

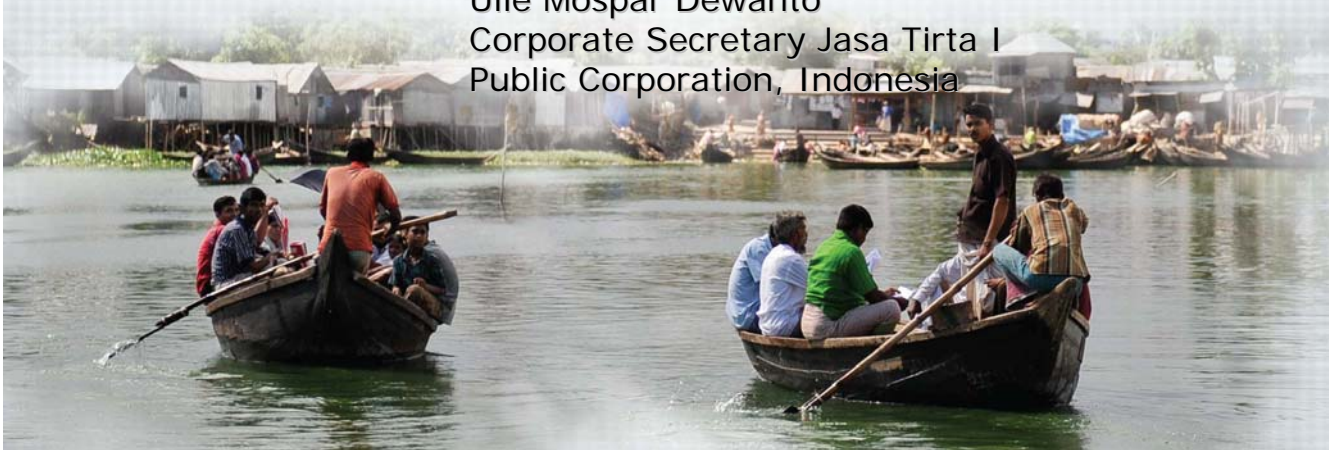


5<sup>th</sup> General Meeting  
**Network of Asian River Basin Organizations**  
Chiang Mai, Thailand • 15–18 May 2013



**1st NARBO IWRM Executive Retreat  
on Leadership in River Basins, 20-22  
June 2011, Malang - Indonesia**

a brief report by  
Ulie Mospas Dewanto  
Corporate Secretary Jasa Tirta I  
Public Corporation, Indonesia



## Water Executives from across Asia Discuss Leadership in the Regions River Basins

### The Retreat

- Designed to discuss leadership in river basins, the retreat, held in Malang Indonesia on 20-22 June 2011, convened a small group of Asia's foremost river basin executives who have demonstrated good practice in their management positions within RBOs, ministries, and water councils and shown exemplary leadership for IWRM in river basins.
- Joining in the retreat with NARBO's management team, the executives shared their experiences presenting case studies of river basin leadership models, and discussed keys for success in three focused areas: leadership across organizations in the basin, leadership within organizations, and personal leadership.



## The Retreat

- The retreat was hosted by Jasa Tirta 1 Public Corporation (PJT1) and CRBOM. PJT1 is Indonesian's corporate RBO for the Brantas and Solo river basins.
- Over the two days, the **32 participants**, stemming from Government agencies, RBOs, alongside other IWRM executives, special guests, moderators, resource persons and organizers, made short presentations about the leadership challenges and achievements in their specific river basins.



## Corporate Culture, Collaboration with Civil Society and others

### Need for Documentation

- Overall, the participants agreed on the importance of good **leadership** and the value of **dialogue** and **networking** as caretakers of Asia's river basins, emphasizing NARBO's contributions particularly as an IWRM advocate, a contents provider, and a quality monitor.
- Participants also noted a **general need for better documentation of experiences** of basin-level IWRM in Asia, including on good leadership practices and models. Continued support from NARBO was encouraged, both at the regional level and via (existing and new) national NARBO chapters.

### Moderators

- Mr. Keizrul Bin Abdullah**  
Chairperson, NARBO
- Mr. Ravi Narayanan**  
Vice-Chair, APWF Governing Council
- Ms. Marisha Wojciechowska-Shibuya**  
Senior International Water Editor at MaximsNewsNetwork
- Mr. Slamet Budi Prayitno**  
Former Basin Council Chairman, Solo River Basin
- Mr. Xiaoliu Yang**  
Professor, Peking University
- Mr. Wouter Lincklaen Arriens**  
Vice-Secretary General, NARBO and Lead Water Resources Specialist, ADB



## Challenges in IWRM Leadership

Leadership for integrated water resources management (IWRM) in Asia's river basins poses unprecedented challenges.

- *How are IWRM executives maximizing their leadership in preparing river basins for the future?*
- *How do they enable win-win solutions among basin stakeholders to advance the IWRM process in the basin "up the spiral"?*
- *How do they keep political commitment to support sustained change over time?*
- *How do they expand their autonomy to take action rapidly and effectively?*
- *How do they address the water-food-energy nexus in the basin?*
- *How do they inspire staff, partners and stakeholders for a bigger vision, higher performance as change agents, smarter knowledge management, and a paperless office?*



## Leadership Case Studies: Learning of Experiences

"Leadership across organizations is how we can ensure a close relationship for understanding the needs of water users." **Yasuro Nakajo** Executive Vice President Japan Water Agency

"They write on paper of their goals, which are specific, measurable, achievable, realistic, and time framed goals, and put the paper behind their chairs. The goals must not be more than three. If they want to achieve something, they have to say the date to achieve that. You have to believe, and it happens." **Dharanipragada Satyamurty** Principal Secretary to Government, Water Resources Department, Karnataka, India

"We provided taskforces in different disciplines, and also in different status so that they could overcome difficulties to make a draft of regulations. In 2005, we got regulations done." **Mochammad Amron** Former Director General of Water Resources, Ministry of Public Works, Indonesia, and NARBO Senior Adviser





## Leadership Case Studies: Learning of Experiences

“We have to have collaboration, coordination, conflict resolution, negotiation and communication skills.” **Mudjadi** Director of Directorate of Planning and Programming, Ministry of Public Works, and previously head of Balai Besar Wilayah Sungai (BBWS) Citarum, Indonesia

“To retain the staff, we need to increase their ownership and their solidity. We need to take comprehensive and multi-disciplinary approach.”  
**Eddy Adywarman Djajadiredja** Former President Director, Perum Jasa Tirta 2 Public Corporation, Indonesia

“The best way to bring about changes is to involve stakeholders so that people can improve their economical and social conditions.” **M. Monowar Hossain** Executive Director, Institute of Water Modelling, Bangladesh

“CCPE is a government-operated NGO. We have to have impacts on people side as well as government side.” **Wasan Jompakdee** Chairman, the Coordinating Committee for the Protection of the Ping River Basin and the Environment (CCPE), and Chiang Mai University, Thailand



## Leadership Case Studies: Learning of Experiences

“We always looked at urban water supply people as a rival. But when we were sitting down and looking at respective problems, then we began to understand more what problems we face.” **Keizrul Bin Abdullah** Chairperson, NARBO

“I believe that it is part of leadership – if you want to meet people, you should not wait until they come to us.” **Ivan de Silva** Secretary, Ministry of Irrigation & Water Management, Sri Lanka and Vice-Chairperson, NARBO

“If you like to bring your organization to better position, you should try to have new challenges. I always give my staff new challenges. It requires changes of mind set, and I have to change myself.” **Tjoek Walujo Subijanto** Former President Director, Jasa Tirta 1 Public Corporation, Indonesia and Vice-Chairperson, NARBO



## NARBO Support for Water Leaders in IWRM in the region

NARBO can act in three different ways at the regional level:

- (i) to advocate using IWRM principles for the river basin management;
- (ii) possibly developing content, wherever necessary; and
- (iii) possible roles as a quality monitor.

All these, of course, depend on as part of cooperation given date. These roles can be exercised or taken forward through three more ways:

- (a) production and dissemination of written materials, course content and etc.;
- (b) exposure visits that can be bi-lateral or regional, etc.;
- (c) particularly for the high level, an opportunity for the policy discussion and debates, what is the higher leadership quality, is or among others, which can be done either regionally or sub-regionally.



## Conclusion

- The leadership can be applied to program and projects, and implementing projects is nowadays not only construction.
- It goes all the way to the results. For leaders and also for young staff, they have to fully understand what stakeholders need, not from behind the desk.
- Leadership has different dimensions in the areas of how to do the delivery of project better, organization, system involved, performance and results.
- Project gives us a chance or arena to demonstrate, build, and nurture leadership.





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## NARBO International Seminar on Corporate RBO in Asia, 22-24 June 2011, Malang - Indonesia

A brief report by  
Ulie Mospar Dewanto  
Corporate Secretary Jasa Tirta I Public Corp  
Indonesia



## RBOs in Indonesia

### Keynote speech

*"Indonesia may share its experience in dealing with the two-types of river basin organization.*

*We are embarking on a process to move the public type of river basin organizations into quasi-corporate river basin organization.*

*If in the future, the financial aspect of the quasi-corporate river basin improves, they will be transformed into corporate-type of river basin organizations."*



**H.E. Mr. Djoko Kirmanto**  
**Minister of Public Works Indonesia**

Keynote opening address for IWRM  
Executive Retreat on Leadership in  
River Basins and the seminar, 20  
June 2011.





# Experts Discuss Corporate River Basin Organizations in Asia

## Wider Choice

- Across Asia, a variety of small and large river basin organizations (RBOs) are now helping governments and stakeholders to implement integrated water resources management (IWRM) in river basins and thereby increase water security.
- Most of the RBOs operate within the structures of regular government departments.
- However, a growing number of governments has adopted for a corporate or quasi-corporate model to provide RBOs greater autonomy in their management, capacity development, and revenue generation.
- Decision-makers who are considering how to establish new RBOs or to strengthen existing ones now have a wider choice of models and examples to determine effective solutions that suit the local conditions.



## The Seminar

- The Network of Asian River Basin Organizations (NARBO) convened the first International Seminar on Corporate River Basin Organizations in Asia, in Malang, Indonesia on 22-24 June 2011.
- **The objective** was to explore the benefits that corporate RBOs can deliver to governments and basin stakeholders in Asia, and the necessary conditions for corporate RBOs to function effectively.
- The Seminar was **organized by** the NARBO Secretariat and Jasa Tirta 1 Public Corporation (PJT1, a corporate RBO in Indonesia), and hosted by the Centre for River Basin Organizations and Management (CRBOM) and PJT1.



## Strength and Weakness of RBO Types

### Unpacking the Models

- The two-day discussions were informed by a background paper (Isnugroho and Nielsen) presenting existing cases and a proposed analytical framework for decision-makers, which centered on:
  - (i) strengths and weaknesses of existing types of RBOs in Asia;
  - (ii) application and performance of corporate and quasi-corporate RBOs; and
  - (iii) how governments can determine an appropriate RBO model. The program included presentations, panel discussions, and plenary discussions.



## Strength and Weakness of RBO Types

### Cross-Sectoral Cooperation

- The seminar provided participants with the opportunity to learn about the work and performance of corporate and quasi-corporate RBOs in Asia, and participants expressed interest in applying lessons learned in their respective countries and basins.
- In particular, the example demonstrated by PJT1 in managing IWRM at the basin level and sustaining its operations from user revenues provided an eye-opener for many of the participants. The value of having a multi-stakeholder council in the river basin was also widely appreciated.
- Several RBOs proposed follow-up activities including training to facilitate cross-sectoral cooperation, and requests for advice from NARBO on how best to arrange financing and revenue generation.





## Participants and Discussion Leaders

- **70 participants** from Asia and beyond: RBO champions, decision-makers, academics, discussion leaders and resource persons from Bangladesh, People's Republic of China, India, Indonesia, Japan, Lao PDR, Malaysia, Philippines, Spain, Sri Lanka, Thailand, Uzbekistan and Viet Nam, with experts from Asian Development Bank (ADB), Asian Development Bank Institute (ADBI), United Nations Economic and Social Commission for Asia (UNESCAP), Japan International Corporation Agency (JICA), and Japan Water Agency (JWA).
- **Discussion Leaders:** **Keizrul Bin Abdullah** - Chairperson, NARBO, **Ravi Narayanan** - Vice-Chair, APWF Governing Council, **Salmah Zakaria** - UNESCAP, **Slamet Budi Prayitno** - Founding Basin Council Chairman, Solo River Basin, **Xiaoliu Yang** - Professor, Peking University



## Existing RBO Types in Asia: Strength and Weaknesses

- Three Types of RBOs
- As a starting point, a distinction was offered between three types of RBOs in the region:
- **The Council (or committee)**, providing guidance, for example on water-sharing and water-related development. Secretariat functions are provided externally (for example by a public RBO);
- **The Government RBO**, with the status of a government body, often placed under a ministry, and managed and staffed by government employees; and
- **The Corporate RBO**, owned by the state, and operating as an independent legal entity with revenues and good governance.



# Strengths and Weaknesses

by Tue Kell Nielsen, CRBOM adviser

Tue Kell Nielsen, CRBOM adviser, presented strengths and weakness of each type of RBOs.

- **Councils** are strong in inter-agency coordination and stakeholder collaboration.
- **Government RBOs**, as an integrated part of the government system, are strong in liaison with senior officials and in promoting investments through the public investment procedure.
- **Corporate RBOs** are strong in revenue generation and financial autonomy, attracting highly proficient staff, and responding fast to new needs and opportunities.



## Sustainability depends on legal, social and political aspects and revenue generation (1)

- Isnugroho, CRBOM Executive Director, emphasized the need for integrated management, particularly in operation and maintenance of basin facilities which needs adequate budget.
- Joaquin Andreu of Valencia's Polytechnic University highlighted that RBO strengths and weaknesses are related to their membership and procedures for establishment. He also mentioned the importance of preparing for future sustainability in the basin, including groundwater management.
- Satoshi Ojima of JICA said that the capacity development of RBO staff is important for each type of RBO to achieve its objectives.



## Sustainability depends on legal, social and political aspects and revenue generation (2)

- Koichi Takano of ADB pointed to combinations of RBO types existing in several of the region's river basins. The sustainability of an RBO depends on its legal, social, and political aspects, and its capacity to generate revenue from users.
- Dharanipragada Satyamurty, Principal Secretary for Water Resources, Karnataka, India, pointed to 10-15 years of experience with 3 corporate water service companies and highlighted the need to apply IWRM principles with coordination of legal, social, and political dimensions for sustainability. He suggested a combination of corporate and council RBO types drawing on the strength of a corporate model for planning and management, and of the council model to involve environmental stakeholders and NGOs.



## Corporate and Quasi-Corporate RBOs

Corporate RBOs to implement a basin roadmap to increase water security

### ***Corporate RBO:***

- Status of a corporation
- Owned by the state
- Accountable to the state for its activities
- Operating as an independent (and financially autonomous) legal entity

### ***Quasi-corporate RBO:***

A public RBO with some features of a corporate RBO, such as

- Autonomous decision-making
- Staff employment
- Direct revenue stream





## Secrets for Success from RBO champions

- RBO champions from Indonesia, Japan, the Philippines and Sri Lanka shared some of their secrets for success. These typically revolved around confidence and respect, building of good relations among water users, decision-makers and other stakeholders, support for revenue generation, and the ability to provide effective solutions during crises.
- Xiaoliu Yang of Peking University reflected that *water tariffs need not be the only source of revenue for RBOs. When ministries request RBOs for assistance, this should come with additional financing.*
- RBOs can also learn to play the game of coordination among ministries and local governments better and smarter. He mentioned that several RBO champions, including JWA, had already demonstrated their effectiveness.



## The coordination 'game' can be played better (1)

The process of Integrated Water Resources Management has three phases.

✓The first phase objective is to convene players. Having a multi-stakeholder platform to discuss together is key. Government and council type RBOs are typically helpful to spearhead this process. Building on the multi-stakeholder approach, adopting strategic roadmaps will then engage a coalition of partners to work together.

✓This can be considered as a second phase, where it is important to involve universities, research centers and corporate RBOs to undertake proper quantitative analysis as a basis for recommending decisions. The private and corporate sector will be part of these coalitions for change in river basins, as well as user associations and local government organizations.



## The coordination 'game' can be played better (2)

- ✓ The third phase is to implement the basin roadmap. The selection of corporate, quasi-corporate and government type RBOs is critical for success in this implementing phase. The stakeholders will be looking for leadership by capable and well-resourced RBOs that demonstrate excellence to serve their basin clients. To implement basin roadmaps and increase water security in the basin, a capable RBO needs to take the lead."



## Learning from RBO Champions: Secrets of Success

"Credibility from stakeholders is indispensable for RBOs to improve water resources management, supported by financial revenue, human resources, and technology. JWA combines benefits of both public and private sectors in supporting public welfare with strong management skills, cost efficiency, and customer-orientation." **Katsuaki Kawano** - Japan Water Agency

"We have active community participation in all aspects of project planning and implementation. We have commitment of local government units in implementation of the various laws and regulations. We are working hand-in-hand with local government units. That's why they are financially supportive to our environmental projects." **Catherine L. Buena** - Laguna Lake Development Authority, Philippines



## Learning from RBO Champions: Secrets of Success

“We are dealing with five ministries involved with water. Two are sharing a major part of water activities, and both of them like to take lead. We formed a steering committee and asked the secretaries of both ministries to lead as co-chairs. And, we go to the chief secretary when they cannot come to an agreement.” **Sudharma Elakanda** - Mahaweli Authority of Sri Lanka

“Our success factor is that we are supported by ISO 9001-2008. We can achieve the best level of service through a virtuous cycle. Focusing on customers and stakeholders leads to customers satisfaction, which raises willingness to pay water service fees, which ensures revenue for financial sustainability of the RBO, and results in sustainable management of water resources in the river basin.”

**Hariato** - Jasa Tirta 1 Public Corporation, Indonesia



## Learning from RBO Champions: Secrets of Success

“PJT2 has three secrets for success. First, our governance system covering regulation, internal business, and relationships with customers and other agencies. Second, our capacity development and technology. And third, how we raise financing from revenues.” **Herman Idrus** - Jasa Tirta 2 Public Corporation, Indonesia





## Choosing An Appropriate RBO Model

- RBO leadership is needed to cross sectors and administrative boundaries and to ensure timely decision-making after consulting stakeholders. Local government preferences and the social economic development in the basin will influence the choice of RBO type.
- Leadership is critical for a knowledge-driven IWRM process in river basins. Leaders should use knowledge to catalyze results.
- The importance of using the media to promote collaboration, and influence public opinion and policy makers.
- The importance of building on historical experience in river basin cooperation and for RBOs to avoid duplicating mandates with other organizations in the basin.



## Capacity Development is Key to Maturity

- RBOs are expected to promote holistic development with social, environmental, and economic outcomes.
- RBOs should demonstrate added value from the IWRM process, ensure they have commitment from government, and be clear on the kinds of reforms needed.
- For mature RBOs, capacity development programs for strategic planning, leadership, management, economics and social dimensions, and computer modeling, are critical.

### **Support from academia and development agencies**

- Universities can train RBO staff and involve students in collaborative research.
- Universities can help RBOs in planning and decision-support systems that increase transparency and trust among stakeholders in the basin.
- Development agencies like ADB have three roles: project financing; helping the region in knowledge sharing and supporting leaders.



## IWRM is now embedded in investments in Asia's basins

- The capacity development needs continuous education interweaved with practice, the need for more capacity development of middle management in RBOs.
- Giving recommendation to give RBOs a national discussion forum to exchange experiences.
- Need discussions to establish quasi-corporate RBOs and introduce payment for ecosystem services.
- Find win-win solutions for ecology and economy through localized IWRM guidelines.



## Conclusions (1)

Participants provided examples of RBO work and shared opinions on a variety of issues and opportunities in their basins:

- NARBO members can advise governments on determining a suitable RBO model for basin management in each situation.
- The IWRM process has been adopted by RBOs to pursue balanced economic, social and environmental benefits in the basin.
- RBOs are tapping into opportunities through NARBO to share knowledge on preparing their river basins for the future.
- The value of the Corporate RBO model combined with a Basin Council resonated with participants, drawing on Indonesian's demonstrated practice and policy.



## Conclusions (2)

- Leadership, culture, and human resources management are keys to success.
- RBOs can grow through a quasi-corporate stage to arrange financing from revenues.
- Good governance is key, with oversight from a river basin council with members from government, private and civil society.
- Roadmaps help RBOs to map out IWRM investments with buy-in from stakeholders.
- More investment is needed in transparent data, information, and decision-support systems for RBOs and stakeholders.
- Existing and new challenges to river basin prosperity and health;



## Conclusions (3)

- RBO leadership, corporate culture and human resources development;
- Universities can collaborate with RBOs in research, education, and training.

*Participants issued a call for action for RBOs in Asia to benefit by working together through NARBO in sharing knowledge and good practices, performance benchmarking, twinning program, capacity development activities, leadership programs, proficiency certification, and by setting up a NARBO branch network in their country.*





Thank you for kind attention

