



**PERPAMSI**  
INDONESIA WATER SUPPLY  
ASSOCIATION

# ON THE JOB TRAINING PROGRAM

helping performance improvement of  
Indonesian water utilities

Water Associations Meeting  
JWWA General Assembly and Research Conference  
Takamatsu City, 25-27 October 2017

## PERPAMSI

Indonesia Water Supply Association

- Founded on April 8, 1972



Members (majority) → PDAMs (Perusahaan Daerah Air Minum),  
water company owned by the local government.

The background of the establishment was mainly to join forces and  
work together in addressing common issues and challenges faced by  
PDAMs. In 1972, there were only 54 PDAMs.

# PERPAMSI's MEMBERS (2016)

**436**  
water utilities

**391**

PDAMs

**27**

Private operators

**18**

Public service unit

16 PDAM over 100 thousands connections  
215 PDAM less than 10 thousands connections

**Total national customers**  
Number of connections (2016)

**11,3 million**

**Total manpower**

**53,906** people

## PERFORMANCE OF PDAMs (2016)

HEALTHY

LESS HEALTHY

UNHEALTHY

198

108

65

Source: BPPSPAM

The focus of performance improvement programs  
carried out by the government

However, due to limited budget and resources, not all of  
the non-performing PDAMs can be included in the  
governments program at the same time.

# PERPAMSI's Initiative

- ▶ PERPAMSI took the initiative to take care of PDAMs which have not been included into the government program
- ▶ Performance improvement requires the manpower to have sufficient knowledge and skills to do their job (competence) through relevant and effective trainings.
- ▶ Small non-performing PDAMs should be given more opportunities to access available training courses. They also need financial support.
- ▶ PERPAMSI is able to mobilize its members to help one another based on the solidarity spirit (Water Operators' Partnerships mechanism).
- ▶ The initiative to be implemented regionally.



## ON THE JOB TRAINING (OJT) PROGRAM

is designed for the staff of LESS-HEALTHY and UNHEALTHY PDAMs to work within HEALTHY PDAM for one full month in order to learn best practices, attain knowledge, skills and experiences that can be applied when return to their PDAMs of origin



## OBJECTIVES

Human resources working for PDAMs possess adequate knowledge and skills to do the job professionally (comply with standard)

➡ COMPETENCE

Knowledge and skills attained from OJT are adopted and adjusted by trainees with the situation in their PDAMs

➡ SOP

Staff who attended OJT doing the job better contribute to the improvement of PDAM's performance

➡ HEALTHY PDAM

## OJT PHASES

### Preparation



### Implementation



### Monitoring and Evaluation

- Approval of program work plan and budget by board of PERPAMSI's annual meeting
  - Identify the target (non-performing PDAMs), needs, expectations, availability, constraints, etc.
  - Identify the performing PDAMs in the region as the center of excellence to host the OJT, proven best practices, readiness to host, availability of trainers, constraints, etc.
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- Participating PDAMs dispatch staff to PDAM where the OJT takes place
  - OJT in one full month, trainees are treated like employees of host PDAMs
  - Output: draft SOP
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- Report on the adoption of SOP and its implementation
  - Evaluation of PDAMs performance improvement

# SUBJECTS OF OJT

demand driven

## Technical

- Water production
- Water distribution
- NRW management
- Energy efficiency
- GIS developmentc



## Non-Technical

- Financial management
- Human resources management
- Business plan development



# COST SHARING ARRANGEMENT

- PERPAMSI covers the costs of accomodation for trainees during OJT in the host city
- Host PDAM covers the costs of training, meals, activities
- Participating PDAMs covers the travel costs and daily allowances of their staff.



# Statistics 2014 – 2017

**108** staff from **45** PDAMs participated in OJT 2014 – 2017

**13** Healthy PDAMs hosted OJT

Medan, Batam, Palembang, Pontianak, Samarinda, Banjarmasin,  
Ternate, Makassar, Palopo, Gowa, Kab. Kupang, Mataram, Surabaya

OJT 2014 contributes to performance improvement in 2015:

**10** PDAMs have increased their performance values (scores)

**3** PDAMs moved to Healthy category, mostly due to availability of SOP that didn't exist before

## Idea for water association partnership

- PERPAMSI and JWVA continue the exchange program that has been halted recently with new arrangement, adopting OJT scheme. PERPAMSI sends participants to attend OJT in Japan and vice versa.
- Other water associations attending this meeting are also encouraged to establish OJT cooperation with one another.

Terima kasih  
Arigato gozaimasu

