

INDONESIAN DUTCH-TWINNING IN WATER MANAGEMENT;

N.V. Watermaatschappij "Zuid-West-Nederland" (WMZ) and PDAM Kabupaten Bandung work together

Thank you Mr. President for giving me the opportunity to give you all an introduction in the problems of water-supply in Indonesia and the participation of Dutch drinking water-utilities in the solution of the problems.

1980 - 1990 Water Decade

On a special Water-conference in 1977 in Mar del Plata the United Nations have declared the decade 1980 - 1990 to be an "International drinking Water Supply and Sanitation Decade".

There was accepted a resolution, which stated:

"All peoples, what ever their stages of development and their social and economic conditions, have the right to have access to drinking water in quantities and of a quality equal to their basic needs".

Furthermore, it recommended, inter alia, that, "National development policies and plans should give priority to the supplying of drinking water for the entire population and the final disposal of wastewater".

The Governments of the member states were asked to:

"Adopt programmes with realistic standards for quality and quantity to provide water for urban and rural areas by 1990, if possible".

Why this stress on drinking water and disposal of wastewater?

Because it is a very important factor in the goal of the World Health Organization: "Health for all by the year 2000".

I would like to illustrate that with the next graph.

sheet 1 In these two graphs you see the direct relation between water-supply, sanitation and infant mortality in a number of countries in South-East Asia.

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The place of India and Bangladesh in the upper graph give an indication, that sanitation is perhaps even more important than drinking water-supply, both both are, no doubt, very important.

The Indonesian Government answered this appeal of the United Nations by setting goals of access to public water-supply in the 5-years plans. Pelita IV, that ends this year, has the following targets.

sheet 2 In this table I only summarize the targets for two town categories. The target for category I and II is higher.

To meet these goals, a tremendous lot of work had to be done.

sheet 3 At this moment the figures of the end of Pelita IV are not yet available to me. But it is clear, that a wide gap between "installed" and "target" has to be bridged.

The first task was (and is) to implement many new projects all over the country. This is done under the responsibility of the Ministry of Public Works.

When these new projects come into exploitation, there should be available enough operators, administrators and managers to handle these new water-supply installations.

To give an idea about the immense magnitude of this problem it is estimated, that, in accordance to the plans of Pelita IV some 46.000 personnel should be trained.

And here is the weak point of any great-scale development: You can design and build projects, you can train personnel, but you can not implement experience. And especially technical operation and maintenance ask for a lot of experience in the field of work that is concerned.

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It is found in many projects in developing countries, that there is a rapid deterioration of the installations, not because the theoretical knowledge is absent, but because of lacking of experience in operation and maintenance.

And here the concept of twinning comes up.

Twinning

What is twinning?

Twinning is a coöperation between two comparable institutions with the target to learn from each other those aspects of the operation that are needed in the process of a good exploitation of that institution.

Twinning is not a project.

The characteristics of a project are:

- well-defined subject in scope and time,
- fact-finding → description → design → execution.

The characteristics of twinning are:

- advisory role, vast field of attention, no time limit,
- need to establish priorities,
- step by step approach,
- counterpart has to do it,
- possibility to provide after-service, training.

And following the above mentioned definition and characteristics a number of Dutch water-supply companies decided to arrange a twinning with water-supply companies in developing countries.

Because of, let us say, the old ties between Indonesia and the Netherlands, most of those water-supply companies found a twinning-partner in Indonesia.

The company to which I am attached, the "Watermaatschappij Zuid-West-Nederland", has made a twinning arrangement with the PDAM Kabupaten Dati II Bandung.

sheet 4 Here is shown the Kabupaten Bandung around the city of Bandung. The indicated towns have a water-supply. This number is still growing.

sheet 5 Comparing the supply-areas, the two companies are not very different in size. However the Kabupaten has ten times as many inhabitants, the WMZ has ten times as many connections.

The twinning is agreed for 10 years in principle. The Dutch and Indonesian Government support the twinning with all the expenses for travel and lodging, paid out of the bilateral aid to Indonesia. The two companies provide the personnel involved.

As I said before, twinning has a vast field of attention, so it is necessary to set priorities.

The priority, mentioned by the managing director of the PDAM was in short: to establish 24-hours service.

The idea behind this priority is: when there is a better service by PDAM, the clients will be more content and have no specific reason to be unwilling in paying the bills; new clients will be more eager to be connected; the income will rise and the vicious circle: no money → no good performance → no good paying clients → no money, will be broken.

As the PDAM has some 15 towns to serve, one of these towns, Majalaya was chosen to start with.

During the first year of coöperation in production and distribution the following results showed. (sheet 6)

Due to more efficient production the cost of energy per sold m³ had lowered and as in the town a number of illegal consumers was detected and for the most made legal, the income had raised substantially.

In the mean time many technical leakages were repaired, the underground piped systems partly sanitated, a start was made with a good drawing-system and the administrative procedures had been tackled to make them more effective and informative.

In the second year it was decided to start improvement of the system of Cimahi and to leave completion of the work in Majalaya to the PDAM.

In the mean time managing personnel on headoffice- and district-level visited WMZ to learn our system of water-supply for two reasons:

- to learn from WMZ those aspects that could be implemented in PDAM,
- to know the background of WMZ-advisors and to understand their way of working and advising.

We have now about two years of experience with the twinning.

Some impressions and some conclusions can be summarized.

- During the activities of WMZ-advisors in Bandung the PDAM-personnel involved are very motivated to learn as much as possible and to improve the performance of PDAM.
- The same can be said about the PDAM-personnel during their stay in Zeeland.
- WMZ-advisors are also very motivated and stimulated by the positive attitude of PDAM-personnel.
- WMZ-advisors realize after some disappointments, that there are in Indonesia many reasons, why activities are not always carried out as agreed.

. One of the main reasons is the quite different "chain of responsibilities" in Indonesia compared with Holland. On lower levels in the organization very few decisions can be made. This leads to slow decision-making and not always "to the point" because of the distance between the decision-maker on the high level and the problem to be solved on the ground-floor.

. Another reason is the constant lack of adequate tools and materials. Partly this is caused by the shortage of money, partly by the fear, that when you give tools to the operators those tools could disappear.

The safest way for a local manager to take care of the tools, is to lock them up.

- PDAM-personnel on a higher technical level are not always eager to pass their knowledge to the operators in their charge. They fear, that by doing so, their importance and indispensability will be deminished. This, in fact, is a general human attitude, but in a situation, where so much technical knowledge has to be implemented on all levels, a real problem.
- There is a certain reluctance to give technical courses to operators and fitters, because of the real chance, that, with their new knowledge the personnel will leave the company for a better paying job.
- The pace of the work in Majalaya and in Cimahi has put such a strain on the personal and financial possibilities of the PDAM, that we decided together to continue in a less "finance-intensive" way, giving more attention to organization and management and less to technical improvements, in the conviction, that the first will lead to the second.
- As expected on forehand, the twinning has also a positive influence on WMZ. Especially via the people, who are sent to Bandung.

They learn to appreciate an other culture and, what is more, to have respect for the high level of civilisation in Indonesia.

They learn to question the "throw-away" culture here in the West with its great waste of materials.

They learn to realize, that they have an important task in the field of public health.

They have a chance to work with great responsibilities as representants of their Company on the other side of the globe as real pioneers.

Other activities

Having till now told you something about the twinning in water-supply, I would like to tell you something about the widening of the scope.

Being involved in the Kabupaten Bandung, the thought has come up, not in the least because of the very close attention of the Bupati in the performance of the PDAM, to do more together than water-supply.

To make a start, a fund is raised: the Kabupaten Bandung-Fund.

WMZ has given a first donation to that fund. From that donation the hospital in Majalaya is given a new and better water-supply system.

The hospitals in Zeeland, which are in a phase of reorganizing, have many second-hand materials and instruments available to give to the hospitals in the Kabupaten.

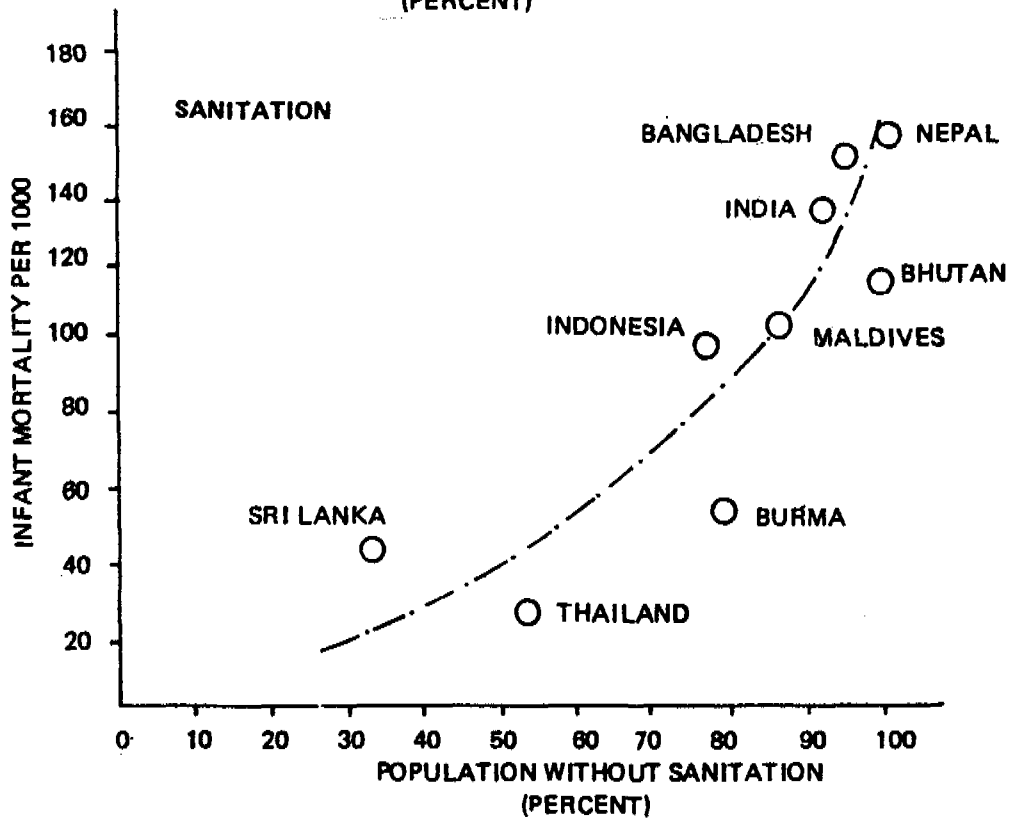
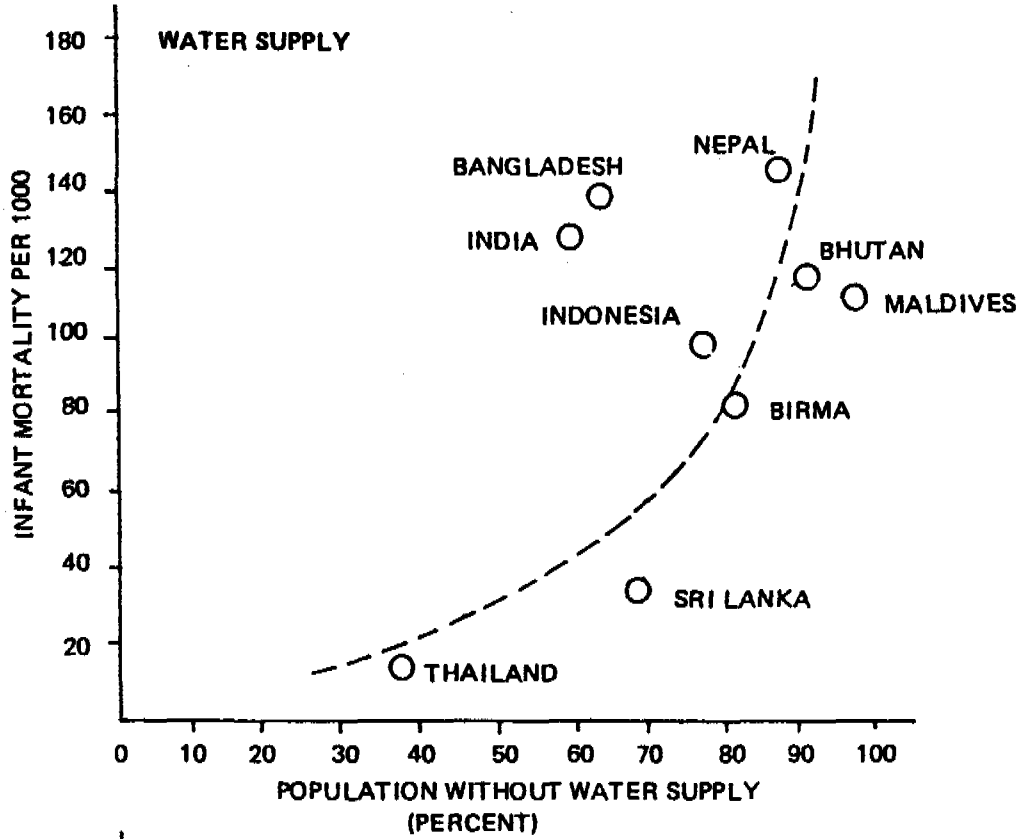
The local communities in the service-area of WMZ are asked for supporting the fund. In coöperation between the Bupati and the local representative of WMZ in Bandung projects will be sought, where financial or technical help is needed and the Fund or institutions or industries in Zeeland will be interested in these projects.

The Dutch Minister of Development Coöperation is asked for supporting the idea of linking interests in Zeeland to interests in the Kabupaten Bandung and he is positive about the idea.

Mr. President, ladies and gentlemen, I have tried to give you an impression of the coöperation between the PDAM Kabupaten Bandung and the WMZ and the widening of the field of attention.

I hope, my introduction contributes to the goal of your symposium.

**WATER SUPPLY AND SANITATION – SEAR COUNTRIES
INFANT MORTALITY RELATIVE TO WATER SUPPLY
AND SANITATION COVERAGE.**



SOURCE : DECADE BASELINE REPORT, 1981 (WHO)

REPELITA IV

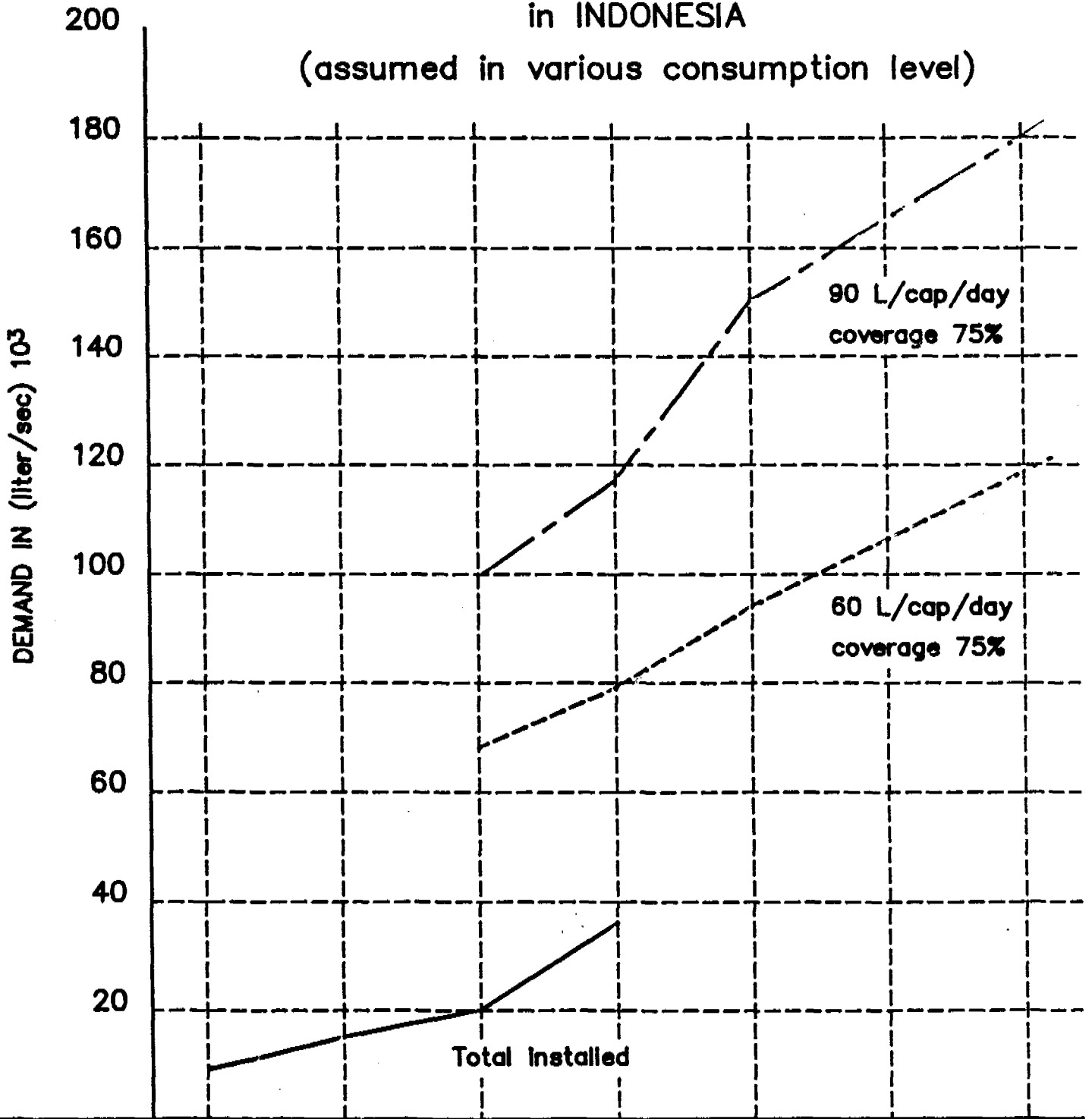
Town category	III	IV
Urban Population served (%)	75	75
Domestic demand (l/c/d)	90	60
Non-dom. demand (l/c/d)	27	12
Unaccounted for (% net dem)	20	20
Total gross demand (l/c/d)	135	86.4

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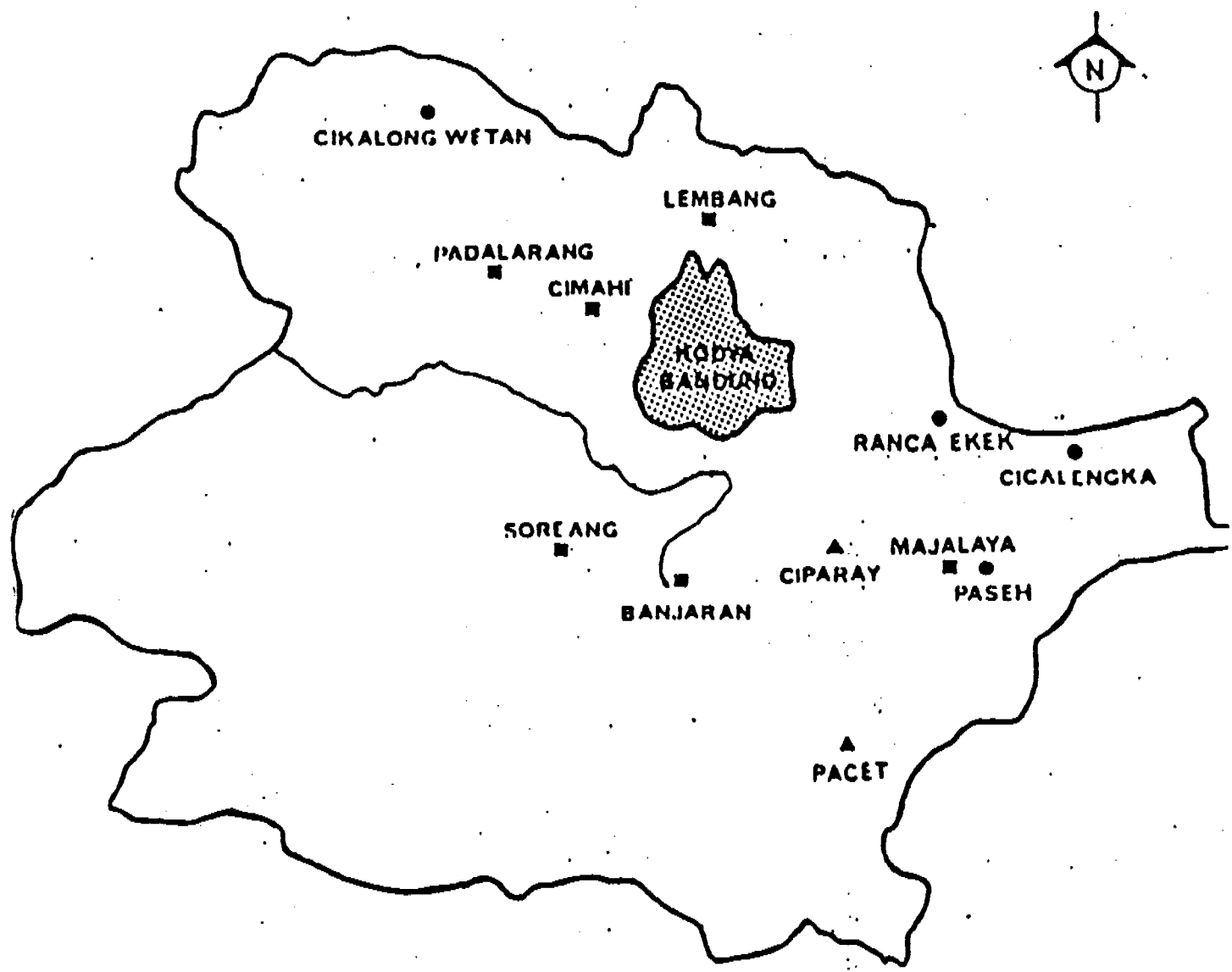
DEMAND PROJECTION OF WATER SUPPLY

in INDONESIA

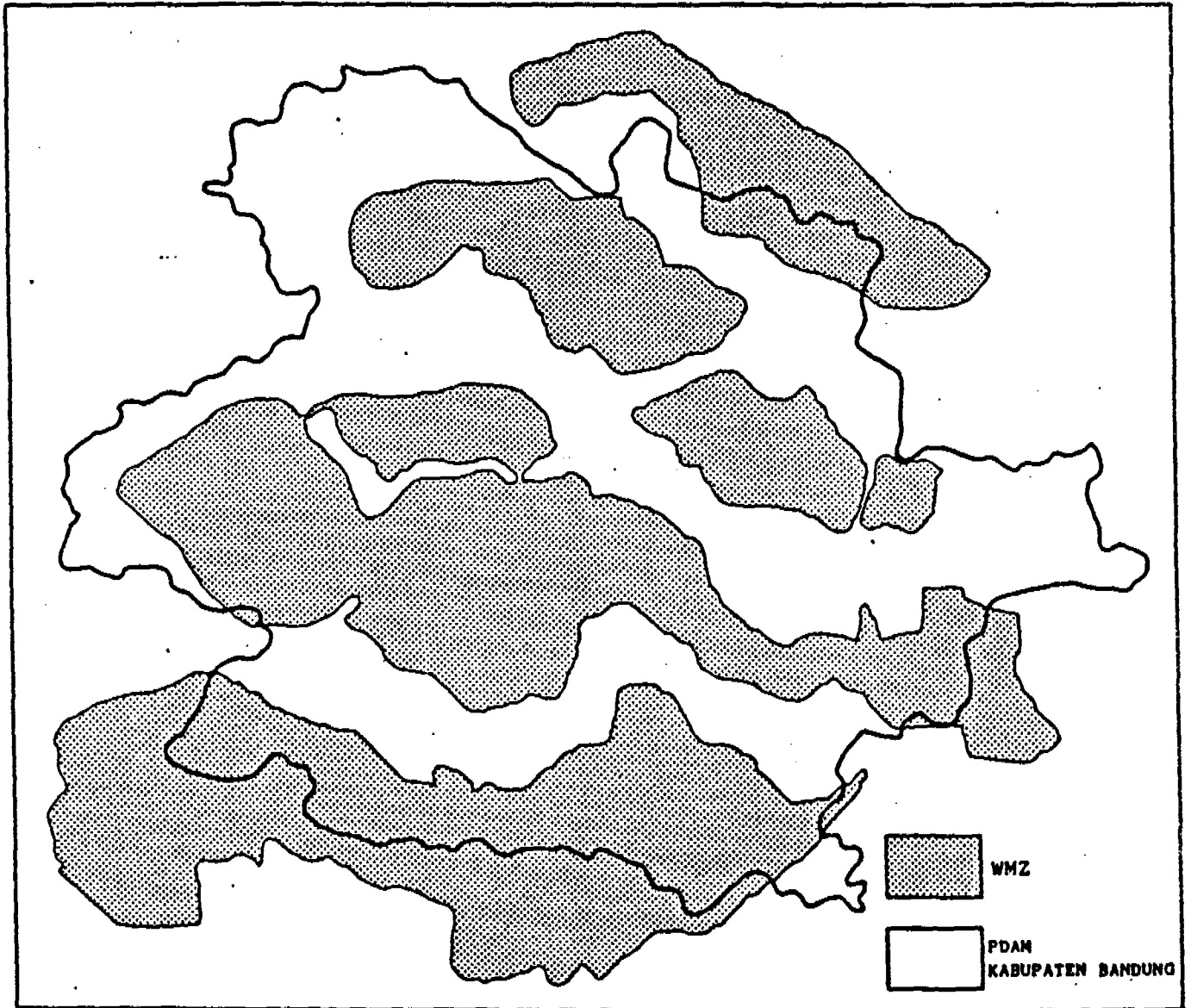
(assumed in various consumption level)



YEAR	1969	1974	1979	1984	1989	1994	2000
POPULATION	106.10 ⁶	117.10 ⁶	130.10 ⁶	154.10 ⁶	174.10 ⁶	197.10 ⁶	230.10 ⁶



LEGEND ■ IS CITIES PROGRAME ▲ EMERGENCI PROGRAME ● IKK PROGRAME	SERVICE AREA OF PDAM KABUPATEN BANDUNG	
	DATE :	1985
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		FIG 1



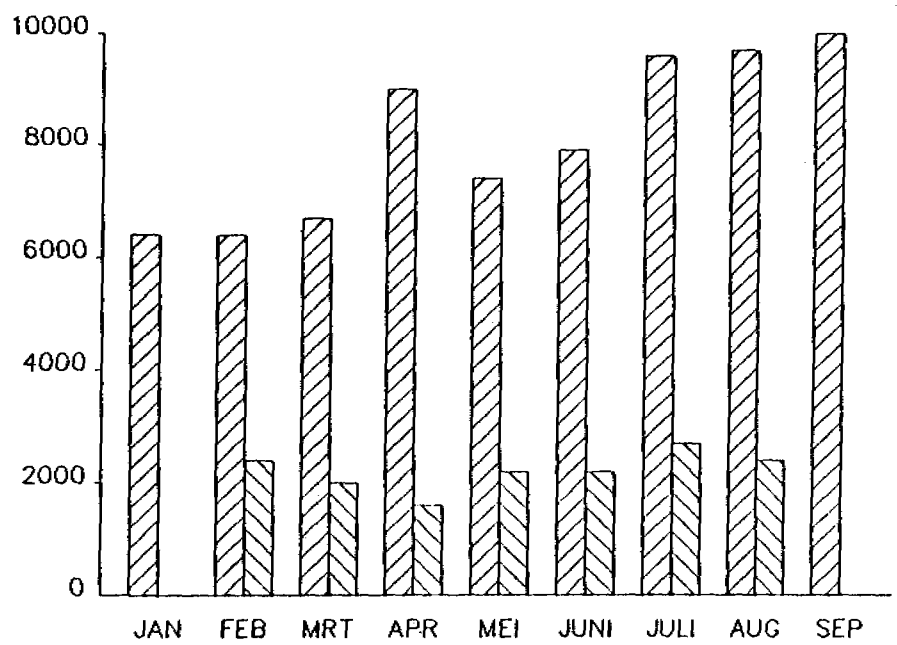
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GRAFIK PENJUALAN AIR DAN BIAYA ENERGI LISTRIK

Majalaya

(Rp x 1000)



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