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Moving our RBOs to the next level

by

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Contributions are most welcome - in English or in Bahasa Indonesia.

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Acronyms and abbreviations

BBWS:	Balai Besar Wilayah Sungai (River Basin Development Agency)
ISO:	International Organization for Standardization
IWRM:	Integrated water resources management
NARBO:	Network of Asian River Basin Organizations
PJT I:	Perum Jasa Tirta I (Jasa Tirta I Public Corporation) (The Brantas and Bengawan Solo River Basin Management Agency)
RBO:	River basin organization

Summary

This paper presents some views on good basin-level governance and RBO leadership, based on practical experience and actual achievements.

RBOs, nowadays, face hard, complicated and delicate challenges - just think of the increasing (and shifting) demands, expectations of better services, and social and political pressures for transparent and accountable management.

At the same time, environmental degradation leads to un-sustainable water availability and water resources infrastructures, as well as an increasing intensity of water-related disasters (floods and drought).

Business as usual is not an option. Pro-active and innovative management is required for a responsive and efficient basin-level IWRM. This can be supported in three ways that will amplify the benefits of each other: (i) Strong, visionary and pro-active leadership; (ii) team-building and human resources development; and (iii) a supportive corporate culture. Acquisition, development and maintenance of knowledge are cross-cutting tasks of the RBO.

1 Introduction

The challenges to our RBOs are in a dynamic state of change. The water availability (in terms of quantity and quality) is finite, while many new demands emerge. There is a need of re-allocation among traditional and new water demands, in response to urbanization and economic development, while in-stream demands and aquatic habitats are under pressure. At the same time, new opportunities are offered by new technology and improved knowledge.

This paper presents some views on good basin-level governance and RBO leadership, based on the practical experience and actual achievements of Jasa Tirta I Public Corporation (PJT I), The Brantas and Bengawan Solo River Basin Management Agency, Malang, East Java.

2 The need to make a move

Responsiveness and interaction

Water resources is becoming a limiting factor for economic development and people's welfare.

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At the same time, environmental degradation leads to un-sustainable water availability and water resources infrastructures, as well as an increasing intensity of water-related disasters (floods and drought).

Business as usual is not an option. Pro-active and innovative management is required.

RBOs need strong leadership

Leadership is needed to help the RBO to cope with the challenges.

Technical and managerial expertise are important to create an effective and efficient RBO, but are not sufficient to ensure a good outcome.

This requires true and strong leadership from inside of the RBO.

Nelson Mandela (2005):

"It has been rightly said that good leaders lead from inside. What I think this means is that the privilege of true leadership is govern to those whose energy derives from the deep within, in the spiritual dimension of the self"

3 RBO leadership

Good RBO leadership

Pro-active RBO leadership is among the key requirements of responsive and efficient basin-level IWRM.

RBO leaders should have great vision, thoughtful direction, the best means as well as the foresight to employ managers and staffs to carry out the projects that have to be done. This may involve

- Vision: A clear, distinctive and (in some details) specific vision of the future, with a view to advances in technology and the social and political agenda
- Sincerity: The appearance of honesty, integrity, trustworthiness and confidence
- Rebelliousness: A tough spirit in order to bring about change
- Charisma: The ability to generate enthusiasm
- Ability to persuade and motivate
- Responsibility - for any activity performed and for its consequences

What is leadership?

Leadership is about spanning boundaries to get people to work together to achieve better results. Leadership is about influencing everyone around you, from your bosses to your colleagues, clients, partners, stakeholders and your staff. Leadership is to ensure that poor and vulnerable groups in society have access to water and the resources to improve their life and livelihoods. Leadership is about becoming a great listener, and an excellent communicator. Leadership is about appreciating local knowledge yet being able to apply the latest technology for effective solutions on the ground where it matters. Leadership is about persuading others to make the right decisions. It is about living out your values and principles, to show the way. Leadership is to find win-win solutions without compromising, and to work smartly for sustainable development and green growth, and to balance economic growth with building social and environmental capital.

Wouter T Lincklaen Arriens, ADB, NARBO Leadership Workshop, Makassar, 11 November 2010

Management of change

Generating change requires transformational leaders who can help the RBO to

- develop a new charismatic and great vision;
- describe the vision in specific terms and focus areas by goals and strategies;
- gather support from individuals and teams;
- inspire the staff by empathetic communication;
- promote staff motivation and confidence that *“we can do it, we can solve it, we can achieve it”*;
- guide the organization through a transformative phase; and
- improve relationships between the leader and the team, to create warmer and closer teams that feel the presence of the leader in all ways.

Hereby, the leader must

- possess the capacity to institutionalize changes over time;
- use innovation and creativity to solve problems; and
- facilitate adequate policies and resources for better implementation.

4 The significance of a clear vision

A great vision

- captures the shared dreams, aspirations and hopes about the future state of the organization; and
- provides directions for future actions and guidance for strategic planning.

PJT I's Vision 2025:

... to be one of the best RBOs in Asia-Pacific by 2025

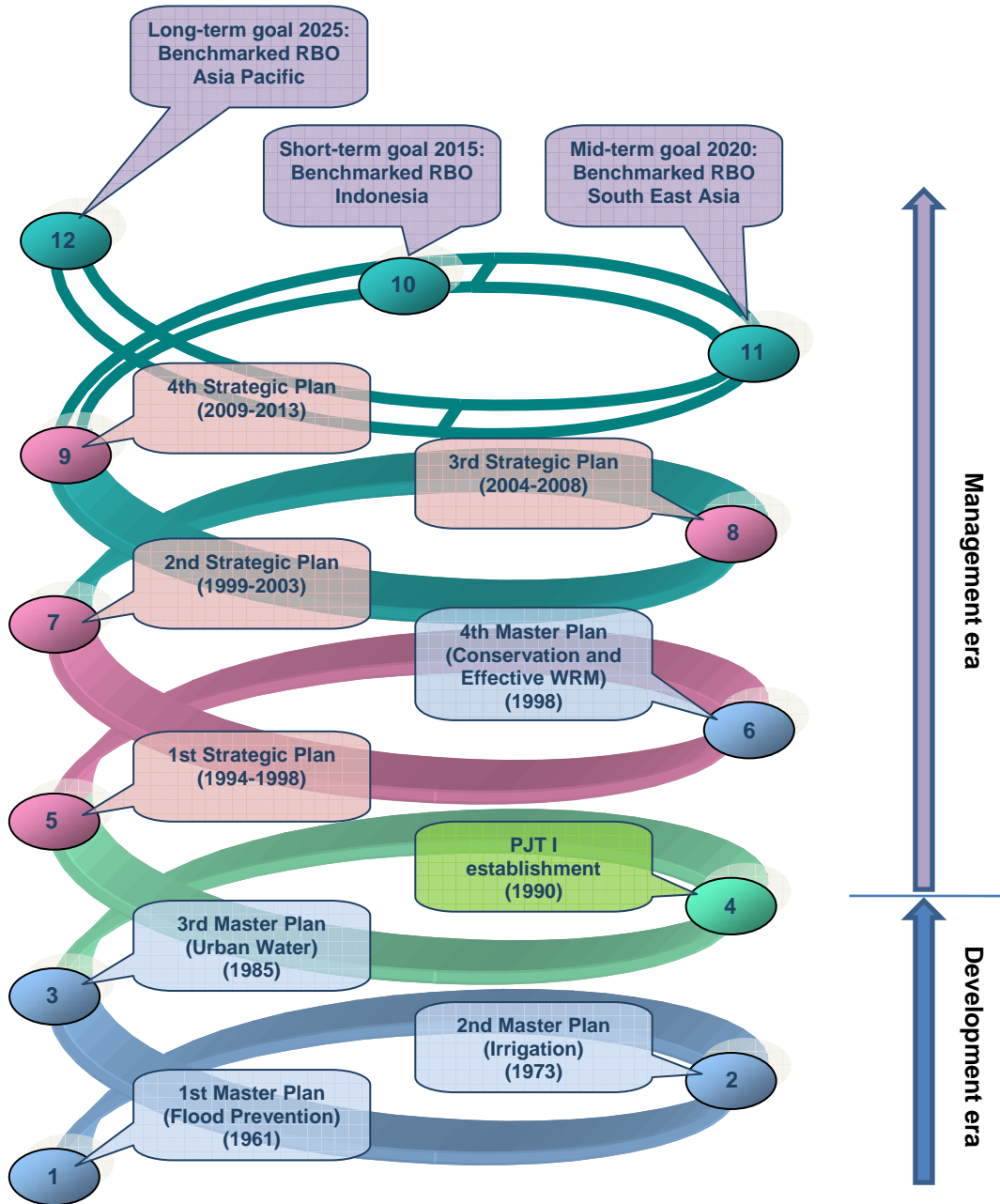
('Best' meaning a benchmarked RBO, to be referred to as a model by other RBOs)

The related goals that support the vision should be SMART: S-Specific, M-Measurable, A-Achievable, R-Realistic, and T-Time based.

The figure below shows the way towards the vision, illustrated by the NARBO-UNESCO '*spiral model*' for IWRM implementation.¹

¹ NARBO and UNESCO (Mar 09)

Figure 1: The way to the goals, guided by Vision 2025



Note: The 'Spiral Model' was introduced by NARBO and UNESCO (Mar 09)

5 Team-building and team performance

Corporate level

The Keys to Success to achieve the organization’s goals are:

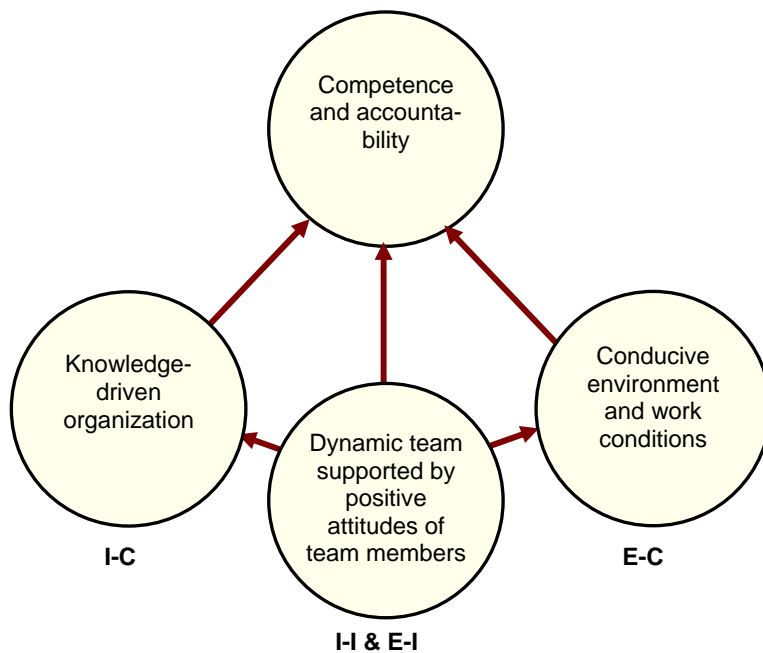
- How far the leader and the team can be mobilized and synergized to contribute positively their thinking, feelings and eagerness to move forward together as an assemble of symphony from planning, implementation, monitoring and corrective actions;
- loyalties, ownership, and pride of the organization; and
- the positive attitudes of each individual team member.

PJT I's motto:
“Berpadu Daya, Bersatu Karsa, Gapai Cita Bersama”
 (Unity of forces and unity of eagerness to achieve our goals)

All aspects of individuals and the team should be addressed, as illustrated below. ²

	<i>Interior</i>	<i>Exterior</i>
Individual	I-I: Emotions, beliefs, desires, intentions, and motivations	E-I: External properties and behavior
Collective	I-C: Group sharing such as shared knowledge and beliefs, collective representations, social norms	E-C: Formal social structures such as groups, organizations and systems

Figure 2: Achievement of a competent and accountable RBO



² Sean Esbjörn-Hargens (Mar 09)

Individual level

At the individual level, training and encouragement is provided in support of honesty, responsibility, innovation, discipline, cooperation, fairness, tolerance and concern.

6 Corporate culture

PJT I's corporate culture: The PINTU AIR (water gate)

Develop	P - Professionalism
	I - Innovation
	N - Neutrality
	T - Tanggap (responsiveness)
	U - Uswah/Keteladanan (model to be referred to)
	A - Adil (fair and equitable services)
	I - Ikhlas (sincerity, honesty)
	R - Rasa memiliki (ownership)

Good practices

A supportive corporate culture is needed for continuous improvement and to guarantee the quality of products and services. This may involve

- clear and documented policies;
- open management, providing anyone with opportunities to share their views and ideas;
- consistent implementation of Standard Operating Procedures (SOPs) as part of the management system;
- minimizing the occurrence of decisions that are inconsistent with corporate written rules and policies;
- promotion of knowledge development; periodic knowledge management sessions to share knowledge and experience with internal and external resource persons;
- a Code of Conduct, providing rules of the game for implementation of jobs and tasks;
- incentives for innovation;
- occasional coffee mornings to facilitate open discussion and collecting inputs directly from staff members;
- human resources development (HRD) policies and practices;
- Standard of Competences; and
- performance-based salaries (merit system).

PJT I's motto:

'Growing to lead'

(try to be always one step ahead from the others, spirit of innovation)

Quality management

In 1997, PJT I introduced ISO-based quality management for a part of its operation. Today, most of its activities are covered.³

The experience is clearly positive. A well documented, transparent and predictable operation has generated improved performance and higher stakeholder satisfaction.

Management modalities include

- responsive actions on stakeholders' complaints;
- tariff consultations for water services, as a basis for good cost recovery;
- development of better communication with stakeholders and shareholders;
- regular meetings at the operational (division) level to certain customers and important users. These meetings are open to the stakeholders, specifically the water users (consumers);
- customer satisfaction surveys; and
- annual awards to water users that have actively participated in water resources management. This program is meant to stimulate customers as well stakeholders, and to draw attention to effective exploitation and preservation of water.

Benefits of quality management

- Instrument to meet better water resources management according to the global standards
- Effective system is required to improve the company's performance.
- Efficient, effective and consistent corporate management
- Improve employee's integrity
- Optimum time and resources usage
- Improve employee's capacity and responsibility
- Better communication and improvement in information quality
- Cultural change of employees from bureaucrat culture to corporate culture to assure continued improvement in customer and stakeholder satisfaction

Tjoek (Apr 09)

7 The knowledge-driven RBO

Acquisition, development and maintenance of knowledge is a cross-cutting task of the RBO, in pursuit of its performance. The knowledge-driven RBO

- has a knowledge-based corporate culture;
- is supported by knowledge workers;
- produces knowledge based products and services;
- optimizes the intellectual modalities of the organization;
- maintains a conducive environment for development of knowledge;
- is a learning organization; and
- adopts knowledge developed in its business processes and service delivery.

³ Entire section extracted from Tjoek (Apr 09)

8 Bottom line

Appropriate leadership must be oriented towards momentum and results, supported by visionary leadership; dialogue (internal and external); teambuilding and capacity-building; and corporate learning and knowledge management. In support of results, the dialogue must be extended beyond the basin level and beyond the water sector.

Figure 3: Recreational facilities, Selorejo Reservoir, Brantas River Basin



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Appendix 1: PJT I

Perum Jasa Tirta I (PJT I) was formed in 1990 as one of two such organizations in Indonesia. As a public corporation, PJT I is expected to implement in balance between healthy corporation principles and accountable public services norms, supported by stakeholders and shareholders.⁴



PJT I covers the Brantas and the Bengawan Solo Basins, which, between them, have an area of 27,900 km² and a population of more than 31 million people. Responsibilities include

- water allocation and drought management, as agreed with the Basin Water Resources Management Committee (or 'Water Council') (TKPSDA);
- flood control, flood forecasting and flood warning;
- watershed management;
- recommendations to the regulator on water licensing;
- water quality monitoring;
- provision of recommendations to the regulator for wastewater disposal;
- preventive maintenance and minor rehabilitation of infrastructure;
- sediment removal in reservoirs and channels;
- monitoring and control of sand mining; and
- land use planning (especially around reservoirs and river corridors); related recommendations to the regulator on licensing of river corridor utilization; and related monitoring.

Funding is provided in three ways:

- Beneficiaries pay for water services, rendered in form of a water service fee (except farmers)
- Polluters are obliged to pay pollution fee and tax (not yet implemented but legal background is being drafted)
- The government pays (principally through the BBWS) for social services such as flood control, water quality control and water resources conservation

PJT I applies quality management according to ISO 9001 (since 1997 for the Brantas Basin and since 2009 for the Bengawan Solo Basin), as well as accreditation of its laboratories by international standards. In a recent national benchmarking, PJT I was ranked as the best performing RBO among the 7 participating organizations. The benchmarking applied indicators covering mission; stakeholder relations; learning and growth; internal business processes; and finance.

⁴ Appendix based on Fahmi (Sep 09)

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