

# Water Operators' Partnerships in Asia

## Case Study II



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**Case Study II:** PDAM Tirtanadi and Indah Water Consortium

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United Nations Human Settlements Programme  
(UN-Habitat)

P.O. Box 30030 00100 Nairobi GPO KENYA

Tel: 254.020.7623120 (Central Office)

[www.unhabitat.org](http://www.unhabitat.org)

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#### **Acknowledgements**

**Principal author:** Cesar E. Yñiguez,  
Digby Davies

**Contributors:** Nancy Barnes, Arthur McIntosh,  
David Milnes, Darren Saywell, Siemen  
Veenstra and Julie Perkins

**Editor:** Roman Rollnick

**Design and layout:** Jared Farrell and  
Anke van Lenteren – [www.designi.eu](http://www.designi.eu)

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## Introduction

A water operators' partnership (WOP) is any kind of association between water or sanitation operators conducted on a non-profit basis with the aim of developing capacity. These partnerships are being promoted as a way of helping the world's public water and sanitation operators to sustainably deliver adequate water and sanitation for all.

This report presents three interesting Case Studies on water operators' partnerships in Asia. The aim is to provide readable and accessible reports on WOPs in practice – how they work, and what kind of difference they make. The authors have looked at how the partnerships were set up, implemented and monitored; the changes and improvements they brought about in the partner utilities; and their impact – both achieved and anticipated – on service delivery, future investment, and replication.

These studies were conducted for the Global Water Operators' Partnerships Alliance (GWOPA), hosted by UN-HABITAT, under our obligation as the United Nations city agency to help the world meet the water and sanitation target of the Millennium Development Goals.

As part of our World Urban Campaign for better cities, we consider the partners doing this excellent and vital work as city changers making a real difference on the ground for many, many households and in many countries.

It also forms part of our remit to share and promote knowledge and understanding of water operator partnerships. Together with GWOPA's growing online database of WOP profiles, the case studies help fill the huge knowledge gap around this important and high-potential practice. They aim to shed light on how the partnerships are currently carried out, what works, what doesn't, and how they can be improved for greater impact and wider adoption.

Indeed, the WOPs (including what some refer to as public-public partnerships) are being implemented by a growing number of organizations around the world, and they vary greatly in their scope, form and content.

Those presented here are not meant to be taken as prototypes or best practices, but as a sampling of the diversity of not-for-profit partnerships possible between water and sanitation operators.

It is our fervent hope that the excellent partnerships presented here will inspire more operators to take up the practice, learn some lessons, and also help financial supporters and facilitators build more effective partnerships.

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Faraj El-Awar, PhD  
Programme Manager  
Global Water Operators Partnerships Alliance  
UN-Habitat, Nairobi, Kenya

## Key facts

### Partners

Indah Water Konsortium – **Kuala Lumpur, Malaysia**  
PDAM Tirtanadi – **Medan, Indonesia**

### Facilitator

USAID through ECO-Asia – Waterlinks

### Approx. cost

USD 32,000

### Aim

To increase the number of households connecting to Medan's city sewerage system

### Approach

Sanitation promotion using USAID 10-Step Promotion Program Toolkit, staff training

## Key facts

Eight months

**Duration**

More than 4,000 new connections as a result of water operators' partnership

**Results**

Capacity raised in PDAM Tirtanadi to improve sanitation strategy and management on behalf of the community

**Long-term outlook**

Continuation of partnership, IWK engaging in further WOPs in Asia; PDAM Tirtanadi has adopted new practices; toolkit has been adapted for use in other Asian countries (Philippines, Vietnam)

**Success indicators**

## The background

Medan, capital North Sumatra Province, is Indonesia's fourth largest city after Jakarta, Surabaya and Bandung. The population of Greater Medan is 4.14 million.

Medan's central city wastewater system was built under two successive Asian Development Bank projects, beginning in 1984. Developed in three phases, the system serves 572,700 people. But by October 2008, the total number of household connections was still under 11,500, serving only 57,500 people. The Cemara Sewage Treatment Plant was then using only 27 per cent of its design capacity of 60,000 cubic metres per day. Despite recognition by politicians, local officials and community leaders of the need for better sanitation services, residents remained slow to connect to the wastewater system.

To increase coverage, the City Government of Medan decided to develop a new city-wide sanitation strategy. Helped by the USAID Environmental Services Program and the Asian Development Bank funded Metropolitan Sanitation Management and Health Project, Medan City set out sanitation priorities, including plans to improve Medan's wastewater system.

The City was able to finance the plan with Asian Development Bank funds earmarked by the Central Government for wastewater system improvements in ten Indonesian cities, including Medan. In 2008, the Indonesian Ministry of Public Works set aside IDR 5.0 billion (USD 600,000) to help Medan increase wastewater collection coverage. The City

Government of Medan's sanitation working group, POKJA Sanitasi, took responsibility for getting people to connect to the network. The Ministry promised further funds for Medan's wastewater system if the city could demonstrate increases in wastewater service coverage.

USAID promotes and facilitates water operators' partnerships in Asia through WaterLinks, a platform it runs in collaboration with the Asian Development Bank and the International Water Association to enable the transfer of best practices, expertise and technology through not-for-profit peer exchanges.

As far back as 2005, USAID had sponsored technical assistance visits by Medan officials to Indah Water Konsortium Sdn Bhd (IWK) in Malaysia. In 2008, USAID supported a water operators' partnership agreement with IWK as mentor and PDAM Tirtanadi Provinsi Sumatera Utara, Medan's water, wastewater and sewerage service provider, as recipient. The principal objective of the partnership was to increase connections to Medan's sewerage facilities by stimulating demand for sanitation services, including willingness to pay ■



Facilities at IWK Technical Training Centre include mock sewer lines used for sewer maintenance training

## The partners

PDAM Tirtanadi is a water and sanitation service provider owned by the Provincial Government of North Sumatra in Indonesia. It was founded in 1905 as a Dutch company, initially to provide water supply services. In 1991 it was given the mandate to include wastewater services, taking over wastewater operations from the local government in 1995. The utility is responsible for providing water supply and wastewater services for Medan and nine neighbouring cities and municipalities. Both connection fees and wastewater tariffs are heavily subsidized by the City of Medan<sup>1</sup>. Bill collection efficiency is high at 97 per cent with almost all sewerage services customers also connected to PDAM Tirtanadi's water supply distribution network.

Indah Water Konsortium is Malaysia's national sewerage company. It is wholly owned and partially subsidized by the Federal Government which took it over from an unsuccessful private operation in 2000. The Ministry of Finance owns the assets under a Malaysian legal arrangement for holding corporate assets on behalf of the public. IWK operates in most states of Malaysia and is responsible for providing sewerage services



Members of Medan's Joint sanitation team, composed of PDAM and Medan City Government employees.

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