records - Opinions/observation	- JICA experts - DUWRMT - DWRM - RCWR - PJT	- Interview - Document review
- Allocation of counterparts	- Situation of counterparts' allocation	- Whether the counterparts have been allocated appropriately (quality and quantity)	- Progress reports - Observation by JICA experts	- JICA experts - DUWRMT - RBOs	- Interview - Document review

**Five Evaluation Criteria (ver.2)**

January 7, 2010

Items to be checked		Criteria /Method for assessment	Necessary information /data	Information Sources	Method for data collection
Main points	Specific Questions				
<p><b>Relevance</b></p> <ul style="list-style-type: none"> <li>- Consistency with the development policy in Indonesia</li> <li>- Consistency with Japanese policy</li> <li>- Appropriateness of selection of target groups</li> <li>- Meeting with the needs of target groups/beneficiaries</li> <li>- Comparative advantage of technology provided by Japanese side</li> </ul>	<ul style="list-style-type: none"> <li>- Whether the project is still line with the development plan or sector policy in Indonesia</li> <li>- Whether the project is still line with the Country Strategy developed by Japanese Government</li> <li>- Whether the selection of target groups was appropriate</li> <li>- Whether the project purpose meets the needs of target groups</li> <li>- Whether the cooperation by Japan was relevant to support the capacity development in water resources sector in Indonesia</li> </ul>	<ul style="list-style-type: none"> <li>- Whether the project purpose still keeps the consistency with the policy on water sector (water resources management)</li> <li>- Whether the overall goal of the project still keeps the consistency with the policy on water sector</li> <li>- Whether the capacity building of water resources in Indonesia is prioritized in Japanese policy</li> <li>- To check the target group receive the benefits from the project directly</li> <li>- Whether the project target meets the needs of target groups</li> <li>- To confirm whether Japanese side had the know-how to achieve this project purpose</li> </ul>	<ul style="list-style-type: none"> <li>- PROPENAS(2005-2009, 2010-2013 if available)</li> <li>- RPJM 2004-2009, 2010-2013)</li> <li>- Country Strategy (Kunibetsu jigyō jissi keikaku)</li> <li>- Country Assistance Strategy</li> <li>- Progress report</li> <li>- Opinion of related parties</li> <li>- Needs of RBOs and DUWRMT</li> <li>- Opinion of Indonesia side</li> </ul>	<ul style="list-style-type: none"> <li>- DGWR</li> <li>- DGRD</li> <li>- JICA Indonesia Office</li> <li>- MOFA</li> <li>- DUWRMT</li> <li>- DWRM</li> <li>- RCWR</li> <li>- DUWRMT</li> <li>- DWRM</li> <li>- RCWR</li> <li>- PJT</li> <li>- DWRM</li> <li>- RCWR</li> <li>- DUWRMT</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interview</li> <li>- Document review</li> <li>- Document review</li> <li>- Interview</li> <li>- Document review</li> <li>- Interview</li> <li>- Document review</li> <li>- Interview</li> <li>- Questionnaire</li> <li>- Document review</li> <li>- Questionnaire</li> <li>- Document review</li> <li>- Interview</li> <li>- Questionnaire</li> <li>- Document review</li> <li>- Interview</li> </ul>
<p><b>Effectiveness</b></p> <ul style="list-style-type: none"> <li>- Probability of achieving the project purpose</li> <li>- Contribution of the outputs to the project purpose</li> <li>- Influence of the important assumption</li> <li>- Promoting / hampering factors</li> </ul>	<ul style="list-style-type: none"> <li>- Whether the Project Purpose is likely to be achieved by the end of the project completion</li> <li>- Whether the effects (project purpose) will be likely to be generated by the achievement of project outputs</li> <li>- Whether the important assumption affects the project achievement</li> <li>- Promoting factors contributing to the current progress of the project implementation</li> </ul>	<ul style="list-style-type: none"> <li>- To verify the degree of achievement based on the indicators of project purpose in PDM</li> <li>- To check the logic of PDM</li> <li>- Trained counterpart staffs continue to work in DUWRMT.</li> <li>- The same as left mentioned</li> </ul>	<ul style="list-style-type: none"> <li>- PDM, PO(APO)</li> <li>- Progress reports</li> <li>- Actual data of each indicator to date</li> <li>- Opinions</li> <li>- Opinion and observation</li> <li>- Opinion and observation</li> </ul>	<ul style="list-style-type: none"> <li>- JICA experts</li> <li>- DUWRMT</li> <li>- RBOs</li> <li>- Evaluation team</li> <li>- DUWRMT</li> <li>- DWRM</li> <li>- RCWR</li> <li>- JICA experts</li> <li>- DUWRMT</li> <li>- JICA experts</li> <li>- DUWRMT</li> <li>- JICA experts</li> <li>- DUWRMT</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Questionnaire</li> <li>- Interview</li> <li>- Discussion</li> <li>- Questionnaire</li> <li>- Document review</li> <li>- Interview</li> <li>- Questionnaire</li> <li>- Document review</li> <li>- Interview</li> </ul>

Items to be checked		Criteria /Method for assessment	Necessary information /data	Information Sources	Method for data collection	
Main points	Specific Questions					
<b>Efficiency</b>	- Conversion of the input to the outputs	- Whether the Outputs are reasonable for the amount of input (resources)	- Progress reports - PO(APO)	- DUWRMT - JICA experts	- Document review - Interview	
	- Promoting / hampering factors	- Whether the inputs are fully used to generate the outputs so far - Whether the timing, amount, quality of inputs was appropriate	- Progress reports - PO (APO) - Opinion - Progress reports - Summary of inputs	- DUWRMT - JICA experts - DUWRMT - JICA experts	- Document review - Questionnaire - Interview - Document review - Questionnaire - Interview	
	- Coordination with other project supported by other donors/ Japanese cooperation	- Whether important assumption influenced to converting input to outputs - Whether this project has coordinated with other projects	- To check whether important assumptions occurred 1. Legal establishment of DUWRMT does not get delayed. 2. Construction of the training facilities of DUWRMT in Solo does not get delayed. - The same as left mentioned	- Progress report - Opinion - Progress reports (or relevant charter) - Observation	- DUWRMT - JICA experts - (ADB)	- Document review - Interview
	- Probability of achieving the overall goal	- Whether the overall goal will be achieved through achievement of project purpose of this project	- To check the logic of PDM - To check the important assumption affecting the overall goal	- Progress reports - Opinion	- DUWRMT - JICA experts - Evaluation team	- Document review - Interview
- Other impacts	- Whether there will be / are other impacts (positive/negative) generated by the project implementation	- The same as left mentioned	- Observation	- DUWRMT - JICA experts - DWRM - RCWR	- Interview - questionnaire	
<b>Sustainability</b>						
(1) Prospect of the effects generated by the project	- Whether the effects generated by the project will be kept after the project completion	- Whether project activities will be continued at DUWRMT Whether DUWRMT is capable to sustain and manage the activities conducted by the Project	- Current level of capacity development - Future plan	- DUWRMT - JICA experts - DWRM - RCWR - PJT	- Interview - Questionnaire	
(2) Institutional/political aspects	- Whether the government will keep putting the priorities on water resources management and the capacity development in this area. - Whether the roles of DUWRMT is clearly defined and shared among the concerned parties	- Policy for water resources management - The same as left mentioned	- Policy paper - Opinion - Law - Opinions	- JICA experts - DWRM - RCWR - DUWRMT	- Interview - Document review - Interview - Document review	

Items to be checked		Criteria /Method for assessment	Necessary information /data	Information Sources	Method for data collection
Main points (3) Organizational/ Financial aspects	Specific Questions - Whether DUWRMT and RBOs will have sufficient financial support from the government	- The same as left mentioned	- Budget of DUWRMT and RBOs - Opinions	- JICA experts - DWRM - RCWR - DUWRMT - RBOs	- Interview - Document review - Questionnaire
	- Whether C/P organizations will have sufficient capacity of pursuing relevant activities to keep project effects after project completion (staff allocation, decision-making process)	- Future plan	- Future plan of activities	- DWRM - RCWR - DUWRMT	- Interview - Document review
(4) Technical aspects	- Whether the skills/techniques which the project introduced and has been enhancing are accepted by C/Ps?	- Results of training	- Opinions of counterparts	- DUWRMT - PJT	- Document review - Interview - Questionnaire
	- Whether the mechanism of disseminating or extending the project activities to other RBOs is / will be established	- Practicality of mechanism of dissemination	- Opinion - Results of activities and future plan	- DWRM - RCWR - DUWRMT - JICA experts - (RBOs)	- Document review - Interview
	- Whether the maintenance of equipment is appropriately carried out	- Condition of equipment, whether the system of maintenance is established	- Opinions - Observation	- JICA experts - DUWRMT	- Interview





## 添付資料 6 現地調査結果記載済み評価グリッド



# Evaluation Grid of "Capacity Development Project for River Basin Organizations (RBOs) in Practical Water Resources Management and Technology in Indonesia

## Achievement and Implementation Process (ver.3)

Items to be checked		Objectively Verifiable Indicators (Criteria /Method for assessment)	Results to date	Activities to be focused in the remaining period of cooperation
Main points	Specific Questions			
- Inputs	(1) Whether the inputs are provided as planned	- Comparison between the plan and the actual inputs	- Refer to the summary of inputs	- None
<b>Achievement/Performance</b>				
- Progress of achieving Outputs	(1) The extent to which DUWRMT has sufficient capability to conduct the training to RBO staffs.	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 of guidelines/manuals and training materials necessary for training RBO staffs have been identified. Training curricula for eleven technical areas will be prepared by August 2011.</li> <li>- The training plan for 2010 and 2011 for eleven technical areas was prepared, and fifty (50) teaching materials were already developed. The practicality of them will be verified through the actual training courses to be held 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.</li> </ul>	<ul style="list-style-type: none"> <li>- DUWRMT needs to receive the feedback from the RBOs about the training courses to be 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>- Seven training courses are planned to be conducted for RBOs from April to July in 2010. The topics of eleven technical areas will be covered in these seven courses.</li> </ul>	<ul style="list-style-type: none"> <li>- 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>- It should be noted that the training courses for 2010 were not prepared based on the minimum/basic competency of RBOs since its identification is still in preparation. The training for 2011 will be carried out based on the identified minimum/basic competency.</li> </ul>
	(2) The extent to which prioritized guidelines and manuals are developed and organized for practical water resources management of RBOs.	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> </ul>	<ul style="list-style-type: none"> <li>- It may be better that the Project considers to introduce PDCA cycle to training system: how to grasp the needs of RBOs, revise the training curricula in response to RBOs' needs, conduct effective training, and gain the feedback from RBOs. The Project also should consider how to build in the sustainable training system at DUWRMT, including an upgrading system of trainers, teaching materials, and training curricula. Especially, the replacement of trainers, that is, how to train the young trainers, should be considered.</li> </ul>

Items to be checked		Objectively Verifiable Indicators (Criteria /Method for assessment)	Results to date	Activities to be focused in the remaining period of cooperation
Main points	Specific Questions			
		<p>2-2 Prepared guidelines/manuals are used for trainings to RBOs.</p> <p>3-1 DUWRMT has formulated the mechanism of counseling in collaboration with DGWR, RCWR, PJT, and the relevant organizations</p>	<p>The pilot activities in 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.</p> <p>- Seven training courses are planned to be conducted between April and July in 2010. In these training courses, the prepared guidelines/manuals are used for verification.</p> <p>- In September 2009, the proposal of counselling mechanism was presented by Japanese experts. Based on this, DUWRMT has been preparing its own draft proposal. Since RCWR has a function to provide advices to RBOs to date, the counselling system of DUWRMT will be incorporated with this existing function.</p>	<p>- 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 in the pilot river basins.</p> <p>- None</p>
	(3) The extent to which mechanism of counseling to RBOs of water resources management through DUWRMT is established.	<p>3-2 The mechanism is verified through the experiences obtained from the trials in the pilot river basins.</p> <p>3-3 DUWRMT has resources of qualified counsellors.</p>	<p>While the counselling mechanism is not officially specified yet, the Project has already 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 counseling from Japanese experts and recognized its effectiveness.</p> <p>- 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.</p>	<p>- Once the mechanism of counseling is identified, its mechanism will be verified by conducting the counselling to RBOs.</p> <p>- The Project needs to discuss the qualifications of counsellors.</p>
- Prospect of achieving Project Purpose	- The extent to which the project purpose of "the capacity development system for RBOs by DUWRMT in practical water resources management is established" is likely to be achieved.	<p>1 Regular meetings with DGWR, RCWR, PJT, and the relevant organizations concerning RBO capacity development are conducted by DUWRMT.</p> <p>2 Annual operational plan of DUWRMT is prepared.</p>	<p>- This indicator should be revised since holding meetings do not directly prove that the capacity development system of DUWRMT is established. On the other hand, it is essential to regularly provide the information for RBOs and DGWR about the services of DUWRMT and merits to utilize its services to enhance RBOs' capacity.</p> <p>- It is expected that an annual operational plan will be prepared at DUWRMT once all systems are firmly established.</p>	<p>- To do this, effective tools to disseminate the information should be discussed. The possible tools can be holding the regular meeting, distributing the brief reports of activities, issuing the newsletters/bulletin, or creating website.</p> <p>- Now, DUWRMT is developing their homepage, and it is expected that constructed homepage will be a good tool to provide the information on DUWRMT's services for RBOs.</p>
			<p>- It is preferable that DUWRMT prepares a mid-term organizational development plan, including the points how to sustain the established system in the long run. Ideally, an annual plan of operations will be prepared based on this mid-term plan.</p>	

Items to be checked		Objectively Verifiable Indicators (Criteria /Method for assessment)	Results to date	Activities to be focused in the remaining period of cooperation
<b>Main points</b> - Prospect of achieving Overall Goal	<b>Specific Questions</b> (1) The extent to which the overall goal of "the capacity of RBOs related to implementation of practical water resources management is enhanced at the basin level" will be likely to be achieved.	1 Guideline and manuals are developed and used by RBOs at basin level  2 RBOs are conducting good practices at basin level.  3 DUWRMT has function of a knowledge-hub on water resources management in Indonesia	- Whether the guidelines/manuals prepared by DUWRMT are used by RBOs depends on how those matches their needs and situations. This means that those materials should be practical to RBOs.  - To achieve this, it is important that DUWRMT functions to grasp the situation of water resources practices in Indonesia all the times and collect and analyze the information, disseminate the relevant information to RBOs and support RBOs to introduce the good practices.  - As mentioned above, DUWRMT needs to establish the system to collect, accumulate, analyze the information, and disseminate relevant information with effective tools.	- To make sure that those materials are practical, DUWRMT always need to obtain the feedback from RBOs or need to establish the monitoring system to check the RBO's performance.
<b>Implementation Process</b>				
- Progress of activities	- Whether the activities have been taken as planned to date.	- Comparison between the plan and the actual performance	- The progress of the activities were relatively delayed, especially, the component for counseling mechanism has a few progress as explained in "Achievement of Output 3."	- To date, the comparison of plan and actual progress is not easy since the specific target of individual activities are not specified by the Project. The milestone for each year should be at least identified and share the progress among Japanese experts and the counterparts.
- Monitoring	- Whether the monitoring system of the project is appropriate and effective.	- Whether the monitoring system for project management is established	- The counterpart meetings were organized once a month and shared the progress and the future plan of activities. However not all counterparts attended in the meeting since they have their own tasks at their respective organizations. The records of meetings and the future plan of activities should be distributed to the counterparts who were absent in the meeting.	- The information-sharing may need to be strengthened more among counterparts. For this, each leader of the working groups should play a key role of coordination among the groups members.
	- Whether the results of monitoring have been reflected to the project management.	- Whether the monitoring system was effective to check the progress of the activities	- Counterpart meetings have been utilized to check the progress.	- In the remaining cooperation period, the milestone of the activities should be set up and check the progress utilizing the results of monitoring.
- Communication among related parties and personnel	- Whether the communications among related parties and personnel have been established well to manage the	- Same as the left item	- The communication between Solo and Bandung offices and coordination among the counterparts seems to need a little work for smooth project implementation.  - The status of the project progress (DUWRMT's activities) has not been provided to DGWR regularly, which supervises RBOs.	- The communication among the Project should be promoted more for the smooth project implementation.  - To reach out the RBOs, it is essential to make DGWR aware of the significance of DUWRMT. Therefore, the Project should enhance transmission and dissemination of information on their activities and services to RBOs and DGWR. Through this, DGWR and RBOs will have more understandings of DUWRMT's services and its merits, and provide feedback to DUWRMT's activities.

Items to be checked		Objectively Verifiable Indicators (Criteria /Method for assessment)	Results to date	Activities to be focused in the remaining period of cooperation
<b>Main points</b> - Ownership /participation of Indonesian side	<b>Specific Questions</b> - Whether the cooperation among DUWRMT, RBOs, PJT has been strengthened during the project implementation - Degree of participation in management by the responsible persons - Attitude of the counterparts	- Degree of cooperation among relevant parties - The extent to which the project directors and project managers have participated in management - The extent to which the counterparts have been involved in project activities Whether the counterparts are self-motivated toward the project activities	- Most of the related organizations are cooperative. Since RBOs have limited human resources, not many counterparts were assigned in this project. Also the involvement of PJT counterparts has been limited, since they have their own duties at respective organizations. - The Ministry recognizes the importance of DUWRMT's role. Managerial level of RCWR also have strong intention to strengthen DUWRMT's capacity to support RBOs. Therefore they have been providing strong support to the project activities. - DUWRMT secretariat and other counterparts are active in engaging in the project activities and have ownership. PJT's involvement has been limited because the counterparts have a lot of duties or limited time to participate in the project activities.	- To make the prepared documents and training courses practical, the involvement of PJTs, which has sufficient practitioners of water resources management at the river basins, should be promoted more. - On the other hand, the counterparts of PJT II shows the strong intention to actively participate in project activities; therefore, their involvement should be more promoted in the remaining period.
- Allocation of counterparts	- Situation of counterparts' allocation	- Whether the counterparts have been allocated appropriately (quality and quantity)	- The counterparts were not assigned as schedules at the project in the beginning of the cooperation period, especially counterparts from PJT and RBOs. This slightly affected to start the project activities. - Although the counterparts faced difficulties to allocate sufficient time to the project activities, they have tried to pursue their tasks at the project. In addition, the Indonesian consultants were employed in 2009 to overcome this difficulty, and then the progress of the assigned tasks was accelerated.	- none

**Evaluation Grid of "Capacity Development Project for River Basin Organizations (RBOs) in Practical Water Resources Management and Technology in Indonesia"**  
**Five Evaluation Criteria (ver.2)**

Items to be checked		Criteria /Method for assessment	Results to date
Main points	Specific Questions		
<b>Relevance</b> - Consistency with the development policy in Indonesia  - Consistency with Japanese policy	- Whether the project is still in line with the development plan or sector policy in Indonesia  - Whether the project is still in line with the Country Strategy developed by Japanese Government	- Whether the project purpose still keeps the consistency with the policy on water sector (water resources management)  - Whether the overall goal of the project still keeps the consistency with the policy on water sector  - Whether the capacity building of water resources in Indonesia is prioritized in Japanese policy	- The project purpose and the overall goal are still consistent with the Water Resources Law 7/2004, which promotes integrated water resources management and addresses the importance of coordinating different interest groups and stakeholders.  - The mid-term National Development Plan (2004-2009), 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. - 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 still in line with the development policy of the GOJ.
- Appropriateness of selection of target groups  - Meeting with the needs of target groups/beneficiaries  - Comparative advantage of technology provided by Japanese side	- Whether the selection of target groups was appropriate  - Whether the project purpose meets the needs of target groups  - Whether the cooperation by Japan was relevant to support the capacity development in water resources sector in Indonesia	- To check the target group receive the benefits from the project directly  - Whether the project target meets the needs of target groups - To confirm the actual situation  - To confirm whether Japanese side had the know-how to achieve this project purpose	- Since DUWRMT was set up to support RBOs to strengthen their capacity to manage the river basin, the selection of target was appropriate.  - RBOs faces new challenges to become the responsible organizations to manage the river basin and needs the relevant support to appropriately pursue their duties. DUWRMT, as a support unit to RBOs, also have urgent needs to establish their system to provide their services for RBOs. Therefore, the direction of the project is still relevant to their needs.  - <b>Japan</b> has sufficient experience to manage the river basin and knowledge, experience and technology that Japan introduced stimulate the Indonesian counterparts. In addition, the experts have practical experience managing river basin in Japan, which can contribute to enhance the Indonesian capacity.
<b>Effectiveness</b> - Probability of achieving the project purpose	- Whether the Project Purpose is likely to be achieved by the end of the project completion	- To verify the degree of achievement based on the indicators of project purpose in PDM	- The basic capabilities of DUWRMT to provide good services to RBO have been strengthened to date. Counterparts now deepen their understanding of RBO's situation and think what services they can provide for RBOs.  - Over one and half years, the basic capacity of DUWRMT to provide the technical services for RBOs has been enhanced through project activities. However, the specific target of the project, namely the expected situation at the end of the cooperation, is not clearly defined and not shared among concerned personnel. The target should be discussed and specified soon. - Since the external factors negatively affecting the Project Purpose have not been observed to date, the fulfillment of all Outputs will certainly lead to the success of the Project.
- Contribution of the outputs to the project purpose  - Influence of the important assumption	- Whether the effects (project purpose) will be likely to be generated by the achievement of project outputs  - Whether the important assumption affects the project achievement	- To check the logic of PDM  - Trained counterpart staffs continue to work in DUWRMT.	- Three project components are essential for DUWRMT to provide the support for RBOs and need to be established in the short term. Therefore, the logic of PDM is appropriate.  - All researchers are still the permanent staff of RCWR and there is low possibilities that they will be transferred to another organizations. At this moment, only one counterpart has changed due to retirement. Although the counterparts have multiple tasks, including their original tasks and activities of DUWRMT, they have done the best devoting themselves to pursuing the project activities.

Items to be checked		Criteria /Method for assessment	Results to date
Main points - Promoting / hampering factors	Specific Questions - Promoting factors contributing to the current progress of the project implementation - Hampering factors disturbing the progress of the project implementation		
<p><b>Efficiency</b></p> <p>- Conversion of the input to the outputs</p> <p>- Promoting / hampering factors</p>	<p>- Whether the Outputs are reasonable for the amount of input (resources)</p> <p>- Whether the inputs are fully used to generate the outputs so far</p> <p>- Whether the timing, amount, quality of inputs was appropriate</p>	<p>- Comparison of plan and actual</p> <p>- Whether any inputs for the project is utilized for other purposes</p> <p>- Comparison of plan and actual</p> <p>- Comparison of plan and actual</p>	<p>- According to the counterparts, the assignment of short-term experts was very short and there was not much interaction with them.</p> <p>- Other inputs were relevant to generate the Outputs.</p> <p>- Inputs are mostly utilized to carry out the activities.</p> <p>- Most of the inputs are procured as scheduled; however it took time to select short-term experts and this slightly affected the delay of planned activities. The quality of inputs were appropriate.</p> <p>- 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.</p>
<p>- Coordination with other project supported by other donors/ Japanese cooperation</p>	<p>- Whether important assumption influenced to converting input to outputs</p> <p>- Whether this project has coordinated with other projects</p>	<p>- To check whether important assumptions occurred</p> <p>1. Legal establishment of DUWRMT does not get delayed.</p> <p>2. Construction of the training facilities of DUWRMT in Solo does not get delayed.</p> <p>- The same as left mentioned</p>	<p>- Legal document regarding the establishment of DUWRMT has not been prepared yet. The roles and responsibility of DUWRMT are stated in the Ministry Decree No.627/KPTS/M/2008 and the Minutes of Meetings signed and exchanged between Japan and Indonesia in 2008, which have been sufficient for official coordination.</p> <p>- Construction of dormitory has been slightly delayed but it can be used for the training in 2010. Also the office for DUWRMT in Solo was constructed and now the working environment in Solo was well established.</p> <p>- ADB has been providing the assistance to establish the knowledge-hub of water resources management among Asian countries; setting the HQs in Solo and also provide loans in Citarum River (the name of the project is Integrated Citarum Water Resources Management Investment Program). In addition, JICA conducts the technical cooperation project, aiming to enhance the capacity of provincial government to prepare the master plan of water quality management. Although these assistance programs are not directly related or overlapped to this project, the coordination and exchanging information with these programs would be necessary to be arranged occasionally.</p>
<p><b>Impact</b></p> <p>- Probability of achieving the overall goal</p>	<p>- Whether the overall goal will be achieved through achievement of project purpose of this project</p>	<p>- To check the logic of PDM</p> <p>- To check the important assumption affecting the overall goal</p>	<p>- 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 RBOs, the promotion of their motivation, financial soundness, and enhancement of human resources management.</p> <p>- Especially, the issue of securing the sufficient human resources at RBOs may affect DUWRMT's services, 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, including young engineers, engineers at the provincial government, etc.</p> <p>- It is also important to disseminate information to RBOs and relevant authorities such as DGWR about the support services that DUWRMT can provide for RBOs. Making DGWR and RBOs known and understood about the merits of receiving the services from DUWRMT is the first and important step to reach out to RBOs.</p>



Items to be checked		Criteria /Method for assessment	Results to date
Main points	Specific Questions		
- Other impacts	- Whether there will be / are other impacts (positive/negative) generated by the project implementation	- The same as left mentioned	- At this moment, other impact, especially negative impact to be caused by the project implementation has not been identified.
<b>Sustainability</b>			
(1) Prospect of the effects generated by the project	- Whether the effects generated by the project will be kept after the project completion	- Whether project activities will be continued at DUWRMT - Whether DUWRMT is capable to sustain and manage the activities conducted by the Project	- Since the counterparts recognizes the importance of their tasks and their motivation and ownership are high, the effects of the Project are likely to be sustained once the Project Purpose is achieved.
(2) Institutional/political aspects	- Whether the government will keep putting the priorities on water resources management and the capacity development in this area.	- Policy for water resources management	- 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.
(3) Organizational/ Financial aspects	- Whether the roles of DUWRMT is clearly defined and shared among the concerned parties  - Whether DUWRMT and RBOs will have sufficient financial support from the government	- The same as left mentioned  - The same as left mentioned	- The roles and the responsibilities of DUWRMT are already defined and it is expected that the official status will be given to DUWRMT by the end of the cooperation period. Meanwhile, the dissemination about DUWRMT's roles and services to relevant organizations are very important for the sustainability of DUWRMT.  - A certain amount of budget has been allocated for the activities of DUWRMT to date, such as for local consultant, 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.
(4) Technical aspects	- Whether C/P organizations will have sufficient capacity of pursuing relevant activities to keep project effects after project completion (staff allocation, decision-making process.) - Whether the skills/techniques which the project introduced and has been enhancing are accepted by C/Ps?	- Future plan  - Results of training	- It is preferable for DUWRMT to prepare a mid-term plan of organizational development and services to be provided for RBOs. By making a plan, DUWRMT can identify the necessary organizational capacities to be enhanced in the future and prepare the concrete plan.  - 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 senior to young researchers since they will face the generational changes soon, and (2) a 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.
	- Whether the mechanism of disseminating or extending the project activities to other RBOs is / will be established	- Practicality of mechanism of dissemination	- While the activities in the pilot river basin are carried out, the Project needs to consider the practicality and applicability of pilot activities and the best way to disseminate them to other river basins. It should be noted that this point should be considered when the Project decides that the activities at the pilot activities are model activities, applying them to other RBOs.
	- Whether the maintenance of equipment is appropriately carried out	- Condition of equipment, whether the system of maintenance is established	- The Project has not installed any large equipment, which needs the sufficient amount of maintenance cost. When the rain gauge and the water gauge are installed at the pilot river basins, the maintenance agreement may need to be made with RBOs to ensure that the installed equipment will be kept in good conditions.



## 添付資料 7 PDM 改訂案



## Project Design Matrix (PDM)

Project Name: Capacity Development Project for River Basin Organizations (RBOs) in Practical Water Resources Management and Technology in INDONESIA

Duration: July 2008 to July 2011

Target Area: River basins managed by RBOs under the central government

Version 2: Date: Feb.23, 2010

Target Group: RBOs under the central government and DUWRMT (\*1)

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p><u>Overall Goal</u> The capacity of RBOs related to implementation of practical water resources management is enhanced at the basin level.</p>	<ol style="list-style-type: none"> <li>1. Guidelines/manuals are developed and used by RBOs at basin level.</li> <li>2. RBOs are conducting good practices at basin level.</li> <li>3. DUWRMT has function of a knowledge-hub on water resources management in Indonesia. <i>(need to discuss later)</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Questionnaire survey to RBOs.</li> <li>2. Questionnaire /Site survey to RBOs.</li> <li>3. DUWRMT Report <i>(need to discuss later)</i></li> </ol>	
<p><u>Project Purpose</u> The capacity development system for RBOs by DUWRMT in practical water resources management is established.</p>	<ol style="list-style-type: none"> <li>1. A mid-term organizational development plan of DUWRMT, defining the system how to meet the needs of RBOs, is prepared.</li> <li>2. Annual operational plan of DUWRMT is prepared.</li> <li>3. Annual report of DUWRMT is prepared.</li> <li>4. The method of customer satisfaction analysis (RBOs' needs analysis) is defined at DUWRMT.</li> </ol>	<ol style="list-style-type: none"> <li>1. A mid-term organizational development plan of DUWRMT</li> <li>2. Annual operational plan of DUWRMT</li> <li>3. Annual report of DUWRMT</li> <li>4. The paper on the method of customer satisfaction analysis</li> </ol>	<p>GOI policy on water resources management does not change greatly.</p> <p>Budget and staff of DUWRMT are secured.</p> <p>Budget and staff of RBOs to implement water resources management are secured.</p>
<p><u>Outputs</u></p> <ol style="list-style-type: none"> <li>1. DUWRMT has sufficient capability to conduct the training to RBO staffs.</li> <li>2. Prioritized guidelines and manuals are developed and organized for practical water resources management of RBOs.</li> <li>3. Mechanism of counselling to RBOs of water resources management through DUWRMT is established.</li> </ol>	<ol style="list-style-type: none"> <li>1-1. Appropriate curricula and teaching materials are developed through the diagnostic study of RBOs</li> <li>1-2. PDCA (*2) cycle of training system is defined at DUWRMT.</li> <li>1-3. DUWRMT is able to plan, implement and evaluate the training courses as planned.</li> <li>2-1. The prepared guidelines/manuals are in good quality for practical application in the field.</li> <li>2-2. Feedback system of practicality of prepared guidelines/manuals is defined.</li> <li>3-1. The proposal of counselling mechanism of DUWRMT is approved by DUWRMT</li> <li>3-2. RBOs' recognition of counselling service of</li> </ol>	<ol style="list-style-type: none"> <li>1-1. Self-evaluation by DUWRMT <i>(need to discuss later)</i></li> <li>1-2. Defined PDCA cycle of training system is stated in a mid-term organizational development plan</li> <li>1-3. Annual report of DUWRMT or the summary of training courses</li> <li>2-1-1. Evaluation by the specialists</li> <li>2-1-2. Opinions of RBOs and PJTs</li> <li>2-2. Defined feedback system is stated in a mid-term organizational plan of DUWRMT.</li> <li>3-1. DUWRMT counselling report</li> <li>3-2. Questionnaire survey to counselled</li> </ol>	<p>Trained counterpart staffs continue to work in DUWRMT.</p>

<p>Activities</p> <p><b>1. Execute the Training to RBOs</b></p> <p>1-1. Clarify the TOR/Mandate/Organization of DUWRMT</p> <p>1-1-1. Clarify the mission and responsibilities for RBOs in line with IWRM Policy</p> <p>1-1-2. Clarify the roles and responsibilities of DUWRMT and create the policies and strategies for operation of DUWRMT</p> <p>1-1-3. Clarify the organization of DUWRMT</p> <p>1-2. Grasp the current situation of RBOs through diagnostic study of RBOs</p> <p>1-2-1. Develop questionnaires for the study</p> <p>1-2-2 Conduct diagnostic study of RBOs</p> <p>1-3. Identify the technical areas and the capacities that RBO staffs should have.</p> <p>1-4. Formulate a training plan for RBOs in collaboration with DGWR(*3), RCWR(*4), and PJT(*5).</p> <p>1-4-1. Clarify the subjects necessary for RBO's training.</p> <p>1-4-2. Clarify the target groups</p> <p>1-4-3. Formulate short-term and mid-term training plans for RBOs</p> <p>1-5. Prepare training curricula and materials</p> <p>1-5-1. Identify competency of RBO staffs</p> <p>1-5-2. Prepare training curricula</p> <p>1-5-3. Prepare training materials</p> <p>1-5-4. Define an update system of training materials</p> <p>1-6. Execute the trainings to RBOs and evaluate the effectiveness of the trainings</p> <p>1-7. Monitor the results of the trainings and the technical needs of trainees through the questionnaire survey and interview to/with the trainees</p> <p><b>2. Develop the guidelines/manuals on practical water resources management and technology</b></p> <p>2-1. Formulate a plan for the guidelines/manuals preparation and decide the procedure to prepare the</p>	<p>DUWRMT is increased. (<i>need to define the level of recognition later.</i>)</p> <p>3-3. The points to improve counselling mechanism is summarized.</p> <p>3-4. The effectiveness of counselling service is analyzed.</p> <p>Inputs</p> <p>The Japanese Side &lt;Long-Term Expert&gt;</p> <ul style="list-style-type: none"> <li>• Chief Advisor (Overall/Capacity Development)</li> <li>• Guideline Preparation/Training Management</li> <li>• Coordinator</li> </ul> <p>&lt;Short-Term Expert&gt;</p> <p><u>Exemplified Fields of Dispatch</u></p> <ul style="list-style-type: none"> <li>• River Administration</li> <li>• Flood and Drought Management</li> <li>• Water Allocation/Low Water Management</li> <li>• Irrigation Water Management</li> <li>• River Facility Management /O&amp;M</li> <li>• Environment/Water Quality Management</li> <li>• Sedimentation Management</li> <li>• Financial Management/Evaluation</li> <li>• Public Participation</li> </ul> <p>&lt;C/P Training in Japan&gt;</p> <p>Approximately 15 persons in total (5 persons/year, tentatively)</p> <p>&lt;Equipment&gt;</p>	<p>RBOs</p> <p>3-3. Paper on the improvement points of counselling mechanism</p> <p>3-4. Analytical paper on the effectiveness of counselling services</p> <p>The Indonesian Side &lt;Counterpart Staff&gt;</p> <ul style="list-style-type: none"> <li>• Project Director (Director, RCWR)</li> <li>• Project Director (Director, DWRM)</li> <li>• Project Manager (Head of DUWRMT)</li> <li>• Others</li> </ul> <ul style="list-style-type: none"> <li>• DUWRMT</li> </ul> <p>DUWRMT Head and staff (approximately 40 persons, assigned from River Center in Solo, etc.)</p> <ul style="list-style-type: none"> <li>• Experts for counselling (approximately 15 persons assigned from DGWR, RCWR, RBOs, PJT, and the relevant organizations.)</li> </ul> <p>&lt;Cost for RBO Training&gt;</p> <p>&lt;Land and Buildings, etc.&gt;</p> <p>&lt;Project Office/Office equipment&gt;</p> <p>&lt;Local Cost&gt;</p> <p>Utilities, Telephone, Fax, etc.</p>	<p>Legal establishment of DUWRMT does not get delayed.</p> <p>Construction of the training facilities of DUWRMT in Solo does not get delayed.</p> <p>Preconditions</p>
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<p>guidelines/manuals</p> <p>2-1-1. Review the status of the existing guideline/manuals</p> <p>2-1-2. Identify the subjects necessary to prepare the guidelines/manuals</p> <p>2-2. Prepare the guidelines/manuals on the identified subjects</p> <p>2-3. Conduct activities in the pilot river basins (*6)</p> <p>2-3-1. Select the pilot river basins for the project activities</p> <p>2-3-2. Formulate short-term and mid-term plans of operations for the activities in the pilot river basins.</p> <p>2-3-3. Conduct activities in the pilot river basins to verify the practicality of the guidelines/manuals prepared.</p> <p><b>3. Establish mechanism of counselling to RBOs.</b></p> <p>3-1. Formulate the administrative procedures of counselling</p> <p>3-1-1. Identify the components of counselling services</p> <p>3-1-2. Identify the counselling procedures, including how to receive request, how to select counsellors, how to accumulate the information and how to monitor the results.</p> <p>3-1-3. Prepare the formats for necessary documents including carte, results of counselling, monitoring records</p> <p>3-1-4. Develop the system of accumulating and arranging the information mentioned in “3-1-3.”</p> <p>3-2. Conduct counselling to RBOs</p> <p>3-2-1. Clarify qualifications of counsellors</p> <p>3-2-2. List up counsellors</p> <p>3-2-3. Conduct counselling to RBOs</p> <p>3-3. Monitor the results of counselling <i>(need to develop the database or list up candidates of counsellors?)</i></p>		
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Note: (\*1) DUWRMT: Dissemination Unit for Water Resources Management and Technology (\*2) PDCA: Plan, Do, Check, and Action

(\*3) DGWR: General Directorate of Water Resources (\*4) RCWR: Research Center for Water Resources (\*5) PJT: Jasa Tirta Public Corporation

(\*6) Pilot river basin: Relatively better managed river basins or poorly managed river basins where important issues on river basin management are identified and examined for preparation of training, guidelines and manuals, and counselling.





# プロジェクト名: インドネシア国 河川流域機関(RBO)実践的水資源管理能力向上プロジェクト

協力期間: 2008年7月～2011年7月  
対象地域: 中央政府下のRBOが管理する流域

ターゲットグループ: 中央政府下の河川流域機関(RBO)と水資源管理技術普及ユニット(DUWRMT)(\*1)

作成: 2010年2月23日 (Ver. 2.)

要約	指標	指標の入手段	外部条件
<p><b>上位目標</b> 河川流域機関(RBO)の実践的水資源管理の実施能力が流域レベルで強化される。</p> <p><b>プロジェクト目標</b> 河川流域機関(RBO)が流域管理を行うための実践的な能力を、水資源管理技術普及ユニット(DUWRMT)によって強化する体制が確立される。</p>	<p>1. ガイドライン/マニュアルが整備され、流域の河川流域機関(RBO)に利用されている。</p> <p>2. 河川流域機関(RBO)が流域でグッドプラクティスを実践している。</p> <p>3. DUWRMTがインドネシア国内で水資源管理のナレッジハブとして機能している。</p> <p>(上位目標の指標は、中間レビュー時に時間的制約により議論できず、要検討)</p> <p>1. DUWRMTの組織開発中期計画が立案されている(RBOのニーズに合致した支援サービスを提供する仕組みをどう構築するかもこの中で定義されている)。</p> <p>2. DUWRMTの年次報告書が作成されている。</p> <p>3. 顧客であるRBOの満足度を把握する仕組み(RBOのニーズ分析)がDUWRMTで特定されている。</p>	<p>1. 河川流域機関(RBO)への質問票</p> <p>2. 河川流域機関(RBO)への質問票/現地視察</p> <p>3. DUWRMTの報告書 (上位目標の指標入手手段は、中間レビュー時に時間的制約により議論できず、要検討)</p> <p>1. DUWRMTの組織開発中期計画書</p> <p>2. DUWRMTの年次報告書</p> <p>3. 顧客満足度の分析方法に関する文書</p>	<p>インドネシア政府の水資源管理に関する政策が大幅に変更されない。</p> <p>DUWRMTの人材と予算が確保されている。</p> <p>水資源管理を推進していくためのRBOの人材と予算が確保されている。</p>
<p><b>アウトプット</b></p> <p>1. 水資源管理技術普及ユニット(DUWRMT)が河川流域機関(RBO)の研修を行うために必要な能力を備える。</p>	<p>1-1. RBOの現状診断・ニーズ調査の分析結果を元に、適切なカリキュラムと教材が開発されている。</p> <p>1-2. DUWRMTで研修システムのPDCA(*2)サイクルが構築されることが計画されている。</p> <p>1-3. DUWRMTが研修運営能力を備えている(研修の計画立案、実施、評価等が計画どおりに行える)</p>	<p>1-1. DUWRMTによる自己評価(要検討)</p> <p>1-2. DUWRMTの組織開発中期計画書(この中で研修システムのPDCAサイクルが定義されていること)</p> <p>1-3. DUWRMTの年次報告書、研修コースの結果報告</p>	<p>訓練されたDUWRMTのカウンターパートスタッフが異動しない。</p>

<p>2.河川流域機関(RBO)が必要とする水資源管理に関わる優先分野のガイドライン/マニュアルが整備される。</p> <p>3.水資源管理技術普及ユニット(DUWRMT)が河川流域機関(RBO)に対して行う水資源管理についてのカウンセリングの仕組みが構築される。</p>	<p>2-1. 実践に活用できるレベルのガイドライン/マニュアルが作成されている。</p> <p>2-2. 作成されたガイドライン/マニュアルの実用性をフィードバックするシステムがDUWRMTで特定されている。</p> <p>3-1. DUWRMTで実施するカウンセリングの仕組みに関する提案書がDUWRMTで(要確認)承認される。</p> <p>3-2. DUWRMTのカウンセリングに関するRBOの認知度が高まる。(どの程度認知度がプロジェクト終了までに高まるべきなのか、定義を要検討)</p> <p>3-3. カウンセリングを改善するためのポイントがまとめられている。</p> <p>3-4. カウンセリングの効果が分析されている。</p>	<p>2-1-1. インドネシアの水資源管理の知見を有する専門家の評価</p> <p>2-1-2. RBOとPJTの意見</p> <p>2-2. DUWRMTの組織開発の中期計画書(この中でガイドライン/マニュアルのフィードバックシステムが定義されていること)</p> <p>3-1. DUWRMTのカウンセリング報告書(DUWRMTの年次報告書)とするかどうか要検討)</p> <p>3-2. カウンセリングを受けた河川流域機関(RBO)への質問票</p> <p>3-3. カウンセリングの改善点をまとめた報告書</p> <p>3-4. カウンセリングの効果に関する分析結果報告書</p>	
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活動	日本側	インドネシア側	普及ユニット (DUWRMT)の成立に関する法的な手続きが遅れない。 ソロの研修施設の建設が遅れない。
<p><b>1. 河川流域機関(RBO)に対する研修を実施する。</b></p> <p>1-1. DUWRMT の業務範囲 / 職責/組織等を明確にする。</p> <p>1-1-1. 統合水資源管理政策に関する RBO のミッションや責任を明確にする。</p> <p>1-1-2. DUWRMT の役割と責任を明確にし、DUWRMT の活動方針と戦略を立案する。</p> <p>1-1-3. DUWRMT の組織体制を明確にする。</p> <p>1-2. RBO の現状診断・ニーズ調査を行い、RBO の現状を把握する</p> <p>1-2-1. 調査用の質問票を作成する。</p> <p>1-2-2. RBO の現状診断・ニーズ調査を実施する。</p> <p>1-3. RBO 職員に求められる技術分野と能力を特定する。</p> <p>1-4. 関連機関(DGWR (*3)/RCWR (*4)/PIT (*5)等)と連携して、河川流域機関(RBO)を対象とした研修計画を作成する。</p> <p>1-4-1. RBO 対象の研修に必要な研修項目(サブプロジェクト)を特定する。</p> <p>1-4-2. 研修の対象者を特定する。</p> <p>1-4-3. RBO を対象とした短期・中期の研修計画を立案する。</p> <p>1-5. カリキュラムと研修教材を作成する。</p> <p>1-5-1. RBO 職員に求められる基礎能力(コンピテンシー)を特定する。(1-3と重複しているかどうかを確認)</p> <p>1-5-2. 研修カリキュラムを開発する。</p> <p>1-5-3. 研修教材を開発する。</p> <p>1-5-4. 研修教材の更新システムを検討する。</p> <p>1-6. RBO への研修を実施し、研修の効果を検証する(研修評価を実施する)。</p> <p>1-7. 研修受講生に対して質問票やインタビュー調査を行い、研修結果や研修生の技術的なニーズをモニタリングする。</p> <p><b>2. 実践的水資源管理に関わるガイドライン/マニュアルを作成する。</b></p> <p>2-1. ガイドライン/マニュアルの作成計画を策定し、作成の手順を決める。</p> <p>2-1-1. 既存のガイドライン/マニュアルをレビューする。</p>	<p><b>日本側</b></p> <p>&lt;長期専門家&gt;</p> <ul style="list-style-type: none"> <li>● チーフアドバイザー(水資源管理/能力強化)</li> <li>● ガイドライン整備/研修業務調整</li> </ul> <p>&lt;短期専門家&gt;</p> <ul style="list-style-type: none"> <li>● 河川管理</li> <li>● 洪水/濁水管理</li> <li>● 配水/低水管理</li> <li>● 灌漑用水管理</li> <li>● 河川施設管理/O&amp;M</li> <li>● 環境/水質管理/堆砂管理</li> <li>● 財務管理評価</li> <li>● 住民参加</li> </ul> <p>&lt;カウンターパートの本邦研修&gt;</p> <p>15名程度(年間5名)</p> <p>&lt;供与機材&gt;</p>	<p><b>インドネシア側</b></p> <p>&lt;カウンターパート&gt;</p> <ul style="list-style-type: none"> <li>● プロジェクトダイレクター(RCWR センター長)</li> <li>● プロジェクトダイレクター(DWRM 局長(*7))</li> <li>● プロジェクトマネージャー(DUWRMT 長)</li> <li>● その他</li> </ul> <p>● DUWRMT</p> <p>DUWRMT 長とスタッフ 合計約40名(主にソロの河川研究センターから異動予定)</p> <ul style="list-style-type: none"> <li>● カウンセリングのエキスパート(15名程度)</li> </ul> <p>DGWR/RCWR/RBOs/PJT 等から派遣予定)</p> <ul style="list-style-type: none"> <li>● &lt;RBO の研修費用&gt;</li> <li>● &lt;土地、建物、&gt;</li> <li>● &lt;プロジェクト事務所/事務所用品等&gt;</li> <li>● &lt;ローカルコスト&gt;</li> </ul> <p>光熱費、通信費(電話、FAX等)</p>	<p>前提条件</p>

<p>2-1-2. 作成が必要なガイドライン/マニュアルのサブプロジェクトを特定する。</p> <p>2-2. 作成が必要と認められたサブプロジェクトについて、ガイドライン/マニュアルを作成する。</p> <p>2-3. <u>パイロット流域(*6)での活動を実施する。</u></p> <p>2-3-1. <u>プロジェクト活動で対象とするパイロット流域を選定する。</u></p> <p>2-3-2. <u>パイロット流域での活動について、短期・中期計画を作成する。</u></p> <p>2-3-3. <u>パイロット流域において、作成されたガイドライン/マニュアルの実用性を検証する。</u></p>		
<p>3. <b>河川流域機関(RBO)へのカウンセリングの仕組みを作る。</b></p> <p>3-1. <u>カウンセリングの仕組みを定める。</u></p> <p>3-1-1. <u>カウンセリングのサービス内容を特定する。</u></p> <p>3-1-2. <u>カウンセリングの要望の受付窓口、カウンセラ－の選定方法、カウンセリング内容の蓄積方法、結果のモニタリング方法等を含めたカウンセリングの手順を定める。</u></p> <p>3-1-3. <u>カルテ、カウンセリング結果、モニタリングの記録等を記載する様式を定める。</u></p> <p>3-1-4. <u>「3-1-3」で述べた各種情報を蓄積・整理するシステムを構築する。</u></p> <p>3-2. <b>RBO へのカウンセリングを実施する。</b></p> <p>3-2-1. <u>カウンセラ－の資格・要件を設定する。</u></p> <p>3-2-2. <u>カウンセラ－をリストアップする。</u></p> <p>3-2-3. <b>RBO へのカウンセリングを実施する。</b></p> <p>3-3. <u>カウンセリングの結果をモニタリングする。</u></p> <p><u>(プロジェクト活動の範囲として、カウンセラ－候補者のデータベースを作成するか、リストアップするのかは要検討)</u></p>		

注: (\*1) DUWRMT: Dissemination Unit for Water Resources Management and Technology (水資源管理技術普及ユニット) (\*2) PDCA: 計画 (Plan) - 実施 (Do) - 評価 (Check) - 計画の改善 (Action) のサイクルのこと。(\*3) DGWR: General Directorate of Water Resources (公共事業省 水資源総局) (\*4) RCWR: Research Center for Water Resources (公共事業省 調査開発庁 水資源研究所) (\*5) PJT: Jasa Tirta Public Corporation (Jasa Tirta 水資源公社) (\*6) パイロット流域: 水資源管理技術が、いまだ未熟な段階から比較的進んでいる技術を備える流域の中で、水資源管理技術上の重要な課題が存在し、研修計画の策定、ガイドライン/マニュアルの作成、カウンセリングの仕組みの構築のための有益な検討が行なえるものを 2~3 ヶ所選択。(定義を若干変更する必要があるかどうか要検討) (\*7) DWRM: Directorate of Water Resources Management (公共事業省 水資源総局 水資源管理局)



