



## 1. CPS/CPF Data

**Country:** Republic of Indonesia

**CPS/CPF Year:** FY16

**CPS/CPF Period:** FY16 – FY20

**CLR Period:** FY16 – FY20

**Date of this review:** April 29, 2021

## 2. Ratings

|                             | CLR Rating          | IEG Rating                     |
|-----------------------------|---------------------|--------------------------------|
| <b>Development Outcome:</b> | <i>Satisfactory</i> | <i>Moderately Satisfactory</i> |
| <b>WBG Performance:</b>     | <i>Good</i>         | <i>Good</i>                    |

## 3. Executive Summary

i. This review of the World Bank Group (WBG) Completion and Learning Review (CLR) covers the period of the Country Partnership Framework (CPF) FY16-20, as updated in the Performance and Learning Review (PLR). The review covers WBG activities since July 1, 2015 through June 30, 2020 and not since July 1, 2016 as stated in the CLR.

ii. Indonesia is the world's fourth most populous nation, with a population of 271 million (2019) across over 6000 inhabited islands. During the CPF period (and up to the COVID pandemic) the economy grew steadily, underpinned by solid macro-economic fundamentals, with an annual GDP growth rate (2016-19) of 5.1 percent. The 2020 SCD Update notes that the poverty rate declined to an all-time low of 9.4 percent in early 2019 and that incomes for the lower 40 percent have climbed, but that the pace of poverty reduction has been only 0.3 percentage points per year post 2010, against 0.6 percentage points per year in 2003-2010. Indonesia's Gini coefficient declined from 38.6 in 2016 to 37.8 in 2018.

iii. The 2015 SCD identified three key pathways to shared prosperity: strong economic and jobs growth, improved access to key services, and better natural resource management. The CPF was well aligned with the SCD, as well as with the government's objectives as set out in its Medium-term Development Plan 2015-2019. The overall CPF objective was to operationalize WBG support to the government to eliminate extreme poverty, generate prosperity and share it more widely. For infrastructure projects, Indonesia's own systems and organizational structures were to be used. The program was organized around six engagement areas: Infrastructure, Sustainable energy and universal access; Maritime connectivity; Delivery of local services and infrastructure; Sustainable landscape management; and Collecting more and spending better (budgets). There were also two supporting beams: Leveraging the private sector – investment, business climate and functioning of markets; and Shared Prosperity, equality and inclusion. However, there was not much operational difference between the objectives and indicators identified under the engagement areas and those under the beams.

iv. During this period, the Bank approved a total of 32 new operations, including one supplemental financing and three unplanned projects, for a total of US\$9.0 billion, well above the US\$7.5 billion

| CLR Reviewed by:                     | Peer Reviewed by:                | CLR Review Manager/Coordinator                |
|--------------------------------------|----------------------------------|---|
| Nils Fostvedt, Consultant, IEGEC     | Lev Freinkman, Consultant, IEGEC | Jeff Chelsky, Manager, IEGEC                  |
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planned in the CPF,<sup>1</sup> although 13 planned operations were dropped during the period. The actual lending program was diversified across instruments (with seven DPLs and six PforRs) and global practices (operations were prepared by nine GPs – the largest number of projects were prepared by Urban, Resilience and Land (seven projects), Macroeconomics, Trade and Investment (six), and Water (five). Overall, the Bank's lending program was well aligned with the objectives of the CPF.

v. During this period, IFC made 32 new investments for US\$1.15 billion in net commitments, and its outstanding portfolio increased from US\$323 million at the end of FY15 to US\$1.1 billion at the end of FY20. The main sectors of IFC investments were finance and insurance (57 percent); wholesale and retail trade (10 percent); and electric power (9 percent), and investment volume comprised 88 percent loans and 12 percent equity investments. The CLR indicates that IFC investment prospects over the period were constrained by the dominance of SOEs and investment restrictions, while the 2018 IEG evaluation note also observed that IFC's strategy of investing in private energy infrastructure to help increase competition and facilitate a shift to cleaner energy was undermined by the government's sector policies, a restrictive regulatory structure, and the public utility's excessive role in power generation.

vi. During the CPF period, the Bank delivered – with substantial funding from trust funds - a total of 174 ASA activities, including nine tasks to be completed in FY21. These covered a wide range of areas in support of the broad-based lending program, including a number of flagship reports and 2 Reimbursable Advisory Service (RAS) reports. IFC approved 12 new Advisory Service (AS) projects and had 15 ongoing AS projects during the CPF period.

vii. On balance, IEG rates the overall development outcome as **Moderately Satisfactory**. Of the 15 objectives, six were Achieved, five Mostly Achieved, one Partially Achieved and three Not Achieved, with several of the ratings affected by inadequate indicators and lack of proper verification of results. Overall, the country had good economic growth and continued poverty reduction during the CPF period (until the COVID-19 pandemic). The progress within the results framework was mixed, with better results on energy, infrastructure (including private sector involvement), tourism development, maritime connectivity, services for the poor (health, water and sanitation), access to finance, and central budget execution. Areas with limited or no progress included access to affordable housing, early childhood education, decentralization, and revenue collection (the last of which deteriorated).

viii. On balance, IEG rates WBG performance as **Good**. The program components were aligned with the government's plans and priorities, and addressed important development issues, although more attention could have been given to political economy and governance constraints, and to the problems related to climate change. Indonesia is a large middle-income country where the WBG's presence will likely be marginal in relation to the country needs. The program was quite broad, albeit more selective than the previous country program, and with several examples of greater selectivity at the sectoral level. It was implemented largely as planned in terms of objectives, but with a larger than planned lending program that included COVID-related lending towards the end of the period. The results framework as designed and implemented (and as reasonably modified in the PLR) broadly reflected the WBG's interventions in Indonesia. Its thematic structure was appropriate, but there were several instances of disconnect between a broadly formulated objective and narrowly focused results indicator(s). The framework had limited additionality beyond the project level, and with a weak causal chain from WBG interventions to country results. CPF design introduced some innovations ("platform approach") that aimed at scaling up the impact of WBG interventions. The WBG showed reasonable flexibility in adjusting the program at the PLR stage in response to the government's increased emphasis on human capital and on finance for infrastructure development. Towards the end of the period, the Bank also adjusted the lending program in response to the COVID-19 crisis.

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<sup>1</sup> As per the CPF, although Annex Table 2 shows planned lending operations for a total of US\$8 billion.



ix. The CLR presents its lessons in the form of recommendations, with four main recommendations and a number of underpinning lessons, observations, and recommendations. IEG has reformulated the main recommendations as lessons that stress the importance for the WBG to:

- Build on its strengths to help the country in post-pandemic recovery, and in particular by maintaining a medium-term focus and prioritizing addressing economic fragilities.
- Reshape its priorities in light of recent developments; consider focusing on environment and climate change and addressing regional inequalities.
- Be able to scale up successful operations; and
- Strengthen linkages between interventions and outcomes at the country level.

x. In addition, IEG draws the following additional lesson that has also been touched on in the CLR:

- The platform approach has been useful for scaling up of efforts among donors, although the CLR did not provide sufficient evidence of its impact on the government's own programs.

#### 4. Strategic Focus

##### Relevance of the WBG Strategy:

1. **Congruence with Country Context and Country Program.** Indonesia is the world's fourth most populous nation, with a population of 271 million (2019) across over 6,000 inhabited islands. For a decade up until 2015, it grew at a rate of about 6 percent annually accompanied by significant gains in poverty reduction, although the 2015 CPF noted that Indonesia's achievements were then coming under stress, with a slowdown in its commodity driven economy, stagnant poverty reduction, and rapidly rising inequality. However, during the CPF period (and up to the COVID-19 pandemic) the economy continued to grow steadily, underpinned by solid macro-economic fundamentals, with an annual GDP growth rate (2016-19) of 5.1 percent. The 2020 SCD Update notes that poverty has declined to an all-time low of 9.4 percent (early 2019) and that incomes for the lower 40 percent have climbed, but the pace of poverty reduction has slowed by 0.3 percentage points per year post 2010, against 0.6 percentage points per year over 2003-2010. The 2019 GNI per capita (Atlas methodology) reached US\$3,707. Indonesia's Gini coefficient declined from 38.6 in 2016 to 38.1 in 2020, while its HDI rating improved from 0.684 (ranked 110<sup>th</sup> out of 188 countries) in 2015 to 0.718 (107<sup>th</sup> out of 189) in 2020.

2. The government's priorities were set out in its Medium-term Development Plan (RPJMN 2015-2019) issued in early 2015. This was the third phase of the 2005-2025 National Long-Term Development Plan (RPJPN). The RPJMN served as a framework for the country's medium-term development planning. Its key objectives were human and community development, narrowing the income gap through increased productivity and poverty reduction measures, and increasing development without environmental degradation. Sustainable development and climate change were mentioned but not as core priorities.

3. **Relevance of Design.** The CPF strategy was aligned with the government objectives, with the overall objective to help the government eliminate extreme poverty, generate prosperity and share it more widely. The strategy was also well aligned with the findings of the 2015 SCD that identified three key pathways to shared prosperity: strong economic and jobs growth, improved access to key services, and better natural resource management. The program was organized around six engagement areas: Infrastructure, Sustainable energy and universal access; Maritime Logistics and connectivity; Delivery of local services and infrastructure; Sustainable landscape management; and Collecting more and spending better. There were also two supporting beams: Leveraging the private sector – investment, business climate and functioning of markets; and Shared prosperity, equality and inclusion. However, there was not much of an operational difference between the objectives and indicators selected under the engagement areas and those under the beams. In hindsight, the strategy would have benefited from a more explicit focus on governance and political economy of reforms. In line with the SCD and the government's top priorities, infrastructure development featured



prominently. In order to implement the WBG infrastructure support, the CPF intended to utilize Indonesia's own systems and programs, at both central and subnational levels. Accordingly, one CPF engagement area was associated with support for national-level infrastructure platforms and another with assistance for local infrastructure programs. The program design provided several new features, such as a platform approach, aimed at scaling up the impact of WBG interventions.

4. The CPF contained for an indicative amount of new IBRD lending of US\$7.5 billion, and flagged that should these volumes be reached, Indonesia might exceed the US\$16.5 billion threshold above which a 50 basis point surcharge on incremental exposure would apply. Indonesia also would potentially reach the Single Borrower Limit (SBL) of US\$19 billion towards the end of the CPF period. The CPF explained that, midway through the CPF period, it would then be necessary for the government and the Bank to take stock of the situation with regard to the SBL and consider possible measures to continue IBRD financing within its limits. However, neither the PLR nor the CLR discussed actual developments regarding this scenario.

5. The PLR found that the implementation of the CPF program was on track, in spite of some delays and changing circumstances. The program remained broadly relevant with the six engagement areas and two supporting beams, while a number of modest adjustments were made at PLR stage, reducing the number of objectives from 18 to 15, and redefining Engagement Area 1 from Infrastructure performance at the national level to National infrastructure for growth and development. Also, the PLR noted that the difference between national and local delivery modes had been losing its distinction as the platform approach has been mainstreamed.

6. **Selectivity.** Overall, efforts were made to make the CPF program more selective, but more could have been done. The CLRR for the previous period (FY2013-15) noted that the subsequent CPF would have to be more selective in its design, scope and results, and that while the country's needs were great and the government's development agenda necessarily broad, the WBG should have fewer areas of engagements to bring scale and impact to bear on the program. In response, the CPF for FY2016-20 sought to bring greater selectivity. The CPF used three selectivity filters, resulting in more narrowly defined engagement areas and supporting beams. The WBG-supported program under the CPF was defined by engagement areas rather than by specific sectors or practices. The resulting program was still quite broad, but with several modest efforts to improve selectivity at the sectoral level. For example, in the power sector the WBG decided to concentrate on renewables in geothermal and hydropower energy while other development partners would take a lead in the areas such as solar and wind.

7. **Alignment.** The CPF objective was broadly aligned with the overarching government goals of poverty reduction and shared prosperity. Poverty in Indonesia had more than halved from 24 percent in 1999 to 11 percent in 2014, using the national poverty line. However, the CPF noted that progress slowed down (9.4 percent poverty in 2019), and that lifting the "hard core" poor permanently out of poverty would require greater focus and new programs. Of special concern was that economic growth over the previous ten years had not translated into improved nutritional outcomes. Also, the success in reducing extreme poverty masked the elevated vulnerability of the bottom 40 percent of households which were not officially poor but were prone to falling back into poverty, while Indonesia's increase in inequality had been amongst the highest in the EAP region over the previous decade. Against this background, the CPF's overall objective was appropriate - to operationalize WBG support to help the government eliminate extreme poverty, generate additional prosperity and share it more widely. Although only one of the eight engagement areas was focused directly on the twin goals: Supporting beam 2 for Shared Prosperity, Equality and Inclusion, six of the 15 CPF objectives<sup>2</sup> addressed important aspects of these goals: Objectives 2 (Access to affordable housing), 7 (Sustainable urbanization), 8 (Access to quality education and health-related services), 11 (Efficiency and effectiveness of spending, including targets for budget spending on health and social assistance), 14 (Access to finance), and 15 (Social protection and access to productive jobs).

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<sup>2</sup> Using the formulations in the PLR.



## 5. Development Outcome

### Overview of Achievement by Objective:

8. Following the IEG-OPCS Shared Approach (SA) for Country Engagement, the assessment of the development outcome is based on the updated results framework at the PLR stage. In line with the approach, the review applies the term “focus area” rather than “engagement area” that was used in the CLR. The results framework has six “engagement areas” and two “supporting beams”. However, IEG did not find any significant conceptual differences between “areas” and “beams” and has therefore named all as “focus areas”.

### **Focus Area I: National Infrastructure for Growth and Development.**

9. **Objective 1: Increase Access to Water through Irrigation and Dam Safety.** The objective was supported by the Water Resources and Irrigation Management Program 2 and the Strategic Irrigation Modernization and Urgent Rehabilitation Project. The objective had two indicators – both presumably meant for the last year of period:<sup>3</sup>

- The number of people benefiting from improved irrigation and drainage to increase from baseline (2016) of 4.5 million to target of 5.8 million (2020). *Partially Achieved.* As of 2017, 5.1 million people benefited from improved irrigation, and no improvements have been recorded thereafter as no additional farmer households were provided with irrigation services after September 2018.
- The number of people benefiting from improved dam safety to increase from baseline of 3.1 million (2016) to 5.85 million (2020). *Achieved.* There were 6.12 million beneficiaries of increased safety and functionality of dams as of March 2020.

10. **IEG rates Objective 1 as Mostly Achieved**, with one indicator Achieved and one Partially Achieved. The indicators were relevant to the objective.

11. **Objective 2: Increase Access to Affordable Housing.** The objective was supported by the National Affordable Housing Program and the ASA Land, Housing and Urban Settlements. The objective had one indicator:

The number of targeted households assisted by the program (BSPS)<sup>4</sup> for affordable house ownership to increase from a baseline of 0 (2016) to a target of 300,000 (2020). *Not Achieved.* The CLR reports that there were 375,000 targeted households who benefitted from affordable housing under the BSPS, but the BSPS is a home improvement assistance program, and the stated number corresponds to the households that received assistance for home improvements, not for obtaining home ownership. The Bank did provide support for increase in affordable house ownership under a different government Saving Based Housing Financing Assistance Program (BP2BT). But actual progress there (5,181 households) fell much below the indicator target of 300,000.

12. **IEG rates Objective 2 as Not Achieved**, with the only indicator not achieved.

13. **Objective 3: Development of Integrated Tourism Destinations.** The objective was supported by the Integrated Infrastructure Development for National Tourism Strategic Areas (Indonesia Tourism Development) Project, ASA Sustainable Tourism Development and the IFC AS

<sup>3</sup> Many country results frameworks – as for Indonesia in this case – lack full precision in what is meant with a target – such as whether to calculate the targets cumulatively, for the last year of the period, at a specific point, or for an earlier year in the period. There can often also be a lack of specificity whether objectives are for the country as a whole, specific areas, or specific project areas.

<sup>4</sup> BSPS is a home improvement assistance program.





Indonesia Investment Climate Competitive Sectors and Competition under the MCICP.<sup>5</sup> The objective had one indicator:

- The number of integrated tourism destinations with coordination body and implementation arrangements formalized by government decrees (Surat Keputusan), from none in 2016 to one by 2020. Achieved. Three new provincial and 14 new district/city task forces have been established. The Task Forces have been responsible for the preparation of integrated tourism master plans and oversight over their implementation.

14. **IEG rates Objective 3 as Achieved.** However, the indicator does not reflect actual achievements in the development of integrated tourism areas rather than just administrative progress. As suggested by the ISR for Indonesia Tourism Development Project, there has been some steady progress with the actual implementation of the existing tourism developments plans for the designated areas, despite the initial delays. In particular, private investments in tourism in these three areas increased by more than US\$75 million in 2016-19.

15. **IEG rates the outcome of WBG support under Focus Area 1 as Moderately Satisfactory**, with one objective Achieved, one Mostly Achieved, and one Not Achieved. There was good progress with the number of people benefiting from improved dam safety, and with formalized arrangements for a number of integrated tourism destinations.

#### **Focus Area II: Sustainable Energy and Universal Access**

16. **Objective 4: Increase Supply and Access to Energy.** The objective was supported by the Power Distribution Development PforR, the IFC AS Indonesia Renewable Energy Program – Business Development, and the MIGA guarantee for Rajamandala Hydropower Project. In addition, the second indicator was supported by the Geothermal Clean Energy Investment Project, and the third indicator by two IFC IS: Medco Power and Asahan 1. The objective had three indicators:<sup>6</sup>

- Number of people provided with new or improved electricity services to increase from a baseline of 11.18 million (2015) to a target of 13.18 million (2020). Achieved. 14.98 million people were provided with access to electricity as of December 2019 as a result of the Bank-funded project.
- Geothermal power generation installed capacity (MW) to increase from a baseline of 0 (2014) to a target of 150 (2020). Achieved. 150 MW of new geothermal capacity had been installed as of December 2018.
- Non-coal (hydro, gas) power produced (Gwh) to increase from a baseline (2014) of 1,175 to a target of 2,401 (2020). Achieved. 3,906 Gwh were produced in 2018 by the two non-coal power plants built with IFC investments.

17. **IEG rates Objective 4 as Achieved**, with all three indicators Achieved. The indicators were appropriate. At the same time, and despite rapid expansion of non-coal generation, growth in coal power in the country was even stronger. At the end of the CPF, the share of coal generation in the total has further increased, contrary to the CPF expectations.

18. Overall, **IEG rates the outcome of WBG support under Focus Area II as Satisfactory**, with the one objective rated Achieved. There was good progress with the number of people provided with new or improved electricity services, new geothermal capacity installed, and non-coal power produced.

#### **Focus Area III: Maritime Connectivity:**

19. **Objective 5: Improve Maritime Logistics and Connectivity.** The objective was supported by Indonesia Maritime Logistics DPL, the Second Logistics Reform DPL, and three ASAs:

<sup>5</sup> Swiss State Secretariat for Economic Affairs' (SECO's) Multi-Country Investment Climate Program.

<sup>6</sup> Presumably, all three indicators refer to WBG projects/project areas and not to the country as a whole.



Programmatic AAA on Managing Logistics Costs in Indonesia, Bali Sustainable Transport and Connectivity Initiative, and Eastern Indonesia Port Development Platform. The objective had two indicators:

- Reduction in dwelling time in the two main ports. Baselines (2015): 5.5 days in Tanjung Priok and 6.3 days in Tanjung Perak. Targets (2020): 3 days for both ports. Achieved. As of June 2020, the respective dwelling times were 2.64 days (below target) and 3.01 days (virtually on target).
- Increase in the number of new foreign licenses for freight forwarders warehousing and cold storage service providers. Baselines (2015): 20 for freight forwarders and three for warehousing and cold storage service providers. Target (2020): 25 for freight forwarders and 18 for warehousing and cold storage. Achieved. As of 2018, 54 licenses had been issued to foreign freight forwarders and 60 to warehousing and cold storage.

20. **IEG rates Objective 5 as Achieved**, with both indicators appropriate and targets achieved. More broadly, there are several indications of steady improvements in Indonesia's port system, including (a) that the number of publicly owned ports and terminals with internationally certified management systems increased from 46 in 2015 to 59 in 2018, and (b) that the quantity of container handling equipment in the ten largest secondary container ports increased from 49 in 2015 to 80 in 2018.

21. **IEG rates the outcome of WBG support under Focus Area III as Satisfactory**, with the one objective Achieved. There was good progress with reduced dwelling times in the two main ports and for new foreign licenses for freight forwarders, warehouses and cold storages.

#### **Focus Area IV: Delivery of Local Services and Infrastructure.**

22. **Objective 6: Strengthening the Decentralization Framework to Improve Local Service Delivery.** The objective was supported by the Local Government and Decentralization Project, its additional financing, and the ASA Decentralization that Delivers: Improving Decentralization for a Better Service Delivery. The objective had one indicator:

- Percentage of DAK-financed physical outputs reported, verified, and meeting eligibility criteria in districts where the performance incentive is introduced.<sup>7</sup> Baseline: 72 (2016). Target: 88 (2018). Not Achieved. As of December 2017, only 77 percent of physical outputs were so reported, verified and confirmed.<sup>8</sup>

23. **IEG rates Objective 6 as Not Achieved**, with the one objective not achieved. Also, the one indicator for this objective addresses a specific administrative tool and is not by itself a good measure for the stated broad objective (decentralization framework and local service delivery). At a minimum, this two-part objective should have had one suitable indicator for the framework and one for local service delivery. More broadly, the 2020 SCD Update noted limited progress towards strengthening the country's decentralization framework.

24. **Objective 7: Improving Sustainable Urbanization.** The objective was supported by the National Slum Upgrading Project and the subtasks of the ASA Sustainable Urbanization Programmatic AAA and the Indonesia Urbanization Flagship A Time to Act. The objective had two indicators:

- People provided with improved infrastructure under the National Slum Upgrading Project. Baseline (2016): None. Target (2020): 7.5 million. Partially Achieved. As of January 2020, there were 4.7 million people who benefitted from improved infrastructure under the project.
- Female beneficiaries under the National Slum Upgrading Project. Baseline (2016): None. Targets (2020): (a) Female members in community decision-making bodies (share) - 30

<sup>7</sup> DAK: Specific Purpose Grant.

<sup>8</sup> The rule of thumb is that a rating of PA would require to reach 50 percent of the stated target increase.



percent; (b) Female participants in planning and implementation stages (share) - 40 percent; (c) Female community members obtained capacity building (share) - 30 percent. *Partially Achieved*. The objective had three targets pertaining to female participation and decision-making. The available information concerns "female beneficiaries" without further definition. The degree to which this term includes any of the three dimensions identified in the objective is not clear. However, since available information shows 45 percent female beneficiaries, this indicator is rated Partially Achieved

25. **IEG rates Objective 7 as Partially Achieved**, with both indicators partially achieved. There is a considerable disconnect between this broadly formulated objective (sustainable urbanization) and indicators that are narrowly focused on slum upgrading under one project. On a broader objective of urbanization, there is no evidence that government capacity to manage urbanization has strengthened significantly during the CPF period.

26. **Objective 8: Improved Access to Quality Education and Health-Related Services.** The objective was supported by the Healthy and Bright Generation Project and several ASAs: Indonesia PAAA (Programmatic AAA) to Support UHC (Universal Health Care), Village Law Programmatic AAA and its subtasks, the impact evaluation for the PNPM<sup>9</sup> Generasi, and Indonesia Education Flagship. Some indicators were also supported by the ASA Strengthening Frontline Early Childhood Education and Development Services in Poor Rural Communities, the PAMSIMAS Support Trust Fund, its additional financing, and the Third Water Supply and Sanitation for Low-income Communities/Community Based Water Supply Project. The objective had six indicators:

- Percentage of pregnant women receiving four prenatal visits in 5,761 villages. Baseline: 68 (2016). Target: 80 (2020). Achieved. As of December 2018, 97.59 percent of pregnant women in 5789 villages received at least four such visits.
- National Stunting Reduction Coordination Mechanism launched and operational. Baseline (2018): No. Target (2020): yes. Achieved. The National Strategy was launched in 2017 and has been operational.
- Number of districts implementing a district based, community focused training system for early childhood education (ECED) teachers. Baseline (2016): none. Target (2020): 75. Not Achieved. As of December 2017, there were only 25 districts implementing such training systems.
- Number of people having access to improved water services in targeted areas, disaggregated by gender. Baseline (2016): 7.9 million, with 4 million women. Target (2020): 22 million of which 11 million women. Mostly Achieved. As of April 2020, 19 million people in rural areas were provided with access to improved water sources, of which 9.5 million were female.
- Number of people having access to improved sanitation services in targeted areas, disaggregated by gender. Baseline (2016): 7.7 million, with 3.9 million women. Target (2020): 14.9 million, with 7.45 million women. Mostly Achieved. As of April 2020, 15.5 million people were provided with access to improved sanitation facilities, but the gender breakdown of this indicator was not monitored by the project and could not be verified.
- Female beneficiaries under the new PAMSIMAS project.<sup>10</sup> Baselines (2016): all 0. Targets (2020): Female members in the community decision making bodies (share): 30 percent. Female participants in the planning and implementation stages (share): 30 percent. Female community members obtained capacity building (share): 30 percent. Not Verified. The supporting project did not monitor this indicator.

<sup>9</sup> PNPM: National Program for Communities Empowerment (Program Nasional Pemberdayaan Masyarakat).

<sup>10</sup> PAMSIMAS: Water Supply and Sanitation for Low Income Communities Project.





27. **IEG rates Objective 8 as Mostly Achieved**, with three indicators Achieved, one Mostly Achieved, one Not Achieved, and one Not Verified. Indicators do not reflect actual developments with respect to access to quality education (which is part of stated objective). The education indicator relates to an important but narrow segment of the education sector (pre-school education). Within the broader public education, during the CPF period, there were only limited improvements in quality, which remains low by regional standards. The results from the 2018 PISA (a test given every three years to 15-year-olds across 79 countries) place Indonesia in the bottom 10 of the participating countries (from SCD). Three out of six indicators under this objective relate to development in water and sanitation, the sector that is not explicitly mentioned in the formulation of this objective (but presumably it is health-related service).

28. **Overall, IEG rates the outcome of WBG support under Focus Area IV as Moderately Unsatisfactory**, with one objective rated Mostly Achieved and two Not Achieved. Objective 8 (Mostly Achieved) is given higher weight as it contains more substantive outcome measurements compared to 6 and 7 (Not Achieved).

**Focus Area V: Sustainable Landscape Management.**

29. **Objective 9: Strengthened Capacity in Decentralized Forest and Land Management.**

The objective was supported by the Promoting Sustainable CBNRM<sup>11</sup> and Institutional Development Project and the following ASAs: REDD+ Support Facility, the subtasks of the Indonesia Integrated Landscapes, and IFC AS SE Asia Forestry Advice. The objective had one indicator:

- Land supported by forest management units with improved management effectiveness (hectares): Baseline (2016): 0. Target (2020): 177,000. Achieved. The Ministry of Environment and Forestry reports that approximately 7.4 million hectares were supported by the forest management units with improved management effectiveness as of June 2020.

30. **IEG rates Objective 9 as Achieved**, with its only one indicator achieved. However, the indicator selected for measuring progress towards this objective reflects outputs (capacity), not outcomes. The use of a more outcome-oriented indicator (such as the number of forest fires or total losses from forest fires) would have been more appropriate.

31. **IEG rates the outcome of WBG support under Focus Area V as Satisfactory**, with one objective that was achieved.

**Focus Area VI: Collecting More and Spending Better:**

32. **Objective 10: Improve Revenue Collection.** The objective was supported by the Fiscal Reform DPLs 1-3 and the following ASAs: the subtasks of Strengthening Revenue and Budget Management in Indonesia, and Programmatic Macro and Fiscal Policy Engagement. The objective had two indicators:

- VAT-to-GDP ratio: Baseline (2015): 3.7 percent. Target (2020): 4.0 percent. Not Achieved. As of 2019, the VAT-to-GDP ratio had declined to 3.4 percent.
- Non-oil and gas Income Tax-to-GDP ratio: Baseline (2015): 4.7 percent. Target (2020): 5.0 percent. Not Achieved. As of 2020, this ratio had declined to 4.4 percent.

33. **IEG rates Objective 10 as Not Achieved**, with both indicators having moved in the wrong direction.

34. **Objective 11: Improve Efficiency and Effectiveness of Spending.** The objective was supported by the Fiscal Reform DPLs 1-3 and the following ASAs: the subtasks of Programmatic Macro and Fiscal Policy Engagement, Public Procurement Statistics Capacity-Building in Indonesia,

<sup>11</sup> Community based natural resource management.



and the subtasks of Strengthening Revenue and Budget Management in Indonesia. The objective had two indicators:

- Central government spending on health, capital expenditure (proxy for infrastructure), and social assistance (percentage of total expenditure of approved national budget excluding transfers to subnational governments). Baseline (2014): health at 2.7 percent, capital expenditure at 12.2 percent, social assistance at 3.2 percent. Target (2016 onward): Positive growth. Not Verified. The supporting projects – Fiscal Reform DPLs – did not monitor these indicators. The CLR reported the following shares of budget expenditure in 2019: Health: 4.2 percent, Capital: 12.1 percent, Social Assistance: 7.5 percent. These numbers are somewhat different from those in the audited Budget Execution Report of the Central government for 2019 (Health not available) - Capital: 11.6 percent, and Social Assistance: 6.2 percent. These latter numbers indicate a significant increase for Social Assistance, but a negative trend for investment expenditures. This review breaks down this indicator into three separate indicators: (i) Achieved (social); (ii) Not Achieved (capital investment); and (iii) Not verified (health). Overall rating is Partially Achieved.
- Central budget execution rates (realized as a percentage of national budget (APBN) of capital spending. Baseline (2014) 80 percent. Target (2020) 90 percent. Achieved. The audited Budget Execution Report of the central government states that in 2019 the budget execution rate for capital spending was 93.9 percent. At the same time, the target should have been set for 2019 given the expected availability of data.

35. **IEG rates Objective 11 as Mostly Achieved**, with one indicator Achieved and one Partially Achieved (but with evidence of some progress). Overall, the indicators were appropriated for measuring spending efficiency.

36. **IEG rates the outcome of WBG support under Focus Area VI as Moderately Unsatisfactory**, with one objective Mostly Achieved and one Partially Achieved. There was progress on the central capital budget execution rate, but lack of progress (in fact, deterioration) for revenue collection.

**Focus Area VII (“Supporting Beam 1”): Leveraging the Private Sector: Investment, Business Climate and Functioning of Markets.**

37. **Objective 12: Simplify Business Regulations.** The objective was supported by a number of ASAs and IFC ASs. ASAs: Private Sector Development Reform Project, Private Sector Competitiveness Reform II, Review Economic Packages Released by the Indonesian Government, the report Creating Markets in Indonesia: Unlocking the Dynamism of the Indonesian Private Sector, and IFC ASs: Indonesia Investment Climate Competitive Sectors and Competition MCICP, Indonesia Investment Climate Competitive Sectors and Competition UKPF, and Indonesia Investment Climate Competitive Sectors and Competition. The objective had one indicator:

- Implementing reforms supporting private sector development. Baseline (2018): 0. Target (2020): 5. Achieved. Doing Business (DB) 2018 recognized seven reforms in business regulations undertaken by the government during 2017. The DB 2020 reports that in 2019 Indonesia implemented 5 reforms (DB reports show data of the previous year). At the same time, this indicator appears to be more general than the objective. Also, the target data should have been set after the baseline.

38. **IEG rates Objective 12 as Mostly Achieved.** The one indicator was Achieved, but this indicator was insufficiently defined, more general than the objective it was supporting. It can be noted that Indonesia’s Doing Business scores improved between 2016 and 2020, with its ranking being 73<sup>rd</sup> out of 190 in 2020, up from 109<sup>th</sup> out of 189 in 2016.

39. **Objective 13: Increase the Role of Private Sector in National Infrastructure Investment.** The objective was supported by the Infrastructure Finance Facility and its additional financing,



Indonesia Infrastructure Development (IIFD), the Infrastructure Guarantee Fund Project, and the ASA PPP Toll Roads. The objective had two indicators:

- Amount of PPP investments in infrastructure. Baseline (2014): US\$327.4 million. Target (2020): US\$5,000 million (2020). Achieved. An amount of US\$9,953 million in new investments had been committed under the signed PPP agreements for infrastructure as of May 2020. This number reflects commitments of all parties (including the public sector) and not amounts physically invested.
- The WBG operations that directly crowd in private investments in addition to public and the WBG financing. Baseline (2015): one operation. Target (2020): four operations. Achieved. Overall, IEG can verify that four recent WBG operations were able to crowd-in private investments for infrastructure development across a number of sectors. The total private sector investment commitments are estimated to exceed US\$3.7 billion.

40. **IEG rates Objective 13 as Achieved**, with both indicators Achieved. Both indicators were relevant.

41. **Objective 14: Enhance Access to Finance.** The objective was supported by the ASA Digital Payments, and the IFC AS Indonesia M Banking 2 Digital Inclusion. The objective had three indicators:

- Percentage adults (age 15+) with an account at formal financial institutions. Baseline: 36 percent (2014). Target: 65 percent (2020). Achieved. It is reported that 76 percent of adults had an account at a formal financial institution as of 2019. Although the target year was 2020, it is presumed that the number did not go down.
- Number of microloans disbursed (through IFC investment) disaggregated by gender. Baseline (2014): 0. Target (2020): 3 million (of which 50 percent women). Achieved. IEG could verify that 3.7 million microloans were disbursed/outstanding, of which 2.9 million were to women.
- Number of SMEs reached with financial services (through IFC investment). Baseline (2014): 0. Target (2020): 3,800<sup>12</sup>. Achieved. The IFC DOTs reports that 17,159 loans to SMEs were outstanding as result of IFC investments.

42. **IEG rates Objective 14 as Achieved**, with all three indicators achieved. The indicators were relevant for the objective. However, the formulation of the second and third indicators limited them to IFC operations, rather than nation-wide.

43. **IEG rates the outcome of WBG support under Focus Area VII as Satisfactory**, with two objectives rated as Achieved and one Partially Achieved. However, some of the indicators had limitations in relation to the country as a whole. There was progress with the processing of policy reform packages, PPP investments in infrastructure, WBG operations to crowd-in private investments, and enhanced access to finance.

**Focus Area VIII ("Supporting Beam 2"): Shared Prosperity, Equality and Inclusion.**

44. **Objective 15: Improve Social Protection and Access to Productive Jobs.** The objective was supported by the Social Assistance Reform Program, and the following ASAs: Partnership for Knowledge-based Poverty Reduction and its subtasks, SUSENAS Consumption Experiment, Indonesia Social Security Programmatic AAA, Delivering Work Opportunities for All Indonesians: An Engagement Program, subtasks of Jobs Action Program. The objective had two indicators:

- Total PKH<sup>13</sup> beneficiary families. Baseline (2016): 5.9 million. Target (2020): 8 million. Achieved. There were 10 million PKH beneficiary families as of December 2018.

<sup>12</sup> IFC estimate as of March 2018.

<sup>13</sup> PKH: Conditional cash transfer program.



- Share of PKH beneficiaries receiving other social assistance program benefits (percentage). Baseline (2016): 13.6. Target (2020): 85. Achieved. As of February 2020, 91 percent of PKH beneficiaries also received food assistance and 92 percent received health insurance premium fee waivers.

45. **IEG rates Objective 15 as Mostly Achieved**, with both indicators Achieved. However, both indicators dealt with social protection, and none with that part of the objective that dealt with productive jobs, hence the downgrade.

46. **IEG rates the outcome of WBG support under Focus Area VIII as Satisfactory**, with its one objective rated Achieved. There was good progress with increased number of PKH families and their receipt also of other social assistance programs.

#### Overall Assessment and Rating

47. On balance, IEG rates the overall development outcome as **Moderately Satisfactory**. Of the 15 objectives, six were Achieved, five Mostly Achieved, one Partially Achieved and three Not Achieved, with several of the ratings affected by inadequate indicators and lack of proper verification of results. In some cases, latest data was not available for target year (2020). Overall, the country had good economic growth and continued poverty reduction during the CPF period (until the COVID-19 pandemic). Under the results framework the progress on objectives and indicators was mixed, but with good progress on improved dam safety, new or improved electricity services, new geothermal capacity, non-coal power production, reduced dwelling times in the two main ports, prenatal visits for pregnant women, access to improved water and sanitation facilities. There was progress on the central capital budget execution rate, but lack of progress (in fact, deterioration) for revenue collection. There was also progress with private sector involvement in infrastructure, and enhanced access to finance.

| Objectives   | CLR Rating                | IEG Rating                       |
|--|---------------------------|----------------------------------|
| <b>Focus Area I: National Infrastructure for Growth and Development</b>                            |                           | <b>Moderately Satisfactory</b>   |
| <i>Objective 1: Increase Access to Water through Irrigation and Dam Safety</i>                     | <i>Mostly Achieved</i>    | <i>Mostly Achieved</i>           |
| <i>Objective 2: Increase Access to Affordable Housing</i>  | <i>Achieved</i>           | <i>Not Achieved</i>              |
| <i>Objective 3: Development of Integrated Tourism Destinations</i>                                 | <i>Achieved</i>           | <i>Achieved</i>                  |
| <b>Focus Area II: Sustainable Energy and Universal Access</b>                                      |                           | <b>Satisfactory</b>              |
| <i>Objective 4: Increase Supply and Access to Energy</i>   | <i>Achieved</i>           | <i>Achieved</i>                  |
| <b>Focus Area III: Maritime Connectivity</b>   |                           | <b>Satisfactory</b>              |
| <i>Objective 5: Improve Maritime Logistics and Connectivity</i>                                    | <i>Achieved</i>           | <i>Achieved</i>                  |
| <b>Focus Area IV: Delivery of Local Services and Infrastructure</b>                                |                           | <b>Moderately Unsatisfactory</b> |
| <i>Objective 6: Strengthening the Decentralization Framework to Improve Local Service Delivery</i> | <i>Not Achieved</i>       | <i>Not Achieved</i>              |
| <i>Objective 7: Improving Sustainable Urbanization</i>   | <i>Partially Achieved</i> | <i>Partially Achieved</i>        |
| <i>Objective 8: Improved Access to Quality Education and Health-Related Services</i>               | <i>Achieved</i>           | <i>Mostly Achieved</i>           |
| <b>Focus Area V: Sustainable Landscape Management</b>  |                           | <b>Satisfactory</b>              |
| <i>Objective 9: Strengthened Capacity in Decentralized Forest and Land Management</i>              | <i>Achieved</i>           | <i>Achieved</i>                  |



|  |                           |                                  |
|--|---------------------------|----------------------------------|
| <b>Focus Area VI: Collecting More and Spending Better</b>  |                           | <b>Moderately Unsatisfactory</b> |
| <i>Objective 10: Improve Revenue Collection</i>  | <i>Not Achieved</i>       | <i>Not Achieved</i>              |
| <i>Objective 11: Improve Efficiency and Effectiveness of Spending</i>                                      | <i>Partially Achieved</i> | <i>Mostly Achieved</i>           |
| <b>Focus Area VII: Leveraging the Private Sector: Investment, Business Climate and Functioning Markets</b> |                           | <b>Satisfactory</b>              |
| <i>Objective 12: Simplify Business Regulations</i>   | <i>Achieved</i>           | <i>Mostly Achieved</i>           |
| <i>Objective 13: Increase the Role of the Private Sector in National Infrastructure Investment</i>         | <i>Achieved</i>           | <i>Achieved</i>                  |
| <i>Objective 14: Enhance Access to Finance</i>   | <i>Achieved</i>           | <i>Achieved</i>                  |
| <b>Focus Area VIII: Shared Prosperity, Equality and Inclusion</b>  |                           | <b>Satisfactory</b>              |
| <i>Objective 15: Improve Social Protection and Access to Productive Jobs</i>                               | <i>Partially Achieved</i> | <i>Mostly Achieved</i>           |

## 6. WBG Performance

### Lending and Investments

48. At the beginning of the CPF period, the outstanding lending volume was US\$6,775 million for 24 projects, including nine in infrastructure, three in governance, two in social sectors, and four for urban, resilience and land GP. Sixteen of these projects were closed during the CPF period, while five of the remainder have the expected duration of ten years or more. During this period, the Bank approved a total of 32 new operations, including one supplemental financing and three unplanned projects, for a total of US\$9.0 billion, well above the US\$8.0 billion planned in the CPF, although 13 originally planned operations were dropped during the period. The actual lending program was diversified between instruments (with seven DPLs and six PforRs) and practices (new projects were led by nine GPs – the most important of which being Urban, Resilience and Land (seven projects), Macroeconomics, Trade and Investment (six), and Water (five). The Bank's program was supported by 16 trust funds for a total amount of US\$362.7 million, including six (US\$155.3 million) for geothermal development.<sup>14</sup> Overall, the Bank's lending program was well aligned with the objectives of the CPF.

49. During the review period, 17 projects were closed and validated by IEG, with seven (41.2 percent) rated Satisfactory and nine (52.9 percent) Moderately Satisfactory. Only one project (5.9 percent) – for statistical development – was rated “below the line” at Highly Unsatisfactory.<sup>15</sup> The average outcome rating (Moderately Satisfactory and higher) for Indonesia's portfolio was 94.1 percent (99.8 percent weighted by value), both being higher than for the East Asia and Pacific region (87.9 percent and 96.8 percent respectively) and for the Bank's worldwide portfolio (78 and 82.4 percent respectively). Only five of the projects were rated for risk to development outcome, with one project rated High, two rated Significant and two Moderate.; these percentages were mostly lower than for the region (50 and 37.5 percent) and worldwide (38.6 and 36.2 percent). During the CPF period, on average 17.1 percent of the Indonesia portfolio was at risk (17.6 percent weighted by value), about the same as for the region (18.8 percent and 16.2 percent), but lower than for the global portfolio (23.3 percent and 21.7 percent).

50. Over the CPF period, IFC made 32 new investments for US\$1.15 billion in net commitments, similar to the US\$1.04 billion in new commitments in FY11-15. IFC's outstanding portfolio in

<sup>14</sup> Six additional trust funds for geothermal development have been approved in FY21.

<sup>15</sup> The project ICRR noted that the procurement of the statistical IT system remained incomplete and none of the other efficiency measures were completed, resulting in a negligible outcome.





Indonesia increased from US\$323 million at the end of FY15 to US\$1.1 billion at the end of FY20. In FY20, IFC's outstanding exposure in Indonesia was its 12<sup>th</sup> largest globally and third largest in the EAP region (after China and Vietnam). The main sectors of IFC investment in FY16-20 were finance & insurance (57 percent); wholesale and retail trade (10 percent); and electric power (9 percent). IFC's investment volume in FY16-20 comprised 88 percent loans and 12 percent equity investments, similar to the 87 percent loan/13 percent equity breakdown in FY11-15 as well as the 88 percent loan/12 percent equity breakdown for IFC investments globally in FY16-20. The CLR indicates that IFC investment prospects over the period were constrained by the dominance of SOEs and investment restrictions (such as negative lists, local content requirements, limits on foreign equity, and special licensing). A 2018 IEG evaluation note also observed that IFC's strategy of investing in private energy infrastructure to help increase competition and facilitate a shift to cleaner energy sources was undermined by the government's sector policies, a restrictive regulatory structure, and the public utility's role in power generation that all adversely affected investor confidence and investment in private power generation.<sup>16</sup> Other evaluations noted that exchange rate fluctuations and tighter central bank regulations on foreign currency transactions during the period adversely affected the operations of some IFC investments.

51. IEG validated 10 XPSRs during FY16-20. Of the 10 projects reviewed by IEG in FY16-20, four (40 percent) had successful development outcomes, which is similar to the share of projects (43 percent) with successful development outcomes that were reviewed in FY11-15. Projects reviewed in FY16-20 with successful development outcomes supported a bank's expansion of financing to MSMEs, women borrowers, and low-income pensioners; expansion of the country's largest microfinance institution; provision of tower sites for mobile operators; and establishment of a greenfield instant coffee production operation. The unsuccessful projects were in the financial markets and infrastructure sectors. Factors that undermined projects in financial markets included increased competition for a small SME-focused investee bank from large banks expanding in micro/SME markets; regulatory adjustments on mortgage lending that affected an investee bank's housing finance operations; and lower demand for foreign currency loans following tightened central bank regulations after March 2015. Factors that undermined projects in the infrastructure sectors included an accidental fire on a floating storage vessel that affected the company's operations; a continued restrictive regulatory structure and public sector role in power generation along with management inexperience and cost overruns that undermined a private power generator's operation; and increased competition from ride-hailing companies with tech/mobile apps that undermined the business model of an investee taxi company.

52. **MIGA** did not issue any new guarantees over the CPF period. In FY11-15, MIGA had issued guarantees supporting three investments for US\$857 million. These guarantees were still active at some point over the CPF period: a guarantee issued in FY11 supporting an equity investment in a nickel project; a FY15 guarantee covering investments in wireless communication services; and a FY15 guarantee covering loans from Japan-based lenders to the developer of the 47MW Rajamandala hydropower plant that commenced operations in May 2019. The CPF had envisioned a "more active MIGA program that expands the use of political risk and non-payment guarantee instruments", but this expansion did not materialize. The CLR does not discuss any issues affecting demand for MIGA guarantee instruments in Indonesia over the CPF period. However, it can be noted that in January 2021 (FY21), MIGA issued US\$522 million in guarantees to cover international loans to the state-owned PT Perusahaan Listrik Negara to finance growth in medium-term working capital requirements in relation to dollar denominated tariff payments under the existing private power generation project agreements.

#### Analytic and Advisory Activities and Services

53. During the CPF period, **the Bank** delivered – with substantial funding from trust funds - a total of 174 ASA products, including two RAS and nine activities to be completed in FY21. These covered a wide range of areas to support the broad-based lending program and support implementation of

<sup>16</sup> IEG, 2018 XPSR Evaluative Note, Medco Power, Project ID: 31462 (Official Use Only).



various structural reforms. The CLR indicates that there were flagship reports on public expenditure quality, decentralization, trade and investment integration, environment, human capital investment, inclusive growth and social protection, nutrition, private finance for infrastructure, and urbanization. The PLR noted as an example of the direct policy impact of Bank ASAs that it responded to Indonesia's 37.2 percent children stunting rate through a multisectoral framework ASA covering six sectors to engage the highest levels of government. In response, the government launched a National Stunting Reduction Acceleration Strategy in 2017 with an accompanying government coordination mechanism. Another example given in the CLR was that advice on fiscal incentives to raise labor participation and uptake of health and nutrition programs was adopted by the authorities. The strategy was supported by a US\$400 million PforR project. Several objectives in the results framework were also supported largely or exclusively by ASA activities.

54. **IFC** approved 12 new Advisory Service (IFC-AS) projects and had 15 ongoing IFC-AS projects during the CPF period. New projects approved in FY16-20 sought to support investment climate reforms, promote the green building industry, provide advice on insurance and lending practices to financial institutions, support capacity development in agribusiness firms, and advise on a waste-to-energy PPP. Ongoing projects included a program to demonstrate business models for the sustainable production of palm oil by independent smallholders, initiatives to help improve the environmental and social performance of financial intermediaries, and a program to promote good corporate governance practices. Six completed IFC AS projects were reviewed by IEG over the FY16-20 CPF period. Of these, three were rated satisfactory (50 percent) compared to two out of five successful (40 percent) among projects evaluated in FY11-15. Successful projects contributed to the adoption of green buildings features by targeted stakeholders in the construction industry; helped strengthen corporate governance practices through both firm and market-wide interventions, and successfully piloted the Syngenta PartnerGrow Academy that provides rural agricultural retailers with training to help improve their business operations and strengthen their advisory services for farmers. The unsuccessful projects were undermined by changes in client priorities, and in one case by poor IFC supervision due to internal alignment issues following an internal reorganization. An effort to support reform of the legal and regulatory framework for secured transactions saw only limited results, partly due to insufficient interest in this reform on the part of the government at the time.

#### Results Framework

55. The original results framework in the CPF was fragmented, with 18 objectives grouped into eight focus areas. The PLR provided for some consolidation, reducing the number of objectives to 15. The framework as designed and implemented (and as modified in the PLR) broadly reflected both the scope and objectives of WBG's interventions in Indonesia. The thematic structure was appropriate, but (as with the objectives) it is difficult to see a conceptual difference between the six "engagement areas" and the two "supporting beams". Several objectives were excessively complex, covering more than one sector, for example Objective 8 combined education, health, water and sanitation. These should have been unpacked. For such frameworks (area-objectives-indicators) there would normally be several objectives per area and several indicators per objective. In this case, however, four of the eight areas had only one objective, and five of the 15 objectives had only one indicator – including Area 5 with a single indicator. This is despite many objectives being quite broad in coverage. As a result, there were several instances of disconnect between a broadly formulated objective and narrowly focused indicator(s). In such cases, the selected indicators were insufficient to measure actual progress towards the stated objectives. The framework design provided for some supplementary progress indicators that could fill at least a portion of the gap. However, the CLR did not present any monitoring results for these secondary indicators, which appear not to have been monitored. Finally, and as pointed out in the CLR, many objectives and related indicators were associated with WBG projects rather than with the country's own objectives. These aspects lead to a limited additionality of the country program and a weak causal chain from WBG interventions to country results. In some cases, indicators provided data for dates earlier than defined as targets (usually 2020). While it is understood that data lags are quite common, it would have been useful to set the target years more realistically.



#### Partnerships and Development Partner Coordination

56. The CPF stated that the technical and financial needs of the government's development strategy would require - in addition to bilateral partners and their development agencies - that the WBG continued to expand its cooperation with other MFIs and bilateral partners. This was followed up in the PLR, which mentioned multiple co-financings and parallel financings with a variety of international donors. Throughout the CPF period, the World Bank collaborated with other development partners in policy dialogue and provided financial support for the implementation of government programs. This is also reflected in the substantial trust fund program - 16 trust funds. The PLR noted that global climate trust funds facilitated the Bank's engagement and provided entry points in the sector that had long been reluctant to embrace lending operations. Finally, the Bank's "platform" business model aimed, and with some early success, for the program to serve as a strategic and administrative platform for the delivery of third-party financing, including multi-donor and bilateral donor trust funds and project financing. This also allowed the Bank to provide substantial knowledge services.

#### Safeguards and Fiduciary Issues

57. IEG validated seventeen closed projects during the CPF period, of which ten applied at least one safeguard policy in the water, energy, land, agriculture, finance, resilience and governance sectors. Overall, the ICRRs find that satisfactory compliance with the applicable environmental and social safeguard policies has been reported in all operations, although supporting evidence has not been provided consistently. The CLR highlights that low alignment between the government protocols and the WBG safeguard requirements reduced the commitment of local agencies and negatively impacted portfolio performance. The ICRs and ICRRs also note continuous challenges in the application of safeguards requirements. Those relate to poor initial assessments, lack of or inadequate budgeting, documentation, staffing, contract management and procurement, in addition to weak capacity on the ground causing implementation delays. Reported mitigation measures include constant support for capacity building by the project teams. The Bank also helped strengthen the dedicated safeguards staff in Project Management Units with technical support, mentoring and supervision, while supporting the development of operational guidelines to ensure safeguards sustainability. No Inspection Panel cases were registered in Indonesia during the CPF.

58. The PLR noted that integrity lapses had been observed, particularly in the procurement of relatively low-value contracts administered in a decentralized manner. In a few cases, there was reluctance to comply with the World Bank Anti-Corruption Guidelines or the World Bank's advice for correct application of its guidelines. During the FY16 to FY20 period, INT opened 14 preliminary investigations and ultimately conducted four full investigations, one of which is ongoing and three have closed, two in the Transport sector and one in the Water sector. INT substantiated allegations in all these three cases. INT found corruption, fraud, and collusion in the Water sector case, and fraud in one of the Transport sector cases. Sanctions have been applied in one of these cases. The other Transport sector case was part of a broader case that involved projects in other countries in the region wherein INT substantiated corruption allegations.

#### Ownership and Flexibility

59. Indonesia had political stability during the CPF period, with the president being re-elected in 2019 for a second term. The CLR describes this administration as being cautiously reformist, and the PLR noted that the administration had taken a bold stance on addressing the underlying drivers of Indonesia's sustainable landscapes challenges, especially related to fire and lowlands management, that had encountered resistance even within the administration. However, the CLR notes that critical reforms on governance and anti-corruption, increasing revenues, climate change and landscape management, the dominance of state-owned enterprises, and correcting an anti-trade bias in economic and regulatory policies have proven elusive. This concern is in line with the SCD Update, which noted that "Except for the introduction of a minimum wage formula, almost no reform priorities have been adequately addressed since the 2015 SCD. This points to the political difficulties in undertaking them and emphasizes the need to factor in the political economy dimension into the



technical recommendations.” During the CPF period, the Bank program placed greater emphasis on co-financing and providing technical assistance within national priority programs, which may have helped strengthen somewhat ownership and enhance overall impact. The WBG showed reasonable flexibility in adjusting the program at the PLR stage in response to the government’s increased emphasis on human capital and on finance for infrastructure development. Towards the end of the period, the Bank also adjusted the lending program in response to the COVID-19 crisis. The CLR describes that this response was provided through lending amounting to US\$950 million with operations for health, social protection, and overall national economic support.

#### WBG Internal Cooperation

60. There was good internal Bank Group cooperation in several engagement areas over the CPF period. The CPF indicated that opportunities for Bank Group engagement were enhanced as the government appreciated the “value proposition in combining financial products, knowledge services and implementation support” across Bank Group institutions, and the CLR describes the partnership between the Bank, IFC and MIGA as “tight”. Engagement areas under the FY16-20 CPF in which both the Bank and IFC were active included housing development; tourism; the energy sector; education; forestry management; business regulatory reform; and access to finance. They covered seven of the 15 CPF objectives. A joint Bank/IFC team prepared the FY20 Country Private Sector Diagnostic that identified a range of opportunities and constraints to enhancing the private sector in Indonesia. In the power sector, IFC invested in gas and hydropower IPPs that complemented Bank support for transmission, distribution, and regulatory reform. In the financial sector, Bank ASA and policy lending to expand access to financial services was complemented by IFC investments in commercial banks and NBFIs engaged in the provision of financial services for MSMEs and women entrepreneurs.

#### Risk Identification and Mitigation

61. The CPF assessed the overall implementation risk as Substantial, rating the environmental and social risks as High and three other sets of risk as Substantial: Political economy and governance risks, macroeconomic uncertainty, and implementation and capacity constraints. The remaining three risks were Modest. The PLR’s risk assessment largely maintained these risk ratings, except that the macroeconomic risk rating was lowered (from Substantial to Moderate), while the fiduciary risk was raised from Moderate to Substantial. These risks were well identified and analyzed, and the risk ratings were appropriate. In particular, the political economy and governance risks materialized through modest progress in some areas. Mitigation measures had been put in place to the extent possible. For example, for landscape management<sup>17</sup> these measures included a comprehensive engagement combined with the government’s policy directions, and a stated preparedness to realign direction and sequencing of interventions if required. Overall, these measures demonstrated that the WBG had considered the possible risks, although in some cases the strength of mitigating measures was limited.

#### Overall Assessment and Rating

62. On balance, IEG rates the WBG performance as **Good**. The program components were well aligned with the government’s plans and priorities, and addressed important development issues, although more attention could have been given to the political economy and governance constraints, and to the problems related to climate change. The program was quite broad, although more selective than the previous country program, and with several examples of selectivity at the sectoral level. It was implemented largely as planned in terms of objectives, but with a larger than planned lending program that towards the end of the period also included COVID-19 related lending. The results framework as designed and implemented (and as reasonably modified in the PLR) broadly

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<sup>17</sup> The term landscape management was technically correct but open to misinterpretation. It referred to the support for design and implementation of policies and programs to improve management and benefits of terrestrial natural assets, including land management and spatial planning, and disaster management, mitigation and preparedness.





reflected the WBG's interventions in Indonesia. At the same time, while its thematic structure was appropriate, there were many instances of disconnect between broadly formulated objectives and narrowly focused indicators, that did not address the full spectrum of the objectives. The framework had limited additionality beyond the project level, with a weak causal chain from WBG interventions to country results.

#### Design

63. The CPF sought to bring a greater degree of selectivity by improving the focus on key public policy reforms. To this end, the program successfully used a platform approach – co-financing of the priority government programs - and set up cross-sectoral objectives. It also made significant use of the PforR instrument. As planned, throughout the CPF period, the World Bank has collaborated with other development partners in policy dialogue and in providing financial support for the implementation of government programs. The WBG showed reasonable flexibility in adjusting the program at the PLR stage in response to the government's increased emphasis on human capital and on finance for infrastructure development. Towards the end of the period, the Bank also adjusted the lending program in response to the COVID-19 crisis. Internal Bank Group cooperation was applied in program design, with IFC projects and advisory services supporting five of the 15 objectives. The CPF and PLR identified and analyzed well the various risk dimensions, the risk ratings were largely appropriate, and mitigation measures were put in place in most of the cases. On the other hand, governance could have been included in program design as a key cross-cutting concern, as which it was identified in the SCD Update.

#### Implementation

64. The program was implemented largely as planned in terms of objectives, but with a larger than planned lending program – US\$9.0 billion against US\$7.5 billion planned – with this lending well diversified between instruments and practices. The average outcome ratings for Indonesia's 17 completed projects were higher than for the region's and the Bank's world-wide portfolio. During the CPF period, an average of 17.1 percent of the Indonesia portfolio was at risk (17.6 percent weighted by value), about the same as for the region, but lower than for the world-wide portfolio. IFC made 32 new investments for US\$1.15 billion in net commitments, with the main sector being finance and insurance (57 percent). MIGA did not issue any new guarantees over the CPF period. During the CPF period, the Bank delivered – with substantial funding from trust funds - a total of 174 ASA products, including nine tasks to be completed in FY21, while IFC approved 12 new Advisory Service projects and had 15 ongoing projects during the CPF period. The ASA products covered a wide range of areas in support of the broad-based lending program and included a number of flagship reports that the CLR found to be influential within the country and that also served as instruments of global learning.

### **7. Assessment of CLR Completion Report**

65. The CLR is well organized, comprehensive, and clear, although considerably longer than other CLRs. It pointed correctly at some program weaknesses, for example, with its results framework. However, it largely limits its assessment to the extent to which the targets were met rather than actual progress towards CPF objectives. This would have been especially important in light of several instances of disconnect between objectives and indicators. The CLR also does not present sufficient evidence on effectiveness of the platform approach (a significant design feature). Such a discussion should have gone beyond the possible scaling-up effect between donors to consider the impact on the government's own programs. It could also have clarified whether there was any conceptual difference between "areas" and "beams" and could have devoted some space to discussing the modifications to the WBG work program arising from the ongoing pandemic. Finally, it would have been preferable to present lessons rather than lengthy recommendations.





## **8. Findings and Lessons**

66. In summary, the program components were well aligned with the government's plans and priorities and addressed important development issues. The lending program was reasonably selective and was implemented largely as planned in terms of objectives, but with a larger than planned lending program that towards the end of the period also included COVID-related lending. The results framework as designed and implemented (and as reasonably modified in the PLR) broadly reflected the WBG's interventions in Indonesia. Its thematic structure was appropriate, but the framework had limited additionality beyond the project level, and with a weak causal chain from WBG interventions to country results. The WBG showed reasonable flexibility in adjusting the program at the PLR stage in response to the government's increased emphasis on human capital and on finance for infrastructure development. Internal Bank Group cooperation was evident in several engagement areas over the CPF period.

67. The CLR presents its lessons in the form of recommendations, with four main recommendations and a number of underpinning lessons, observations, and recommendations. IEG has reformulated the main recommendations as lessons that emphasize the importance for the WBG to:

- Build on its strengths to help the country in post-pandemic recovery, and in particular by maintaining a medium-term focus and prioritizing addressing economic fragilities.
- Reshape its priorities in light of recent developments; consider focusing on environment and climate change and addressing regional inequalities.
- Be able to scale up from successful operations; and
- Strengthen linkages between interventions and outcomes at the country level.

68. In addition, IEG draws the following additional lesson which has also been touched on in the CLR:

- The platform approach has been useful for scaling up of efforts between donors, although the CLR did not provide sufficient evidence of its impact on the government's own programs.



**Annex Table 1: Summary of Achievements of CPS Objectives – Indonesia**

**Annex Table 2: Planned and Actual Lending for Indonesia, FY 16-20**

**Annex Table 3: Analytical and Advisory Work for Indonesia FY16-20**

**Annex Table 4: Trust Funds Active for Indonesia FY16-20**

**Annex Table 5: IEG Project Ratings for Indonesia, FY16-20 (US\$, millions)**

**Annex Table 6: IEG Project Ratings for Indonesia and Comparators, FY16-20**

**Annex Table 7: Portfolio Status for Indonesia and Comparators, FY16-20**

**Annex Table 8: Economic and Social Indicators for Indonesia FY16-20**

**Annex Table 9: Total Net Disbursements of Official Development Assistance and Official Aid for Indonesia FY16-19**

**Annex Table 10: List of IFC Investments in Indonesia (US\$, millions)**

**Annex Table 11: List of IFC Advisory Services in Indonesia, FY16-20 (US\$, millions)**

**Annex Table 12: List of MIGA Projects Active in Indonesia, FY16-20 (US\$, millions)**



**Annex Table 1: Summary of Achievements of CPS Objectives – Indonesia**

|                                       | CPS FY16-FY20: Focus Area:<br>National Infrastructure<br>for Growth and Development   | Actual Results   | IEG Comments  |
|---------------------------------------|---|--|---|
| <b>Major<br/>Outcome<br/>Measures</b> | <b>1. CPS Objective: Increase Access to Water Through Irrigation and Dam Safety</b>   |  |   |
|                                       | <b>Indicator 1:</b> The number of people benefiting from improved irrigation and drainage<br><br><b>Baseline:</b> 4.5 million (2016)<br><b>Target:</b> 5.8 million (2020)         | IEG <a href="#">ICRR: MS</a> of P114348 reports that there were 5.1 million people that benefitted from improved irrigation as of 2017.<br><br><b>Partially Achieved</b>   | The objective was supported by the Water Resources and Irrigation Sector Management Program 2 (P114348, FY11) and the Strategic Irrigation Modernization and Urgent Rehabilitation Project (P157585, FY18).<br><br>CPS did not include information on the baseline and target, added at the PLR stage.  |
|                                       | <b>Indicator 2:</b> The number of people benefiting from improved dam safety<br><br><b>Baseline:</b> 3.1 million (2016)<br><b>Target:</b> 5.85 million (2020)                     | April 2020 <a href="#">ISR: MS</a> of P096532 reports that there were 6.12 million beneficiaries of increased safety and functionality of dams as of March 2020.<br><br><b>Achieved</b>  | The objective was supported by the Dam Operational Improvement and Safety (P096532, FY09) and its restructuring/additional financing (P161514, FY17)<br><br>CPS did not include information on the baseline and target, added at the PLR stage.   |
|                                       | <b>2. CPS Objective: Increase Access to Affordable Housing</b>  |  |   |
|                                       | <b>Indicator 1:</b> Number of targeted households assisted by the Program (BSPS) for affordable house ownership<br><br><b>Baseline:</b> 0 (2016)<br><b>Target:</b> 300,000 (2020) | The CLR reports that there were 375,427 targeted households that were assisted by the BSPS program for affordable housing. However, this figure corresponds to households that received assistance for home improvements, not for home ownership as per the indicator (May 2020 <a href="#">ISR: MU</a> of P154948). The BSPS is a home improvement assistance program.<br><br>May 2020 <a href="#">ISR: MU</a> of P154948 reports that there were 5,181 target households assisted by the Program (BP2BT) for affordable house ownership as of March 2020 against the target of 300,000.<br><br><b>Not Achieved</b> | The objective was supported by the National Affordable Housing Program (P154948, FY17) and the ASA Land, Housing and Urban Settlements (P149874, FY17)<br><br>Indicator was modified at the PLR stage (no changes in values from CPS). The original read:<br><i>Number of households with access to affordable housing through credit-linked down payment subsidies</i><br><b>Baseline:</b> 0 (2016)<br><b>Target:</b> 300,000 (2020) |
|                                       | <b>3. CPS Objective: Development of Integrated Tourism Destinations</b>   |  |   |
|                                       | <b>Indicator 1:</b> Number of integrated tourism destinations with coordination body and  | The June 2020 Progress Review of P164884 reports that 3 new provincial and 14 new district/city  | The objective was supported by the ASA Sustainable Tourism Development (P164884, FY22;  |



|                               | <b>CPS FY16-FY20: Focus Area I:<br/>National Infrastructure<br/>for Growth and Development</b>  | <b>Actual Results</b>  | <b>IEG Comments</b>   |
|-------------------------------|---|--|---|
|                               | <p>implementation arrangements formalized by government decrees (Surat Keputusan, SK)</p> <p><b>Baseline:</b> 0 (2016)<br/><b>Target:</b> 1 (2020)</p>                              | <p>Task Forces have been established. The Task Forces are responsible for coordination and oversight of local tourism development.</p> <p><b>Achieved</b></p>        | <p>MDTF P1644472, FY18), and the IFC AS Indonesia Investment Climate Competitive Sectors and Competition MCICP (602983)</p> <p>At the PLR stage the indicator was modified from the original:<br/><i>Number of integrated tourism destinations established</i></p>  |
|                               | <b>CPS FY16-FY20: Focus Area II:<br/>Sustainable Energy and<br/>Universal Access</b>  | <b>Actual Results</b>  | <b>IEG Comments</b>   |
| <b>Major Outcome Measures</b> | <b>4. CPS Objective: Increase Supply and Access to Energy</b>   |  |   |
|                               | <p><b>Indicator 1:</b> Number of people provided with new or improved electricity services</p> <p><b>Baseline:</b> 11.18 million (2015)<br/><b>Target:</b> 13.18 million (2020)</p> | <p>The <a href="#">ICR: HS</a> of P154805 reports that 14.98 million people were provided with access to electricity as of December 2019.</p> <p><b>Achieved</b></p> | <p>The objective was supported by the Power Distribution Development Program-for-Results (P154805, FY16), the IFC AS Indonesia Renewable Energy Program – Business Development (600118), and the MIGA guarantee Rajamandala Hydropower Project (11862)</p> <p>The indicator was modified at the PLR stage. The original (CPS):<br/><i>Number of households receiving improved access to reliable energy</i><br/><b>Baseline:</b> 12.45 million (2012)<br/><b>Target:</b> 13.97 million (2020)</p> |
|                               | <p><b>Indicator 2:</b> Incremental geothermal power generation installed capacity (MW)</p> <p><b>Baseline:</b> 0 (2014)<br/><b>Target:</b> 150 (2020)</p>                           | <p>The IEG <a href="#">ICRR: MS</a> of P113078 reports that 150 MW of new geothermal capacity installed as of December 2018.</p> <p><b>Achieved</b></p>              | <p>The objective was supported by the Geothermal Clean Energy Investment Project (P113078, FY12)</p>  |
|                               | <p><b>Indicator 3:</b> Non-coal (hydro, gas) power produced (Gwh)*</p> <p><b>Baseline:</b> 1,175 (2014)<br/><b>Target:</b> 2,401 (2020)</p> <p>*Through IFC</p>                     | <p>The IFC DOTS database reports that 3,906 Gwh were produced in 2018 (31462, 33853)</p> <p><b>Achieved</b></p>  | <p>The objective was supported by the following IFC IS: Medco Power (31462), Asahan 1 (33853)</p> <p>The target was modified at the PLR stage. The original (CPS) target was 1,300 (2020)</p>   |
|                               | <b>CPS FY16-FY20: Focus Area III:<br/>Maritime Connectivity</b>   | <b>Actual Results</b>  | <b>IEG Comments</b>   |
| <b>Major Outcome Measures</b> | <b>5. CPS Objective: Improve Maritime Logistics and Connectivity</b>  |  |   |
|                               | <p><b>Indicator 1:</b> Reduction in dwelling time in the two main ports</p>   | <p>IEG <a href="#">ICRR: S</a> of P158140 reports that as of 2018, the dwelling time</p>   | <p>The objective was supported by Indonesia Maritime Logistics DPL</p>  |





|                               | <b>CPS FY16-FY20: Focus Area III:<br/>Maritime Connectivity</b>   | <b>Actual Results</b>   | <b>IEG Comments</b>   |
|-------------------------------|---|---|---|
|                               | <p><b>Baseline:</b> 5.5 days in Tanjung Priok and 6.3 days in Tanjung Perak (2015)<br/><b>Target:</b> 3 days (2020) in both ports</p>   | <p>for Tanjung Priok was 4.2 days and for Tanjung Perak was 3.9 days.</p> <p>The Indonesia National Single Window (<a href="#">INSW</a>) reports that as of June 2020, the dwelling time for Tanjung Priok was 2.64 days and Tanjung Perak (including Tanjung Emas) was 3.01 days.</p> <p><b>Achieved</b></p>   | <p>(P158140, FY17), the Second Logistics Reform Development Policy Loan (P163973, FY18), and the following ASAs: Programmatic AAA on Managing Logistics Costs in Indonesia (P146261, FY16), Bali Sustainable Transport and Connectivity Initiative (P165320, FY19), Eastern Indonesia Port Development Platform (P160693, FY18)</p>   |
|                               | <p><b>Indicator 2:</b> Increase in the number of new foreign licenses for freight forwarders warehousing and cold storage service providers</p> <p><b>Baseline:</b> 20 for freight forwarders and 3 for warehousing and cold storage (2015)<br/><b>Target:</b> 25 for freight forwarders and 18 for warehousing and cold storage (2020)</p> | <p>IEG <a href="#">ICRR: S</a> of P158140 reports that as of 2018, 54 licenses were issued to freight forwarders and 60 licenses to warehousing and cold storage.</p> <p><b>Achieved</b></p>  | <p>The objective was supported by Indonesia Maritime Logistics DPL (P158140, FY17) and the Second Logistics Reform Development Policy Loan (P163973, FY18)</p>  |
|                               | <b>CPS FY16-FY20: Focus Area IV:<br/>Delivery of Local Services and Infrastructure</b>  | <b>Actual Results</b>   | <b>IEG Comments</b>   |
|                               | <b>6. CPS Objective: Strengthening the Decentralization Framework to Improve Local Service Delivery</b>   |   |   |
|                               | <p><b>Indicator 1:</b> Percentage of DAK-financed physical outputs reported, verified, and meeting eligibility criteria in districts where the performance incentive is introduced</p> <p><b>Baseline:</b> 72 (2016)<br/><b>Target:</b> 88 (2018)</p>   | <p>IEG <a href="#">ICRR: S</a> of P111577 reports that 77% of physical outputs were reported, verified, and confirmed to meet eligibility criteria as of December 2017.</p> <p><b>Not Achieved</b></p>  | <p>The objective was supported by the Local Government and Decentralization Project (P111577, FY10) and its additional financing (P123940, FY15) and the ASA Decentralization that Delivers: Improving Decentralization for a Better Service Delivery (P154976, FY20)</p>   |
| <b>Major Outcome Measures</b> | <b>7. CPS Objective: Improving Sustainable Urbanization</b>   |   |   |
|                               | <p><b>Indicator 1:</b> People provided with improved infrastructure under the National Slum Upgrading Project</p> <p><b>Baseline:</b> 0 (2016)<br/><b>Target:</b> 7.5 million (2020)</p>  | <p>The CLR reports that 5.1 million people were provided with improved infrastructure under the National Slum Upgrading Project as of December 2019. IEG could not verify this information.</p> <p>May 2020 <a href="#">ISR: MS</a> of P154782 reports that there were 4.7 million people provided with improved infrastructure under the project as of January 2020.</p> | <p>The objective was supported by the National Slum Upgrading Project (P154782, FY17) and the subtasks of the ASA Sustainable Urbanization Programmatic AAA (P153802, FY21) and Indonesia Urbanization Flagship (P164537, FY19)</p> <p>The indicator was modified at the PLR stage. The original (CPS) indicator: <i>Number of people with improved access to urban infrastructure and services in the targeted</i></p> |



|  | <b>CPS FY16-FY20: Focus Area IV:<br/>Delivery of Local Services<br/>and Infrastructure</b>  | <b>Actual Results</b>  | <b>IEG Comments</b>  |
|--|---|--|--|
|  | <p><b>Indicator 2:</b> Female beneficiaries under the National Slum Upgrading Project</p> <p><b>Baseline:</b> 0 (2016)</p> <p><b>Target:</b> (2020)</p> <ul style="list-style-type: none"> <li>• Female members in community decision-making body: 30%</li> <li>• Female participants in planning and implementation stages: 40%</li> <li>• Female community members obtained capacity building: 30%</li> </ul> | <p><b>Partially Achieved</b></p> <p>The CLR reports that as of December 2019:</p> <ul style="list-style-type: none"> <li>• Female members in community decision-making body: 33%</li> <li>• Female participants in planning and implementation stages: 36%</li> <li>• Female community members obtained capacity building: 45%</li> </ul> <p>IEG could not verify this information.</p> <p>The Monthly Report Monitoring and Evaluation by the National Management Consultant under the National Slum Upgrading Project (P154782) shared with IEG shows that 45 percent (i.e. 2.7 million out of the target of 6 million beneficiaries) were female beneficiaries whom received support under the project by July 2020. However, the available information concerns “female beneficiaries” without further definition. Hence, the degree to which this term includes any of the three dimensions identified in the objective is not clear.</p> <p><b>Partially Achieved.</b></p> | <p><i>slums, disaggregated by gender. Baseline: 0 (2016). Target: 4 million (2020)</i></p> <p>The objective was supported by the National Slum Upgrading Project (P154782, FY17)</p>   |
|  | <p><b>8. CPS Objective: Improved Access to Quality Education and Health-Related Services</b></p> <p><b>Indicator 1:</b> Percentage of pregnant women receiving four prenatal care visits in 5,761 villages</p> <p><b>Baseline:</b> 68 (2016)</p> <p><b>Target:</b> 80 (2020)</p>  | <p>The CLR reports that 97.59% of pregnant women received four prenatal care visits as of March 2018 (December 2018 <a href="#">ISR: MS</a> of P132585).</p> <p>IEG <a href="#">ICRR: S</a> of P132585 reports that 85.68% of pregnant women received four prenatal care visits in 5,789 villages as of December 2018.</p> <p><b>Achieved</b></p>  | <p>The objective was supported by the Healthy and Bright Generation (Generasi) (P132585, FY13) and the following ASAs: Indonesia PAAA to Support UHC (P153828, FY18), Village Law Programmatic AAA (P153219, FY20) and its subtasks, the Impact evaluation for PNPM Generasi (P152466, FY18), Indonesia Education Flagship (P170282, FY20)</p> |



|  | <b>CPS FY16-FY20: Focus Area IV:<br/>Delivery of Local Services<br/>and Infrastructure</b>  | <b>Actual Results</b>  | <b>IEG Comments</b>  |
|--|---|--|--|
|  | <p><b>Indicator 2:</b> National Stunting Reduction Coordination mechanism launched and operational</p> <p><b>Baseline:</b> No (2018)<br/><b>Target:</b> Yes (2020)</p>  | <p>IEG <a href="#">ICRR: S</a> of P132585 reports that the Government's National Strategy to Accelerate Stunting Prevention (StraNas Stunting) was launched in 2017 and operational.</p> <p><b>Achieved</b></p>  | <p>The objective was supported by the Healthy and Bright Generation (Generasi) (P132585, FY13)</p>   |
|  | <p><b>Indicator 3:</b> Number of districts implementing district based, community focused training system for early childhood education (ECED) teachers</p> <p><b>Baseline:</b> 0 (2016)<br/><b>Target:</b> 75 (2020)</p>   | <p>The CLR reports that there were 75 districts that implemented district based, community focused training system for early childhood education (ECED) teachers as of 2020. IEG could not verify this information.</p> <p>The ASA P156674 reports that there were 25 districts implementing district based, community focused training system for ECED teachers as of December 2017 (Activity Completion Summary).</p> <p><b>Not Achieved</b></p> | <p>The objective was supported by the ASA Strengthening Frontline Early Childhood Education and Development Services in Poor Rural Communities (P156674, FY20)</p>   |
|  | <p><b>Indicator 4:</b> Number of people having access to improved water services in targeted areas, disaggregated by gender</p> <p><b>Baseline:</b> 7.9 million, with 4 million women (2016)<br/><b>Target:</b> 22 million, with 11 million women (2020)</p>            | <p>The IEG <a href="#">ICRR: S</a> of P116236 reports that 1,870,067 additional people had sustainable access to improved water facilities as of September 2017, of which 1,002,712 were women.</p> <p>The May 2020 <a href="#">ISR: S</a> of P085375 reports that 19 million people in rural areas were provided with access to improved water sources as of April 2020, of which 9.5 million were female.</p> <p><b>Mostly Achieved</b></p>      | <p>The objective was supported by the PAMSIMAS Support Trust Fund (P116236, FY09) and its additional financing (P147365, FY14) and the Third Water Supply and Sanitation for Low-Income Communities / Community Based Water Supply Project (PAMSIMAS III) (P085375, FY06) and its additional financing (P129486, FY13)</p> <p>CPS did not include information on gender-based baseline and target, added at the PLR stage.</p> |
|  | <p><b>Indicator 5:</b> Number of people having access to improved sanitation services in targeted areas, disaggregated by gender</p> <p><b>Baseline:</b> 7.7 million, with 3.9 million women (2016)<br/><b>Target:</b> 14.9 million, with 7.45 million women (2020)</p> | <p>The IEG <a href="#">ICRR: S</a> of P116236 reports that 1,825,904 additional people with sustainable access to improved sanitation facilities as of September 2017, of which 867,150 were women.</p> <p>May 2020 <a href="#">ISR: S</a> of P085375 reports that 15.5 million people were provided with access to "improved sanitation facilities" as of April 2020. The gender</p>  | <p>The objective was supported by the PAMSIMAS Support Trust Fund (P116236, FY09) and its additional financing (P147365, FY14) and the Third Water Supply and Sanitation for Low-Income Communities / Community Based Water Supply Project (PAMSIMAS III) (P085375, FY06) and its additional financing (P129486, FY13)</p>   |



|                               | <b>CPS FY16-FY20: Focus Area IV:<br/>Delivery of Local Services<br/>and Infrastructure</b>  | <b>Actual Results</b>   | <b>IEG Comments</b>   |
|-------------------------------|---|---|---|
|                               |   | breakdown of this indicator was not monitored by the project.   | At the PLR stage, gender-based baseline and target was added.   |
|                               | <b>Indicator 6:</b> Female beneficiaries under the new PAMSIMAS project<br><br><b>Baseline:</b> 0 (2016)<br><b>Target:</b> (2020) <ul style="list-style-type: none"> <li>Female members in the community decision making body: 30%</li> <li>Female participants in the planning and implementation stages: 30%</li> <li>Female community members obtained capacity building: 30%</li> </ul> | <b>Mostly Achieved</b><br>The CLR reports that as of December 2019: <ul style="list-style-type: none"> <li>Female members in community decision-making body: 28%</li> <li>Female participants in planning and implementation stages: 45%</li> <li>Female community members obtained capacity building: 46%</li> </ul> IEG could not verify this information.<br><br>The supporting projects, P116236 and P085375, do not monitor this indicator.<br><br><b>Not Verified</b> | The objective was supported by the PAMSIMAS Support Trust Fund (P116236, FY09) and its additional financing (P147365, FY14) and the Third Water Supply and Sanitation for Low-Income Communities / Community Based Water Supply Project (PAMSIMAS III) (P085375, FY06) and its additional financing (P129486, FY13)   |
|                               | <b>CPS FY16-FY20: Focus Area V:<br/>Sustainable Landscape<br/>Management</b>  | <b>Actual Results</b>   | <b>IEG Comments</b>   |
|                               | <b>9. CPS Objective: Strengthened Capacity in Decentralized Forest and Land Management</b>  |   |   |
| <b>Major Outcome Measures</b> | <b>Indicator 1:</b> Land area supported by forest management units with improved management effectiveness (hectare)<br><br><b>Baseline:</b> 0 (2016)<br><b>Target:</b> 177,000 (2020)   | According to the official report from the Ministry of Environment and Forestry shared with IEG, approximately 7.4 million hectares were supported by the forest management units with improved management effectiveness as of June 2020.<br><br>The supporting project, P144269, does not monitor this indicator.<br><br><b>Achieved</b>  | The objective was supported by the Promoting Sustainable CBNRM and Institutional Development (P144269, FY16), the following ASAs: REDD+ Support Facility (P149183, FY17), and the subtasks of Indonesia Integrated Landscapes (P156489, FY24), and the following IFC AS: SE Asia Forestry Advice (600431)<br><br>At the PLR stage, the target was modified from the original: 560,000 (2020)<br><br>The CLR reports that 7.7 million hectares supported by forest management units with improved management effectiveness as of 2020. |



|                                       | CPS FY16-FY20: Focus Area VI:<br>Collecting More<br>And Spending Better   | Actual Results   | IEG Comments  |
|---------------------------------------|---|--|---|
| <b>Major<br/>Outcome<br/>Measures</b> | <b>10. CPS Objective: Improve Revenue Collection</b>  |  |   |
|                                       | <b>Indicator 1:</b> VAT-to-GDP ratio<br><br><b>Baseline:</b> 3.7% (2015)<br><b>Target:</b> 4.0% (2020)  | The Budget Execution Report of the Central Government ( <a href="#">APBN KITA 2019</a> ) reports that the VAT-to-GDP ratio was 3.4% as of 2019.<br><br><b>Not Achieved</b>   | The objective was supported by the ASAs: the subtasks of Strengthening Revenue and Budget Management in Indonesia (P155648, FY21), Programmatic Macro and Fiscal Policy Engagement (P132241, FY20),   |
|                                       | <b>Indicator 2:</b> Non-oil & Gas Income Tax-to-GDP ratio<br><br><b>Baseline:</b> 4.7% (2015)<br><b>Target:</b> 5.0% (2020)   | The Budget Execution Report of the Central Government ( <a href="#">APBN KITA 2019</a> ) reports that the Non-oil & Gas Income Tax-to-GDP ratio was 4.4% as of 2020.<br><br><b>Not Achieved</b>  | The objective was supported by the ASAs: the subtasks of Strengthening Revenue and Budget Management in Indonesia (P155648, FY21)   |
|                                       | <b>11. CPS Objective: Improve Efficiency and Effectiveness of Spending</b>  |  |   |
|                                       | <b>Indicator 1:</b> Central government spending on health, capital expenditure (proxy for infrastructure), and social assistance (percentage of total expenditure of approved national budget excluding transfers to subnational governments)<br><br><b>Baseline:</b> health at 2.7 percent (2014); capital expenditure at 12.2 percent (2014); social assistance at 3.2 percent (2014)<br><b>Target:</b> positive growth (2016 onward) | The CLR reported the following levels of expenditure as of 2019:<br><ul style="list-style-type: none"> <li>• Health expenditures: 4.2%</li> <li>• Capital expenditures: 12.1%</li> <li>• Social assistance: 7.5%</li> </ul> <p>IEG could not verify this information.</p> <p>The audited Budget Execution Report of the Central Government (<a href="#">LKPP 2019</a>) reports that in 2019, percentage of total expenditures of approved national budget excluding transfers to subnational governments were:</p> <ul style="list-style-type: none"> <li>• Health expenditures: IEG could not verify this information</li> <li>• Capital expenditures: 11.6%</li> <li>• Social assistance: 6.2%</li> </ul> <p>The supporting projects, Fiscal Reform DPLs, did not monitor this indicator.</p><br><b>Partially Achieved</b> | The objective was supported by the Fiscal Reform DPLs 1-3 (P156655, FY16; P161475, FY18; P167297, FY19) and the following ASAs: the subtasks of Programmatic Macro and Fiscal Policy Engagement (P132241, FY20), Public Procurement Statistics Capacity-Building in Indonesia (P163517, FY19), and the subtasks of Strengthening Revenue and Budget Management in Indonesia (P155648, FY21) |
|                                       | <b>Indicator 2:</b> Central budget execution rates (realized as a percentage of APBN) of capital spending<br><br><b>Baseline:</b> 80 percent (2014)<br><b>Target:</b> 90 percent (2020)   | The audited Budget Execution Report of the Central Government ( <a href="#">LKPP 2019</a> ) reports that the execution rate of the Central Government (Pemerintah Pusat) for capital spending (Belanja Modal) was 93.93% in 2019.<br><br><b>Achieved</b>   | The objective was supported by the subtasks of the ASA Strengthening Revenue and Budget Management in Indonesia (P155648, FY21)<br><br>At the PLR stage, the target year was modified from the original (CPS) 2018.<br><i>Target value unchanged.</i>   |





|                                       | CPS FY16-FY20: Focus Area VII<br>(Supporting):<br>Leveraging the Private Sector:<br>Investment, Business Climate<br>and Functioning of Markets    | Actual Results  | IEG Comments   |
|---------------------------------------|---|---|--|
| <b>Major<br/>Outcome<br/>Measures</b> | <b>12. CPS Objective: Simplify Business Regulations</b>   |   |  |
|                                       | <p><b>Indicator 1:</b> Implemented reforms supporting private sector development</p> <p><b>Baseline:</b> 0 (2018)<br/><b>Target:</b> 5 (2020)</p> | <p>P160793 reports that the <a href="#">Doing Business 2018</a> recognized 7 reforms, of which 4 are linked to the ASA (Activity Completion Summary).</p> <ul style="list-style-type: none"> <li>Starting a business: Reduction of start-up fees for limited liability companies in Jakarta and Surabaya</li> <li>Getting electricity: Reduction of connection and wiring fees; streamlining of new connection applications in Jakarta</li> <li>Registering property: Reduction of transfer tax in Jakarta and Surabaya</li> <li>Getting credit: launch of new credit bureau in Jakarta and Surabaya</li> <li>Protecting minority investors: Increase of shareholder rights and role in major corporate decisions and requiring greater transparency (Jakarta and Surabaya)</li> <li>Paying taxes: Promotion of online filing of taxes and lower rate of capital gains tax (Jakarta and Surabaya)</li> <li>Trading across borders: Introduction of a single billing system in Jakarta and Surabaya.</li> </ul> <p>The Doing Business 2020 report also show that Indonesia implemented 5 reforms in 2019.</p> <p><b>Achieved</b></p> | <p>The objective was supported by the ASAs Private Sector Development Reform Project (P144680, FY17), Private Sector Competitiveness Reform II (P160793, FY18), Review Economic Packages Released by the Indonesian Government (P160406, FY18), the report Creating Markets in Indonesia : Unlocking the Dynamism of the Indonesian Private Sector (FY19), and the following IFC AS: Indonesia Investment Climate Competitive Sectors and Competition MCICP (602983), Indonesia Investment Climate Competitive Sectors and Competition UKPF (602984), and Indonesia Investment Climate Competitive Sectors and Competition (602128).</p> |
|                                       | <b>13. CPS Objective: Increase the Role of the Private Sector in National Infrastructure Investment</b>   |   |  |
|                                       | <p><b>Indicator 1:</b> Amount of PPP investment in infrastructure</p>   | <p>The June 2020 <a href="#">ISR</a> of P157490 reports that US\$ 9,953</p>   | <p>The objective was supported by the Indonesia's Infrastructure Finance Development (IIFD) - RE (P157490,</p>   |



|   | CPS FY16-FY20: Focus Area VII<br>(Supporting):<br>Leveraging the Private Sector:<br>Investment, Business Climate<br>and Functioning of Markets  | Actual Results   | IEG Comments   |
|---|---|--|--|
|   | <b>Baseline:</b> \$327.4 million (2014)<br><b>Target:</b> \$5,000 million (2020)  | <p>million was invested in PPPs for infrastructure as of May 2020.</p> <p><b>Achieved</b></p>  | <p>FY16) and the ASA PPP Toll Roads (P162300, FY18)</p> <p>At the PLR stage, the indicator was modified from the original:<br/> <i>An increase in private investment in infrastructure (higher private investment)</i><br/> <b>Baseline:</b> US\$327 m (2016)<br/> <b>Target:</b> US\$5,000 m (2020)</p>         |
|   | <p><b>Indicator 2:</b> The World Bank Group operations that directly crowd in private investments in addition to public and the World Bank Group financing</p> <p><b>Baseline:</b> 1 operation (2015)<br/> <b>Target:</b> 4 operations (2020)</p> | <p>The CLR reports that 6 WBG operations crowded-in private investments in addition to public and WBG financing. IEG could not verify this information.</p> <p>The following operations were able to crowd-in private investments during the CPS period:</p> <ul style="list-style-type: none"> <li>• P092218 and P154779: US\$ 50 million as of May 2020 (June 2020 <a href="#">ISR: S</a>)</li> <li>• P157490: US\$ 9,953 million in PPP investments as of May 2020 (June 2020 <a href="#">ISR: S</a>)</li> <li>• P118916: Mobilized US\$ 2.7 billion to 18 projects as of 2018 (IEG <a href="#">LCRR: MS</a>)</li> </ul> <p>Overall, IEG could verify that 4 WBG operations were able to crowd-in private investments.</p> <p><b>Achieved</b></p> | <p>The objective was supported by the objective was supported by the Infrastructure Finance Facility (P092218, FY09) and its additional financing (P154779, FY09), the Indonesia's Infrastructure Finance Development (IIFD) - RE (P157490, FY16), the Infrastructure Guarantee Fund Project (P118916, FY13)</p> |
| <b>14. CPS Objective: Enhance Access to Finance</b> |   |  |  |
|   | <p><b>Indicator 1:</b> Percentage adults (age 15+) with an account at formal financial institutions</p> <p><b>Baseline:</b> 36 percent (2014)<br/> <b>Target:</b> 65 percent (2020)</p>   | <p>The Otoritas Jasa Keuangan reports that 76% of adults have an account at formal financial institutions as of 2019 (<a href="#">National Survey of Financial Literacy and Inclusion 2019</a>).</p> <p><b>Achieved</b></p>  | <p>The objective was supported by the ASAs Digital Payments (P151368, FY17)</p> <p>At the PLR stage, the indicator was modified from the original:<br/> <i>Increase percentage of population with access to financial services</i><br/> <b>Baseline:</b> 36% (2016)<br/> <b>Target:</b> 50% (2020)</p>           |



|  | CPS FY16-FY20: Focus Area VII<br>(Supporting):<br>Leveraging the Private Sector:<br>Investment, Business Climate<br>and Functioning of Markets  | Actual Results   | IEG Comments   |
|--|---|--|--|
|  | <p><b>Indicator 2:</b> Number of Microloans disbursed disaggregated by gender*</p> <p>Baseline: 0 (2014)<br/>Target: 3,000,000 (of which 50 percent women) (2020)</p> <p>*Through IFC</p> | <p>The CLR reports that 4.3 million microloans were disbursed as of 2018, of which 86% were to women. IEG could not verify this information.</p> <p>The IFC DOTs reports the following number of disbursed loans:</p> <ul style="list-style-type: none"> <li>• 38934 – 3.2 million microfinance loans outstanding, 2.6 million to women (2018)</li> <li>• 38586 – 31 thousand microfinance loans outstanding, 23 thousand to women (2018)</li> </ul> <p>The PCR of 592927 reports that 44,531 (housing) and 496,964 (general microfinance) micro loans were disbursed with 26,887 (housing) and 322,007 (general microfinance) women borrowers (December 2019)</p> <p>The Q4 2020 supervision report of 603016 shows that 7,800 micro loans disbursed, 820 loans to women (10.5%).</p> <p>The PCR EvNote of 600401 reports that 455 microloans were disbursed as of June 2017.</p> <p>Overall, IEG can verify that 3.7 million loans were disbursed/outstanding, of which 2.9 million were to women (78%)</p> <p><b>Achieved</b></p> | <p>The objective was supported by the IFC IS BTPN MSME Loan (38934), Radana Finance (38586), and the IFC AS FIG Indonesia Microfinance AS (592927), TaniHub Agrifinance AS (603016), and Indonesia M Banking 2 Digital Inclusion (600401)</p> <p>The indicator was modified at the PLR stage. Original (CPS): <i>Number of individuals/ microenterprises reached with financial services, disaggregated by gender.</i><br/>Baseline: 1,370,000 (2013)<br/>Target: 4,767,000 (2018)</p> |
|  | <p><b>Indicator 3:</b> Number of SMEs reached with financial services*</p> <p>Baseline: 0 (2014)<br/>Target: 3,800 (2020)</p> <p>*Through IFC</p>   | <p>The CLR reports that there were 18,300 SMEs reached as of 2018. IEG could not verify this information.</p> <p>The IFC DOTs reports that 17,159 loans to SMEs were outstanding as a result of IFC</p>  | <p>The objective was supported by the IFC IS BTPN MSME Loan (38934), Radana Finance (38586), Indosurya Finance (39541), and the IFC AS Indonesia M Banking 2 Digital Inclusion (600401)</p>  |



|                               | <b>CPS FY16-FY20: Focus Area VII<br/>(Supporting):<br/>Leveraging the Private Sector:<br/>Investment, Business Climate<br/>and Functioning of Markets</b>                              | <b>Actual Results</b>   | <b>IEG Comments</b>   |
|-------------------------------|--|---|---|
|                               |  | <p>investments (38934, 38586, and 39541).</p> <p>The PCR EvNote of 600401 reports that 43 SMEs benefitted from expanded access to financial services as of June 2017.</p> <p><b>Achieved</b></p>  | <p>The baseline and target were modified at the PLR stage. Original (CPS):<br/><i>Baseline: 51,500 (2014)</i><br/><i>Target: 85,500 (2020)</i></p>  |
|                               | <b>CPS FY16-FY20: Focus Area VIII (Supporting):<br/>Shared Prosperity,<br/>Equality and Inclusion</b>  | <b>Actual Results</b>   | <b>IEG Comments</b>   |
| <b>Major Outcome Measures</b> | <b>15. CPS Objective: Improve Social Protection and Access to Productive Jobs</b>  |   |   |
|                               | <p><b>Indicator 1:</b> Total PKH beneficiary families</p> <p><b>Baseline:</b> 5.9 million (2016)<br/><b>Target:</b> 8 million (2020)</p>   | <p>The June 2020 <a href="#">ISR: S</a> of P160665 reports that there were 10 million PKH beneficiary families as of December 2018.</p> <p><b>Achieved</b></p>  | <p>The objective was supported by the Social Assistance Reform Program (P160665, FY17) and the following ASAs: Partnership for Knowledge-based Poverty Reduction (P132247, FY16) and its subtasks (P117975, FY16), SUSENAS Consumption Experiment (P153589, FY17), Indonesia Social Security Programmatic AAA (P144677, FY17), Delivering Work Opportunities for All Indonesians: An Engagement Program (P146480, FY17), subtasks of Jobs Action Program (P163964, FY21),</p> <p>At the PLR stage, the indicator was modified from the original:<br/><i>Number of households benefiting from PKH, disaggregated by gender</i><br/><i>Baseline: 3 million (2016)</i><br/><i>Target: 6 million (2020)</i></p> |
|                               | <p><b>Indicator 2:</b> Share of PKH beneficiaries receiving other social assistance program benefits (percentage)</p> <p><b>Baseline:</b> 13.6 (2016)<br/><b>Target:</b> 85 (2020)</p> | <p>The June 2020 <a href="#">ISR: S</a> of P160665 reports that as of February 2020, the share of PKH beneficiaries receiving other social assistance program benefits are:</p> <ul style="list-style-type: none"> <li>• Rastra/BPNT/Sembako (food assistance): 91%</li> <li>• PBI-JKN (health insurance premium fee waiver): 92%</li> </ul> <p><b>Achieved</b></p> | <p>The objective was supported by the Social Assistance Reform Program (P160665, FY17)</p>  |

**Annex Table 2: Planned and Actual Lending for Indonesia, FY 16-20**

| Project ID                                   | Project name   | Proposed FY | Approval FY | Closing FY | Proposed IBRD Amount | Proposed IBRD Amount | Approved IBRD Amount | Outcome Rating |
|--|--|-------------|-------------|------------|----------------------|----------------------|----------------------|----------------|
| <b>Project Planned Under CPS/PLR FY16-20</b> |  |             |             |            | <i>CPS</i>           | <i>PLR</i>           |                      |                |
| P161514                                      | Dam Operational Improvement and Safety 2                                     | 16-20       | 2017        |            | 250                  |                      | 125                  |                |
|  | Urgent Rehabilitation of Irrigation Project (URIP)                           | 16-20       |             |            | 200                  |                      |                      |                |
| P157585                                      | Irrigation Modernization & Rehabilitation                                    | 16-20       | 2018        | 2024       | 200                  |                      | 250                  |                |
| P154948                                      | National Affordable Housing Program  | 16-20       | 2017        | 2022       | 200                  |                      | 450                  |                |
| P157599                                      | Indonesia Tourism Development Project  | 16-20       | 2018        | 2024       | 150                  |                      | 300                  |                |
| P154291                                      | Indonesia Energy Sector DPL  | 16-20       | 2016        | 2016       | 500                  |                      | 500                  | IEG: MS        |
| DROPPED                                      | DPL Energy II  | 16-20       |             |            | 300                  |                      |                      |                |
| DROPPED                                      | AF-Upper Cisokan 1040MW  | 16-20       |             |            | 200                  |                      |                      |                |
| P154805                                      | Power Distribution Development   | 16-20       | 2016        | 2020       | 500                  |                      | 500                  |                |
| P149098                                      | Poko Hydro Power 130MW (PLN)   | 16-20       |             |            | 250                  |                      |                      |                |
| P166071                                      | Geothermal Resource Risk Mitigation  | 16-20       | 2020        | 2030       | 150                  | 225                  | 150                  |                |
| POSTPONED                                    | Power Distribution Efficiency II -P4R (PT. PLN)                              | 16-20       |             |            | 250                  |                      |                      |                |
| DROPPED                                      | Road improvement to support Integrated land and sea toll way – Northern area | 16-20       |             |            | 200                  |                      |                      |                |
| P158140                                      | Indonesia Maritime Logistics DPL   | 16-20       | 2017        | 2018       | 300                  |                      | 400                  | IEG: S         |
| P163973                                      | Indonesia Maritime Logistics DPL II  | 16-20       | 2018        | 2019       | 300                  |                      | 300                  | IEG: S         |
| DROPPED                                      | Eastern ports development (PT. Pelindo)                                      | 16-20       |             |            | 300                  |                      |                      |                |
| DROPPED                                      | National program for blue economy  | 16-20       |             |            | 100                  |                      |                      |                |
| DROPPED                                      | National Expressway Development Program (PPP)                                | 19-20       |             |            |                      | 300                  |                      |                |
| P154947                                      | Regional Infrastructure Development Fund                                     | 16-20       | 2017        | 2023       | 300                  | 400                  | 100                  |                |
| P154780                                      | National RWSS (PAMSIMAS-AF)  | 16-20       | 2016        | #          | 300                  |                      | 300                  |                |
| P154782                                      | Indonesia Nat'l Slum Upgrading Project                                       | 16-20       | 2017        | 2023       | 200                  |                      | 216.5                |                |
| P164277                                      | I-SPHERE   |             | 2018        | 2024       |                      |                      | 150                  |                |
| P157245                                      | National Solid Waste Management Program                                      | 16-20       | 2020        | 2026       | 150                  | 200                  | 100                  |                |
| P156125                                      | National Urban Water Supply Project  | 16-20       | 2018        | 2023       | 100                  |                      | 100                  |                |
| DROPPED                                      | Regional watersupply in Benteng Kobema and Durolis                           | 16-20       |             |            | 100                  |                      |                      |                |
| DROPPED                                      | Surabaya Urban Corridor Development  | 16-20       |             |            | 100                  |                      |                      |                |
| PIPELINE                                     | National Urban Waste Water Management Program                                | 21          |             |            | 200                  |                      |                      |                |



|   |  |       |                        |                       |             |             |                                     |                           |
|---|--|-------|------------------------|-----------------------|-------------|-------------|-------------------------------------|---------------------------|
| P165543   | Improved Village Service Delivery                            | 16-20 | 2019                   | 2025                  | 200         | 350         | 300                                 |                           |
| P163896   | National Urban Development Project                           | 16-20 | 2019                   | 2025                  | 100         | 50          | 49.6                                |                           |
| POSTPONED   | DAK Reform Program   | 16-20 |                        |                       | 150         |             |                                     |                           |
| DROPPED   | Quality Education in Disadvantaged Regions                   | 16-20 |                        |                       | 150         |             |                                     |                           |
| P164686   | Investing in Nutrition and Early Years                       |       | 2018                   | 2023                  |             |             | 400                                 |                           |
| P163217   | Education Efficiency and Effectiveness                       | 19-20 |                        |                       |             | 300         |                                     |                           |
| P168076   | Realizing Education's Promise                                | 19-20 | 2019                   | 2025                  |             | 250         | 250                                 |                           |
| PIPELINE  | Regional Infrastructure Development Funds (RIDF) II/AF – IPF | 22    |                        |                       | 400         |             |                                     |                           |
| PIPELINE  | National Urban Transport Program                             | 19-20 |                        |                       |             | 500         |                                     |                           |
| DROPPED   | Forestry Investment Program                                  | 16-20 |                        |                       | 100         |             |                                     |                           |
| P160661   | One Map Project  | 19-20 | 2019                   | 2024                  |             | 200         | 200                                 |                           |
| P156655   | IDN Fiscal Reform DPL  | 16-20 | 2016                   | 2017                  | 400         |             | 300                                 |                           |
| DROPPED   | Modernization of Tax Collection project                      | 16-20 |                        |                       | 100         |             |                                     |                           |
| P161475   | Indonesia Fiscal Reform DPL 2                                |       | 2018                   | 2018                  |             |             | 300                                 |                           |
| DROPPED   | Dev't of Capacity, Quality and Competency HR (SIPRIT II)     |       |                        |                       | 150         |             |                                     |                           |
| P167297   | Indonesia Fiscal Reform DPL 3                                | 19-20 | 2019                   | 2020                  |             | 300         | 1000                                |                           |
| P154779   | Indonesia Infra Finance Facility-AF                          | 16-20 | 2017                   | 2017                  | 200         | 400         | 200                                 |                           |
| P170940   | Indonesia Financial Sector Reform DPF                        | 19-20 | 2020                   | 2021                  |             | 150         | 300                                 |                           |
| P174025   | Indonesia Supplemental Fin. Sec. DPF                         |       | 2020                   |                       |             |             | 300                                 |                           |
| PIPELINE  | COVID-19 SUPPLEMENTAL FINANCING                              |       |                        |                       |             |             |                                     |                           |
| P160665   | Skills Development Project                                   | 19-20 |                        |                       |             | 200         |                                     |                           |
| P172381   | Social Assistance Reform Program                             |       | 2017                   | 2024                  |             |             | 200                                 |                           |
| P172381   | SARP II (Additional Financing)                               |       | 2020                   |                       |             |             | 400                                 |                           |
| P173843   | Indonesia: Emergency Response to COVID 19                    |       | 2020                   | 2022                  |             |             | 250                                 |                           |
| DROPPED   | Matenggeng Power (PLN)                                       | 16-20 |                        |                       | 250         |             |                                     |                           |
| <b>Total Planned</b>                                      |  |       |                        |                       | <b>8000</b> | <b>3825</b> | <b>8391.1</b>                       |                           |
| <b>Additional Projects Approved During the CPS Period</b> |  |       | <b>Approval<br/>FY</b> | <b>Closing<br/>FY</b> |             |             | <b>Approved<br/>IBRD<br/>Amount</b> | <b>Outcome<br/>Rating</b> |
| P154780   | National RWSS (PAMSIMAS-AF)                                  |       | 2016                   |                       |             |             | 300                                 |                           |
| P169403   | CSRRP  |       | 2019                   | 2024                  |             |             | 150                                 |                           |
| P170874   | ID-disaster resilience initiatives IDRIP                     |       | 2020                   | 2025                  |             |             | 160                                 |                           |
| <b>Total Additional</b>                                   |  |       |                        |                       |             |             | <b>610.00</b>                       |                           |

| On-going Projects during the CPS/PLR Period |  | Approval<br>FY | Closing<br>FY |  |  | Approved<br>IBRD<br>Amount | Outcome<br>Rating |
|---|--|----------------|---------------|--|--|----------------------------|-------------------|
| P085133                                     | Govt Finl Mgt & Revenue Admin Project    | 2005           | 2016          |  |  | 55                         | IEG: MS           |
| *P085375                                    | ID-WSSLIC III (PAMSIMAS)                 | 2006           | 2022          |  |  | 137.5                      |                   |
| P092218                                     | ID- Indo Infrastructure Finance Facility | 2009           | 2022          |  |  | 100                        |                   |
| P096532                                     | ID: Dam Operational Improvement (DOISP)  | 2009           | 2023          |  |  | 50                         |                   |
| P111577                                     | ID-Local Government and Decentralization | 2010           | 2018          |  |  | 220                        | IEG: S            |
| P090990                                     | Western Indonesia National Roads Improv. | 2011           | 2021          |  |  | 250                        |                   |
| P106384                                     | Strengthening Indonesian Statistics      | 2011           | 2017          |  |  | 65                         | IEG: HU           |
| P112158                                     | Pumped Storage TA Project                | 2011           | 2022          |  |  | 640                        |                   |
| P114348                                     | Water Resources and Irr Mgmt Program 2   | 2011           | 2018          |  |  | 150                        | IEG: MS           |
| P117323                                     | Indonesia Power Transmission Development | 2011           | 2020          |  |  | 225                        | IEG: MS           |
| P118150                                     | Scholarships Program                     | 2011           | 2018          |  |  | 112.65                     | IEG: MS           |
| P111034                                     | Jakarta Urgent Flood Mitigation Project  | 2012           | 2019          |  |  | 139.64                     | IEG: MS           |
| P113078                                     | Geothermal Clean Energy Investment Proje | 2012           | 2019          |  |  | 175                        | IEG: MS           |
| P130048                                     | Progr for Econ Resilience, Inv & Soc Ass | 2012           | 2016          |  |  | 2000                       | IEG: S            |
| P117243                                     | Sustainable Management of Aq Research    | 2013           | 2019          |  |  | 80                         | IEG: MS           |
| P118916                                     | Indonesia Infrastructure Guarantee Fund  | 2013           | 2019          |  |  | 29.6                       | IEG: MS           |
| P121842                                     | ID-Research and Innovation in S&T        | 2013           | 2022          |  |  | 95                         |                   |
| P125405                                     | National Community Empowerment Program   | 2013           | 2019          |  |  | 266                        | IEG: S            |
| P128832                                     | ID-VILLAGE INNOVATION PROGRAM (VIP)      | 2013           | 2020          |  |  | 650                        |                   |
| P129486                                     | Additional Financing to PAMSIMAS-P085375 | 2013           |               |  |  | 99.9                       |                   |
| P123994                                     | Second Power Transmission Development    | 2014           | 2020          |  |  | 325                        |                   |
| P127813                                     | Coremap III                              | 2014           | 2022          |  |  | 47.38                      |                   |
| P123940                                     | LGDP Additional Financing                | 2015           | 2018          |  |  | 500                        |                   |
| P145550                                     | Financial Sec Reform & Modernization DPL | 2015           | 2016          |  |  | 500                        |                   |
| <b>Total On-going</b>                       |  |                |               |  |  | <b>6,912.67</b>            |                   |

Source: CPS and PLR, WBB I as of 2/10/2021

\* Note: P085375 IDA funding

Note: Missing Projects are TF \*P116236 and P132585



**Annex Table 3: Analytical and Advisory Work for Indonesia FY16-20**

| Proj ID | Project Name                             | *Fiscal year | Product Line | Practice                                | RAS |
|---------|--|--------------|--------------|---|-----|
| P147986 | Improving National Freight Logistics     | FY16         | ESW          | Macroeconomics, Trade and Investment    | Yes |
| P148037 | Dev. of Local Bond Market                | FY16         | ESW          | Finance, Competitiveness and Innovation | No  |
| P148204 | Sea freight and port development         | FY16         | ESW          | Transport                               | Yes |
| P150164 | International Labor Migration            | FY16         | ESW          | Poverty and Equity                      | No  |
| P150197 | Water Supply and Sanitation PER          | FY16         | ESW          | Governance                              | No  |
| P151960 | Indonesia Economic Quarterly FY15        | FY16         | ESW          | Macroeconomics, Trade and Investment    | No  |
| P155093 | Economic Transformation for Job Creation | FY16         | ESW          | Macroeconomics, Trade and Investment    | No  |
| P156969 | Indonesia Economic Quarterly FY16        | FY16         | ESW          | Macroeconomics, Trade and Investment    | No  |
| P158098 | CGE model for Indonesia                  | FY16         | ESW          | Macroeconomics, Trade and Investment    | No  |
| P146777 | Inclusive Green Growth for Cities        | FY17         | ESW          | Urban, Resilience and Land              | No  |
| P148039 | Support to strengthen S&L Cooperatives   | FY17         | ESW          | Finance, Competitiveness and Innovation | No  |
| P150715 | Indonesia WASH Poverty Diagnostics       | FY17         | ESW          | Water                                   | No  |
| P155008 | Financial System Capital Formation       | FY17         | ESW          | Finance, Competitiveness and Innovation | No  |
| P158684 | Indonesia Water Resources Sector Support | FY17         | ESW          | Water                                   | No  |
| P158736 | Support to Indonesian trade policy       | FY17         | ESW          | Other                                   | No  |
| P111965 | ID-TF PNPM Supervision and Monitoring    | FY16         | TA Non-Lend  | Urban, Resilience and Land              | No  |
| P111966 | ID-TF TA for PNPM Generasi Pilot Program | FY16         | TA Non-Lend  | Urban, Resilience and Land              | No  |
| P112032 | ID-TF PNPM M&E and Special Studies       | FY16         | TA Non-Lend  | Urban, Resilience and Land              | No  |
| P117918 | TA for MIS and Evaluation Study          | FY16         | TA Non-Lend  | Water                                   | No  |
| P117974 | Strengthening Capacity & Engagement      | FY16         | TA Non-Lend  | Poverty and Equity                      | No  |
| P117975 | Social Assistance Reform TA              | FY16         | TA Non-Lend  | Social Protection & Jobs                | No  |
| P121893 | ID-TF PNPM WINDOW 3                      | FY16         | TA Non-Lend  | Urban, Resilience and Land              | No  |
| P129154 | Integration of Poverty Reduction         | FY16         | TA Non-Lend  | Poverty and Equity                      | No  |
| P129155 | Poverty Analysis Rapid Response          | FY16         | TA Non-Lend  | Poverty and Equity                      | No  |
| P130714 | Sustainable Cities Dialogue              | FY16         | TA Non-Lend  | Urban, Resilience and Land              | No  |
| P131151 | Supp. Macro & Fiscal Pol. Analy.-SEMEFPA | FY16         | TA Non-Lend  | Macroeconomics, Trade and Investment    | No  |
| P132007 | Scaling Up Rural Sanitation              | FY16         | TA Non-Lend  | Water                                   | No  |
| P132117 | DPSP in RWS in Indonesia                 | FY16         | TA Non-Lend  | Water                                   | No  |
| P144027 | Urban Transport Sector Dialogue          | FY16         | TA Non-Lend  | Transport                               | No  |
| P144635 | Indonesia CCS                            | FY16         | TA Non-Lend  | Energy & Extractives                    | No  |
| P144680 | Indonesia PSD reform                     | FY16         | TA Non-Lend  | Macroeconomics, Trade and Investment    | No  |
| P145472 | Support for Crisis Monitoring & Response | FY16         | TA Non-Lend  | Poverty and Equity                      | No  |
| P145476 | PPP Unit Development in the MoF          | FY16         | TA Non-Lend  | Finance, Competitiveness and Innovation | No  |
| P145700 | Strengthening Subnational Fisc Capacity  | FY16         | TA Non-Lend  | Urban, Resilience and Land              | No  |
| P145753 | Connectivity and Trade Logistics         | FY16         | TA Non-Lend  | Macroeconomics, Trade and Investment    | No  |
| P146114 | Septage Management in Indonesia          | FY16         | TA Non-Lend  | Water                                   | No  |
| P146316 | Reforming the Minibuses in Surabaya      | FY16         | TA Non-Lend  | Transport                               | No  |
| P146852 | Improved Sharia financing to MSMEs       | FY16         | TA Non-Lend  | Finance, Competitiveness and Innovation | No  |



|         |  |      |             |   |    |
|---------|--|------|-------------|---|----|
| P146973 | Improving Tabunganku   | FY16 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P146974 | Dev't of KPI for Financial Inclusion   | FY16 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P146975 | Insurance for overseas migrant workers   | FY16 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P146976 | Financial Education for Migrant Workers  | FY16 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P147245 | Access to Fin. for Creative Economy  | FY16 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P150163 | Engagement & Capacity Building   | FY16 | TA Non-Lend | Poverty and Equity                                | No |
| P150192 | ID: Direct Financing of SOE Projects   | FY16 | TA Non-Lend | Energy & Extractives                              | No |
| P150936 | Support to SIKD at MOF   | FY16 | TA Non-Lend | Governance  | No |
| P151333 | Improving Urban Land Access for Housing  | FY16 | TA Non-Lend | Urban, Resilience and Land                        | No |
| P151335 | Strengthening Role of Public Institution   | FY16 | TA Non-Lend | Urban, Resilience and Land                        | No |
| P153432 | Strengthening Wealth Reporting   | FY16 | TA Non-Lend | Governance  | No |
| P156536 | Indonesia#C007 Payments Systems Upgrade  | FY16 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P145086 | Indonesia Financial Sector Stability TA  | FY17 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P145190 | National Strategy for Financial Inclusion  | FY17 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P145273 | RE Resource Mapping: Indonesia   | FY17 | TA Non-Lend | Energy & Extractives                              | No |
| P146895 | Open Gov & Data Quality Indonesia  | FY17 | TA Non-Lend | Governance  | No |
| P147756 | Skills for Economic Transformation   | FY17 | TA Non-Lend | Education   | No |
| P148038 | Supporting Micro Insurance Development   | FY17 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P149212 | Policy, design and financing of SJSN   | FY17 | TA Non-Lend | Social Protection & Jobs                          | No |
| P149213 | SJSN employment program implementation   | FY17 | TA Non-Lend | Social Protection & Jobs                          | No |
| P149921 | Indonesia FISF: CPFL   | FY17 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P150162 | Jobs and Worker Protection in Indonesia  | FY17 | TA Non-Lend | Social Protection & Jobs                          | No |
| P151334 | Innovations in Public Housing Delivery   | FY17 | TA Non-Lend | Urban, Resilience and Land                        | No |
| P151368 | Indonesia FISF: Digital Payments   | FY17 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P151369 | Indon FISF: MSME Finance & Credit Report   | FY17 | TA Non-Lend | Finance, Competitiveness and Innovation           | No |
| P151426 | Constructing Robust Mortgage Markets   | FY17 | TA Non-Lend | Urban, Resilience and Land                        | No |
| P151427 | Developing Housing Microfinance  | FY17 | TA Non-Lend | Urban, Resilience and Land                        | No |
| P152149 | Strategies & Interventions for Equal Opp   | FY17 | TA Non-Lend | Poverty and Equity                                | No |
| P153589 | ID-SUSENAS Consumption Experiment  | FY17 | TA Non-Lend | Urban, Resilience and Land                        | No |
| P154484 | M&E and Accountability Tools/Diagnostics   | FY17 | TA Non-Lend | Urban, Resilience and Land                        | No |
| P155791 | Village Financial Accountability Systems   | FY17 | TA Non-Lend | Urban, Resilience and Land                        | No |
| P157581 | Indonesian NSW Support Program   | FY17 | TA Non-Lend | Other   | No |
| P159416 | OKS support to BNPB  | FY17 | TA Non-Lend | Urban, Resilience and Land                        | No |
| P159695 | Jobs Strategy Support  | FY17 | TA Non-Lend | Poverty and Equity                                | No |
| P149183 | REDD+ Support Facility (RSF)   | FY17 | Advisory    | Environment, Natural Resources & the Blue Economy | No |
| P150501 | Improving Maternal Health in Indonesia   | FY17 | Analytical  | Health, Nutrition & Population                    | No |
| P153399 | Technical Assistance to Help Sub National Government to Improve Local Service Delivery | FY17 | Advisory    | Governance  | No |
| P154483 | Effective and Accountable Village Regulatory Functions                                 | FY17 | Advisory    | Governance  | No |
| P156538 | Subnational Macro Fiscal Analysis and Dialogue   | FY17 | Advisory    | Macroeconomics, Trade and Investment              | No |
| P158436 | Health Financing Issues for UHC  | FY17 | Advisory    | Health, Nutrition & Population                    | No |



|         |   |      |            |   |    |
|---------|---|------|------------|---|----|
| P161200 | Indonesia Economic Quarterly FY17   | FY17 | Analytical | Macroeconomics, Trade and Investment              | No |
| P129846 | Indonesia Government Debt and Risk Management   | FY18 | Advisory   | Other   | No |
| P151494 | Green Development Support to Bappenas   | FY18 | Analytical | Environment, Natural Resources & the Blue Economy | No |
| P152466 | ID IMPACT EVALUATION FOR PNPB GENERASI  | FY18 | Analytical | Urban, Resilience and Land                        | No |
| P153828 | Indonesia PAAA to Support UHC   | FY18 | Analytical | Health, Nutrition & Population                    | No |
| P154841 | Supply side readiness of public and private primary health care in Indonesia  | FY18 | Analytical | Health, Nutrition & Population                    | No |
| P156180 | Local Government Assessment Tool for Improving Municipal Management   | FY18 | Analytical | Governance  | No |
| P157663 | Integrating Donor Financed Health Programs - ID   | FY18 | Advisory   | Health, Nutrition & Population                    | No |
| P157970 | Indonesia Blue Economy Technical Assistance   | FY18 | Advisory   | Environment, Natural Resources & the Blue Economy | No |
| P158605 | Training Enhancement and Dissemination Supporting Indonesia in Achieving Sustainable Rural Water Supply and Sanitation Services for All | FY18 | Advisory   | Education   | No |
| P158934 |   | FY18 | Advisory   | Water   | No |
| P159293 | National Solid Waste Management Program   | FY18 | Analytical | Environment, Natural Resources & the Blue Economy | No |
| P159356 | Strengthening Revenue Administration in Indonesia   | FY18 | Advisory   | Governance  | No |
| P159357 | Strengthening Budget Planning in Indonesia  | FY18 | Advisory   | Governance  | No |
| P159358 | Strengthening Budget Execution and Reporting in Indonesia   | FY18 | Advisory   | Governance  | No |
| P159593 | Design and Implementation of Reforms on Performance- and Equity-based Fiscal Transfers for Improved Service Delivery                    | FY18 | Advisory   | Governance  | No |
| P159812 | Indonesia FSAP Update   | FY18 | Analytical | Finance, Competitiveness and Innovation           | No |
| P159904 | Indonesia advisory on TPP and other FTAs  | FY18 | Advisory   | Macroeconomics, Trade and Investment              | No |
| P160064 | What do students learn in classrooms?   | FY18 | Analytical | Education   | No |
| P160067 | Efficient deployment of teachers  | FY18 | Analytical | Education   | No |
| P160406 | Review economic packages released by the Indonesian Government  | FY18 | Analytical | Finance, Competitiveness and Innovation           | No |
| P160555 | Data for Poverty & Inequality Research  | FY18 | Analytical | Poverty and Equity                                | No |
| P160556 | Pro-poor Policies and Budgets   | FY18 | Analytical | Poverty and Equity                                | No |
| P160557 | Shock Management & Mitigation   | FY18 | Analytical | Poverty and Equity                                | No |
| P160558 | Poverty & Inequality Research & Response  | FY18 | Analytical | Poverty and Equity                                | No |
| P160693 | Eastern Indonesia Port Development Platform   | FY18 | Analytical | Transport   | No |
| P160695 | Macro Fiscal Technical Assistance to Ministry of Finance (MOF)  | FY18 | Advisory   | Macroeconomics, Trade and Investment              | No |
| P160793 | Indonesia Private Sector Competitiveness Reform II  | FY18 | Advisory   | Finance, Competitiveness and Innovation           | No |
| P161459 | Developing Parametric Insurance for Weather Related Risks for Indonesia   | FY18 | Analytical | Finance, Competitiveness and Innovation           | No |
| P162114 | Urban Poverty in Indonesia  | FY18 | Analytical | Poverty and Equity                                | No |
| P162300 | Indonesia PPP Toll Roads  | FY18 | Advisory   | Transport   | No |
| P162692 | Sustainable Geothermal Power Development in Forest Areas - Indonesia Technical Assistance   | FY18 | Analytical | Energy & Extractives                              | No |
| P163712 | Analytics on Indonesia's Civil Service  | FY18 | Analytical | Urban, Resilience and Land                        | No |





|         |   |      |            |   |    |
|---------|---|------|------------|---|----|
| P165633 | Indonesia Economic Quarterly FY18   | FY18 | Analytical | Macroeconomics, Trade and Investment              | No |
| P148270 | Evaluating ECED Services  | FY19 | Analytical | Education   | No |
| P149918 | Financial Inclusion Support Framework: Indonesia Country Support Program                                    | FY19 | Advisory   | Finance, Competitiveness and Innovation           | No |
| P151493 | Indonesia Wealth Accounting and the Valuation of Ecosystem Services (WAVES)                                 | FY19 | Advisory   | Environment, Natural Resources & the Blue Economy | No |
| P154636 | Village Governance and Community Empowerment Study  | FY19 | Analytical | Urban, Resilience and Land                        | No |
| P155783 | TA on Village Transfers   | FY19 | Analytical | Governance  | No |
| P156582 | National Urban Water Support Program  | FY19 | Advisory   | Water   | No |
| P157379 | Enhancing Equitable and Effective Provision of Education in DKI Jakarta                                     | FY19 | Advisory   | Education   | No |
| P157830 | Slum Upgrading and Settlements Program  | FY19 | Advisory   | Urban, Resilience and Land                        | No |
| P158621 | National Urban Sanitation Support Prog  | FY19 | Advisory   | Water   | No |
| P159294 | Knowledge for Sustainable Urbanization  | FY19 | Analytical | Urban, Resilience and Land                        | No |
| P159598 | Enabling District Service Delivery  | FY19 | Analytical | Governance  | No |
| P159646 | Fiscal Decentralization Framework   | FY19 | Advisory   | Governance  | No |
| P159647 | Monitoring of Local Expenditures  | FY19 | Advisory   | Governance  | No |
| P159694 | Vulnerable and Excluded Workers in Indonesia  | FY19 | Analytical | Poverty and Equity                                | No |
| P159755 | Social Accountability and local service delivery  | FY19 | Analytical | Governance  | No |
| P160065 | Teacher professional management support   | FY19 | Advisory   | Education   | No |
| P160640 | KIAT Guru: Improving Teacher Performance and Accountability   | FY19 | Analytical | Urban, Resilience and Land                        | No |
| P163517 | Public Procurement Statistics Capacity Building in Indonesia  | FY19 | Advisory   | Governance  | No |
| P164048 | Indonesia: Strengthening Corporate Financial Reporting  | FY19 | Analytical | Governance  | No |
| P164121 | Supporting Multisectoral Approach to Reduce Malnutrition Among Indonesian PKH CCT Families                  | FY19 | Analytical | Social Protection & Jobs                          | No |
| P164224 | Fiscal Reforms for Climate Change   | FY19 | Analytical | Macroeconomics, Trade and Investment              | No |
| P164537 | Indonesia Urbanization Flagship   | FY19 | Analytical | Urban, Resilience and Land                        | No |
| P165320 | Bali Sustainable Transport and Connectivity Initiative  | FY19 | Advisory   | Transport   | No |
| P165966 | Agro-Food Policy and Institutional Reform   | FY19 | Analytical | Agriculture and Food                              | No |
| P166367 | SMART Financing Pilot to support B40 gain access to sustainable sanitation services                         | FY19 | Advisory   | Water   | No |
| P169123 | Indonesia Economic Quarterly FY19   | FY19 | Analytical | Macroeconomics, Trade and Investment              | No |
| P169166 | Ports and Waterborne Transport Sector Dialogue and Rapid Response   | FY19 | Advisory   | Finance, Competitiveness and Innovation           | No |
| P132241 | Programmatic Macro and Fiscal Policy Engagement   | FY20 | Advisory   | Macroeconomics, Trade and Investment              | No |
| P153219 | Indonesia Village Law Programmatic AAA  | FY20 | Analytical | Social Sustainability & Inclusion                 | No |
| P154976 | IN-Decentralization that Delivers: Improving Decentralization for a Better Service Delivery                 | FY20 | Advisory   | Governance  | No |
| P156537 | Support to Tax and Expenditure Policy Reform  | FY20 | Analytical | Macroeconomics, Trade and Investment              | No |
| P156674 | Strengthening frontline Early Childhood Education and Development (ECED) services in poor rural communities | FY20 | Advisory   | Education   | No |
| P158204 | Macro Monitoring and Support to Macro Policy  | FY20 | Analytical | Macroeconomics, Trade and Investment              | No |
| P159607 | Improving Governance of Indonesia's Lowlands  | FY20 | Analytical | Agriculture and Food                              | No |



|         |  |      |            |                                      |    |
|---------|--|------|------------|--------------------------------------|----|
| P159825 | Analytics and M&E  | FY20 | Analytical | Social Sustainability & Inclusion    | No |
| P164158 | Promoting agent banking in Indonesia through supply and demand incentives  | FY20 | Analytical | Other                                | No |
| P164793 | Support to Indonesian trade and investment policies  | FY20 | Analytical | Macroeconomics, Trade and Investment | No |
| P165623 | Subnational Macro Fiscal Analytics and Advisory Activities   | FY20 | Advisory   | Macroeconomics, Trade and Investment | No |
| P165627 | Indonesia Public Expenditure Review Update   | FY20 | Analytical | Macroeconomics, Trade and Investment | No |
| P166240 | Supporting Worker Protection Reform in Indonesia   | FY20 | Advisory   | Social Protection & Jobs             | No |
| P166241 | Developing Skills in Indonesia   | FY20 | Advisory   | Education                            | No |
| P166288 | Scaling up Energy Efficiency in Indonesia  | FY20 | Advisory   | Energy & Extractives                 | No |
| P166468 | Advisory Services for Preparation of a Corporate Financial Strategy for PLN  | FY20 | Advisory   | Energy & Extractives                 | No |
| P167073 | Strengthening capacity to manage nutrition-specific and nutrition-sensitive service delivery across levels of government | FY20 | Advisory   | Governance                           | No |
| P167361 | Indonesia Development Policy Review 2018   | FY20 | Analytical | Macroeconomics, Trade and Investment | No |
| P167664 | Indonesia Social Protection Flagship   | FY20 | Analytical | Social Protection & Jobs             | No |
| P168125 | Indonesia Decentralization Policy Review   | FY20 | Analytical | Governance                           | No |
| P169163 | Addressing Rural Poverty in Indonesia  | FY20 | Analytical | Social Sustainability & Inclusion    | No |
| P170282 | Indonesia Education Flagship - The Promise of Education in Indonesia   | FY20 | Analytical | Education                            | No |
| P171801 | Indonesia Economic Quarterly FY20  | FY20 | Analytical | Macroeconomics, Trade and Investment | No |
| P173189 | Indonesia Agro-Value Chain Assessment  | FY20 | Analytical | Agriculture and Food                 | No |
| P173256 | Moving toward Middle Class Jobs in Indonesia   | FY20 | Analytical | Social Protection & Jobs             | No |
| P173294 | Dialogue to support to the operationalization of the e-Government Master Plan  | FY20 | Advisory   | Governance                           | No |

Source: Business Intelligence (BI) as of January 22, 2021; Standard Reports as of January 22, 2021

Note: FY completed projects

\*\*The new ASA product line was introduced in 2016 and replaces five product lines (ESW, TA, IE, TE, and PA) with one (AA) governed by a single directive/procedure.

**Annex Table 4: Trust Funds Active for Indonesia FY16-20**

| Project ID | Project name   | TF ID    | Approval FY | Closing FY | Approved Amount (US\$, Million) |
|------------|--|----------|-------------|------------|---------------------------------|
| P166071    | Indonesia Geothermal Resource Risk Mitigation Project (GREM)     | TF B0306 | 2020        | 2030       | 40,000,000.00                   |
|            |  | TF B0979 | 2020        | 2030       | 32,500,000.00                   |
|            |  | TF B0968 | 2020        | 2030       | 2,500,000.00                    |
| P166672    | ID: Jambi Sustainable Landscape Management Project (J-SLMP)      | TF A7244 | 2018        | 2021       | 870,000.00                      |
|            |  | TF A7246 | 2018        | 2021       | 630,000.00                      |
| P165742    | ID: Strengthening of Social Forestry in Indonesia                | TF B2430 | 2020        | 2025       | 14,317,909.00                   |
| P164686    | Investing in Nutrition and Early Years                           | TF A7565 | 2018        | 2022       | 20,000,000.00                   |
| P161644    | ID-Geothermal Energy Upstream Development                        | TF A4086 | 2017        | 2023       | 6,250,000.00                    |
| P155047    | ID-Geothermal Energy Upstream Development                        | TF A4089 | 2017        | 2023       | 49,000,000.00                   |
| P156473    | Strengthening Rights and Economies of Adat and Local Communities | TF A4242 | 2017        | 2021       | 6,325,000.00                    |



|         |  |          |      |      |                       |
|---------|--|----------|------|------|-----------------------|
| P144269 | PROMOTING SUSTAINABLE CBNRM AND INSTITUTIONAL DEVELOPMENT  | TF A2104 | 2016 | 2022 | 17,350,000.00         |
| P157490 | Indonesia's Infrastructure Finance Development (IIFD) - RE   | TF A2268 | 2016 | 2022 | 7,400,000.00          |
| P130389 | Coral Reel Rehabilitation and Management Program -Coral Triangle Initiative (COREMAP-CTI)                          | TF 15470 | 2014 | 2022 | 10,000,000.00         |
| P115763 | HCFC Phase-out in the PU Foam Sector Project   | TF 14673 | 2014 | 2023 | 6,969,350.00          |
| P113078 | Geothermal Clean Energy Investment Project   | TF 10407 | 2012 | 2019 | 125,000,000.00        |
| P085375 | Third Water Supply and Sanitation for Low-Income Communities / Community Based Water Supply Project (PAMSIMAS III) | TF A6336 | 2018 | 2022 | 23,600,000.00         |
|         | <b>Total</b>   |          |      |      | <b>362,712,259.00</b> |

Source: Client Connection as of 01/22/2021

\*\* IEG Validates RETF that are 5M and above

**Annex Table 5: IEG Project Ratings for Indonesia, FY16-20 (US\$, millions)**

| Exit FY | Proj ID | Project name                               | Total Evaluated | IEG Outcome             | IEG Risk to DO |
|---------|---------|--|-----------------|-------------------------|----------------|
| 2016    | P085133 | Govt Finl Mgt & Revenue Admin Project      | 59.4            | MODERATELY SATISFACTORY | SIGNIFICANT    |
| 2016    | P130048 | Progr for Econ Resilience, Inv & Soc Ass   | 2,000.0         | SATISFACTORY            | SIGNIFICANT    |
| 2016    | P154291 | Indonesia Energy Sector DPL                | 500.0           | MODERATELY SATISFACTORY | HIGH           |
| 2017    | P106384 | Strengthening Indonesian Statistics        | 8.5             | HIGHLY UNSATISFACTORY   | #              |
| 2018    | P111577 | ID-Local Government and Decentralization   | 719.8           | SATISFACTORY            | #              |
| 2018    | P114348 | Water Resources and Irr Mgmt Program 2     | 119.3           | MODERATELY SATISFACTORY | #              |
| 2018    | P116236 | ID PAMSIMAS Support Trust Fund             | 0.0             | SATISFACTORY            | #              |
| 2018    | P118150 | Scholarships Program                       | 110.6           | MODERATELY SATISFACTORY | #              |
| 2018    | P158140 | Indonesia Maritime Logistics DPL           | 400.0           | SATISFACTORY            | MODERATE       |
| 2019    | P111034 | Jakarta Urgent Flood Mitigation Project    | 91.1            | MODERATELY SATISFACTORY | #              |
| 2019    | P113078 | Geothermal Clean Energy Investment Project | 129.0           | MODERATELY SATISFACTORY | #              |
| 2019    | P117243 | Sustainable Management of Ag Research      | 77.1            | MODERATELY SATISFACTORY | #              |
| 2019    | P118916 | Indonesia Infrastructure Guarantee Fund    | 4.1             | MODERATELY SATISFACTORY | #              |
| 2019    | P125405 | National Community Empowerment Program     | 260.6           | SATISFACTORY            | #              |
| 2019    | P132585 | ID-TF GENERASI PROGRAM                     | 0.0             | SATISFACTORY            | #              |
| 2019    | P163973 | Indonesia Maritime Logistics DPL II        | 300.0           | SATISFACTORY            | MODERATE       |
| 2020    | P117323 | Indonesia Power Transmission Development   | 182.1           | MODERATELY SATISFACTORY | #              |
|         |         | <b>Total</b>                               | <b>4,961.5</b>  |                         |                |

Source: AO Key IEG Ratings as of 02/09/2021

Note: The RDO rating was dropped in July 2017 but a narrative evaluation for Risk to Development Outcome was kept



**Annex Table 6: IEG Project Ratings for Indonesia and Comparators, FY16-20**

| Region    | Total Evaluated (\$M) | Total Evaluated (No) | Outcome % Sat (\$) | Outcome % Sat (No) | RDO % Moderate or Lower Sat (\$) | RDO % Moderate or Lower Sat (No) |
|-----------|-----------------------|----------------------|--------------------|--------------------|----------------------------------|----------------------------------|
| Indonesia | 4,961.5               | 17                   | 99.8               | 94.1               | 21.5                             | 40.0                             |
| EAP       | 18,109.9              | 173                  | 96.8               | 87.9               | 37.5                             | 50.0                             |
| World     | 103,612.7             | 1,056                | 82.4               | 78.0               | 36.2                             | 38.6                             |

Source: Business Intelligence (BI) as of January 22, 2021

**Annex Table 7: Portfolio Status for Indonesia and Comparators, FY16-20**

| Fiscal year      | 2016      | 2017      | 2018      | 2019      | 2020      | Ave FY16-20 |
|------------------|-----------|-----------|-----------|-----------|-----------|-------------|
| <b>Indonesia</b> |           |           |           |           |           |             |
| # Proj           | 21        | 24        | 26        | 26        | 26        | 25          |
| # Proj At Risk   | 6         | 4         | 4         | 2         | 6         | 4           |
| % Proj At Risk   | 28.57     | 16.67     | 15.38     | 7.69      | 23.08     | 18          |
| Net Comm Amt     | 5,534.8   | 6,148.3   | 6,097.7   | 7,030.5   | 6,197.9   | 6202        |
| Comm At Risk     | 1,379.4   | 1,269.0   | 1,038.6   | 550.0     | 1,094.0   | 1066        |
| % Commit at Risk | 24.92     | 20.64     | 17.03     | 7.82      | 17.65     | 18          |
| <b>EAP</b>       |           |           |           |           |           |             |
| # Proj           | 245       | 265       | 268       | 273       | 293       | 269         |
| # Proj At Risk   | 44        | 46        | 57        | 51        | 55        | 51          |
| % Proj At Risk   | 17.96     | 17.36     | 21.27     | 18.68     | 18.77     | 19          |
| Net Comm Amt     | 32,345.5  | 34,830.5  | 35,299.7  | 36,225.1  | 35,530.0  | 34846       |
| Comm At Risk     | 4,672.6   | 5,316.1   | 6,693.7   | 5,782.0   | 5,797.6   | 5652        |
| % Commit at Risk | 14.45     | 15.26     | 18.96     | 15.96     | 16.32     | 16          |
| <b>World</b>     |           |           |           |           |           |             |
| # Proj           | 1,398     | 1,459     | 1,496     | 1,570     | 1,723     | 1529        |
| # Proj At Risk   | 336       | 344       | 348       | 346       | 311       | 337         |
| % Proj At Risk   | 24.03     | 23.58     | 23.26     | 22.04     | 18.05     | 22          |
| Net Comm Amt     | 207,350.0 | 212,502.9 | 229,955.6 | 243,812.2 | 262,930.6 | 231310      |
| Comm At Risk     | 42,715.1  | 50,837.9  | 48,148.8  | 51,949.5  | 47,640.5  | 48258       |
| % Commit at Risk | 20.60     | 23.92     | 20.94     | 21.31     | 18.12     | 20.98       |

Source: Business Intelligence (BI) as of January 22, 2021

Note: Only IBRD and IDA Agreement Type are included



**Annex Table 8: Economic and Social Indicators for Indonesia FY16-20**

| Series Name   |          |          |          |          |      | Indonesia         | EAP      | World    |
|---|----------|----------|----------|----------|------|-------------------|----------|----------|
|   | 2016     | 2017     | 2018     | 2019     | 2020 | Average 2016-2020 |          |          |
| Growth and Inflation  |          |          |          |          |      |                   |          |          |
| GDP growth (annual %)   | 5.0      | 5.1      | 5.2      | 5.0      | ..   | 5.1               | 6.3      | 2.8      |
| GDP per capita growth (annual %)                                      | 3.8      | 3.8      | 4.0      | 3.9      | ..   | 3.9               | 5.6      | 1.7      |
| GNI per capita, PPP (current international \$)                        | 10,160.0 | 10,590.0 | 11,310.0 | 11,970.0 | ..   | 11,007.5          | 13,652.5 | 16,639.0 |
| GNI per capita, Atlas method (current US\$)                           | 3,400.0  | 3,530.0  | 3,850.0  | 4,050.0  | ..   | 3,707.5           | 7,501.7  | 10,901.6 |
| Inflation, consumer prices (annual %)                                 | 3.5      | 3.8      | 3.2      | 3.0      | ..   | 3.4               | 2.5      | 2.0      |
| Composition of GDP (%)  |          |          |          |          |      |                   |          |          |
| Agriculture, forestry, and fishing, value added (% of GDP)            | 13.5     | 13.2     | 12.8     | 12.7     | ..   | 13.0              | 8.3      | 3.4      |
| Industry (including construction), value added (% of GDP)             | 39.3     | 39.4     | 39.7     | 38.9     | ..   | 39.3              | 38.8     | 25.3     |
| Services, value added (% of GDP)                                      | 43.6     | 43.6     | 43.4     | 44.2     | ..   | 43.7              | 52.4     | 65.2     |
| Gross fixed capital formation (% of GDP)                              | 32.6     | 32.2     | 32.3     | 32.3     | ..   | 32.3              | 39.1     | 23.4     |
| External Accounts   |          |          |          |          |      |                   |          |          |
| Exports of goods and services (% of GDP)                              | 19.1     | 20.2     | 21.0     | 18.4     | ..   | 19.7              | 24.4     | 29.6     |
| Imports of goods and services (% of GDP)                              | 18.3     | 19.2     | 22.0     | 18.9     | ..   | 19.6              | 22.9     | 28.8     |
| Current account balance (% of GDP)                                    | -1.8     | -1.6     | -2.9     | -2.7     | ..   | -2.3              |          |          |
| External debt stocks (% of GNI)                                       | 35.4     | 36.0     | 37.5     | 37.0     | ..   | 36.5              |          |          |
| Total debt service (% of GNI)   | 7.1      | 6.0      | 5.5      | 7.5      | ..   | 6.5               | 2.3      |          |
| Total reserves in months of imports                                   | 7.2      | 7.1      | 5.6      | 6.3      | ..   | 6.6               | 13.7     | 11.7     |
| Fiscal Accounts <sup>1</sup>  |          |          |          |          |      |                   |          |          |
| General government revenue (% of GDP)                                 | 14.3     | 14.1     | 14.9     | 14.2     | 11.8 | 13.8              |          |          |
| General government total expenditure (% of GDP)                       | 16.3     | 16.6     | 16.6     | 16.4     | 18.1 | 16.8              |          |          |
| General government net lending/borrowing (% of GDP)                   | -2.5     | -2.5     | -1.8     | -2.2     | -6.3 | -3.1              |          |          |
| General government gross debt (% of GDP)                              | 28.0     | 29.4     | 30.1     | 30.5     | 38.5 | 31.3              |          |          |
| Health  |          |          |          |          |      |                   |          |          |
| Life expectancy at birth, total (years)                               | 71.0     | 71.3     | 71.5     | ..       | ..   | 71.3              | 75.0     | 72.4     |
| Immunization, DPT (% of children ages 12-23 months)                   | 84.0     | 85.0     | 85.0     | 85.0     | ..   | 84.8              | 92.9     | 85.7     |
| People using at least basic sanitation services (% of population)     | 71.3     | 73.1     | ..       | ..       | ..   | 72.2              | 91.8     | 89.4     |
| People using at least basic drinking water services (% of population) | ..       | ..       | ..       | ..       | ..   |                   | 81.6     | 72.9     |





|  |       |       |       |       |    |       |         |         |
|--|-------|-------|-------|-------|----|-------|---------|---------|
| Mortality rate, infant (per 1,000 live births)                           | 22.5  | 21.7  | 20.9  | 20.2  | .. | 21.3  | 13.3    | 29.4    |
| <b>Education</b>   |       |       |       |       |    |       |         |         |
| School enrollment, preprimary (% gross)                                  | 61.9  | 63.2  | 62.3  | ..    | .. | 62.5  | 80.3    | 60.6    |
| School enrollment, primary (% gross)                                     | 105.6 | 105.9 | 106.4 | ..    | .. | 106.0 | 102.5   | 102.6   |
| School enrollment, secondary (% gross)                                   | 85.0  | 87.1  | 88.9  | ..    | .. | 87.0  | 83.1    | 75.7    |
| School enrollment, tertiary (% gross)                                    | 35.4  | 36.4  | 36.3  | ..    | .. | 36.1  | 43.9    | 38.1    |
| <b>Population</b>  |       |       |       |       |    |       |         |         |
| Population, total (Millions)   | 261.6 | 264.6 | 267.7 | 270.6 | .. | 266.1 | 2,048.6 | 7,549.7 |
| Population growth (annual %)   | 1.2   | 1.2   | 1.1   | 1.1   | .. | 1.2   | 0.7     | 1.1     |
| Urban population (% of total)  | 54.0  | 54.7  | 55.3  | 56.0  | .. | 55.0  | 55.1    | 55.0    |
| Rural population (% of total pop)  | 46.0  | 45.3  | 44.7  | 44.0  | .. | 45.0  | 44.9    | 45.0    |
| <b>Poverty</b>   |       |       |       |       |    |       |         |         |
| Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of pop)            | 5.2   | 4.5   | 3.6   | ..    | .. | 4.4   |         | 9.5     |
| Poverty headcount ratio at national poverty lines (% of pop)             | 10.9  | 10.6  | 9.8   | ..    | .. | 10.4  |         | ..      |
| Rural poverty headcount ratio at national poverty lines (% of rural pop) |       |       |       |       |    |       |         | 45.0    |
| Urban poverty headcount ratio at national poverty lines (% of urban pop) |       |       |       |       |    | ..    |         | 55.0    |
| GINI index (World Bank estimate)   | 38.6  | 38.1  | 37.8  | ..    | .. | 38.2  |         | ..      |

Source: World bank Databank as of February 6, 2020

International Monetary Fund, World Economic Outlook Database, February 2020

**Annex Table 9: Total Net Disbursements of Official Development Assistance and Official Aid for Indonesia FY16-19**

| Development Partners        | 2016           | 2017          | 2018           | 2019           |
|-----------------------------|----------------|---------------|----------------|----------------|
| <b>All Donors, Total</b>    | <b>-108.28</b> | <b>280.19</b> | <b>962.63</b>  | <b>-629.95</b> |
| <b>DAC Countries, Total</b> | <b>-48.05</b>  | <b>117.16</b> | <b>1087.06</b> | <b>-538.02</b> |
| Australia                   | 252.1          | 207.53        | 262.72         | 187.52         |
| Austria                     | 3.07           | 0.92          | 2.51           | 3.58           |
| Belgium                     | -8.89          | -4.16         | 3.24           | 2.83           |
| Canada                      | 18.7           | 11.88         | 15.04          | 12.31          |
| Czech Republic              | 0              | 0.02          | 0.64           | 0.22           |
| Denmark                     | 11.43          | 12.39         | 7.66           | 3.8            |
| Finland                     | 1.99           | 5.24          | 14.94          | 0.97           |
| France                      | 16.57          | 189.16        | 286.11         | -134.22        |
| Germany                     | 519.08         | 268.26        | 1097.09        | 6.57           |



|   |                |                |                |                |
|---|----------------|----------------|----------------|----------------|
| Hungary                                   | 0.41           | 0.82           | 2.97           | ..             |
| Iceland                                   | ..             | ..             | 0.37           | 0.08           |
| Ireland                                   | 0.01           | 0.01           | 0.41           | 0.04           |
| Italy                                     | -0.86          | -0.56          | 1.09           | -0.14          |
| Japan                                     | -1206.34       | -1048.13       | -947.82        | -883.02        |
| Korea                                     | 41.66          | 47.97          | 42.89          | 35.43          |
| Luxembourg                                | 0.07           | 0.07           | 0.2            | 0.15           |
| Netherlands                               | -9.9           | -12.76         | -14.62         | 12.36          |
| New Zealand                               | 10.28          | 12.58          | 16.91          | 13.47          |
| Norway                                    | 53.73          | 33.77          | 24.28          | 47.66          |
| Poland                                    | 0.18           | 0.28           | 0.67           | 1.19           |
| Portugal                                  | 0.04           | 0.04           | 0.04           | 0.05           |
| Slovak Republic                           | ..             | ..             | 0.02           | ..             |
| Slovenia                                  | ..             | ..             | 0.06           | ..             |
| Spain                                     | -14.86         | -14.88         | -14.13         | -14.85         |
| Sweden                                    | 2.29           | 2.42           | 4.19           | 2.69           |
| Switzerland                               | 21.07          | 15.04          | 24.55          | 17.78          |
| United Kingdom                            | 23.55          | 32.75          | 39.93          | 42.75          |
| United States                             | 216.57         | 356.51         | 215.13         | 102.76         |
| <b>Multilaterals, Total</b>               | <b>-63.11</b>  | <b>160.4</b>   | <b>-143.04</b> | <b>-112.45</b> |
| EU Institutions                           | 55.14          | 26.35          | 19.49          | 15.18          |
| Regional Development Banks, Total         | -123.13        | -127.02        | -126.52        | -89.76         |
| Asian Development Bank, Total             | -128.2         | -128.32        | -120.27        | -87.72         |
| Asian Development Bank [AsDB]             | -128.2         | -128.32        | -120.27        | -87.72         |
| Islamic Development Bank [IsDB]           | 5.07           | 1.3            | -6.25          | -2.04          |
| United Nations, Total                     | 27.16          | 20.56          | 15.7           | 50.82          |
| Food and Agriculture Organisation [FAO]   | ..             | ..             | 0.27           | 0.51           |
| International Atomic Energy Agency [IAEA] | 0.37           | 0.28           | 0.33           | 0.35           |
| IFAD                                      | 11.03          | 7.01           | -0.66          | -5.6           |
| International Labour Organisation [ILO]   | 0.83           | 0.85           | 1.74           | 3.39           |
| UNAIDS                                    | 0.76           | 0.32           | 0.74           | 0.73           |
| UNDP                                      | 1.24           | 1.28           | 0.56           | 1.35           |
| UNFPA                                     | 3.16           | 1.86           | 2.75           | 3.37           |
| UNHCR                                     | ..             | ..             | ..             | 4.67           |
| UNICEF                                    | 4.92           | 5.98           | 6.18           | 37.94          |
| WFP                                       | 0.17           | -0.04          | 0.07           | 0.24           |
| World Health Organisation [WHO]           | 4.69           | 3.02           | 3.72           | 3.88           |
| <b>World Bank, Total</b>                  | <b>-121.84</b> | <b>-126.97</b> | <b>-143.64</b> | <b>-190.03</b> |
| <b>Other Multilateral, Total</b>          | <b>99.56</b>   | <b>367.49</b>  | <b>91.93</b>   | <b>101.34</b>  |
| Central Emergency Response Fund [CERF]    | ..             | ..             | 14.43          | ..             |



|  |              |              |              |              |
|--|--------------|--------------|--------------|--------------|
| Climate Investment Funds [CIF]                       | ..           | 43.27        | 4.81         | 3.08         |
| Global Alliance for Vaccines and Immunization [GAVI] | 4.17         | 35.29        | 14.83        | 18.65        |
| Global Environment Facility [GEF]                    | 18.19        | 7.86         | 10.41        | 7.27         |
| Global Fund  | 75.44        | 281.8        | 47.14        | 72.78        |
| Global Green Growth Institute [GGGI]                 | 2.46         | ..           | ..           | ..           |
| Green Climate Fund [GCF]                             | ..           | ..           | 0.28         | 0.35         |
| Nordic Development Fund [NDF]                        | -0.7         | -0.73        | -0.76        | -0.8         |
| OPEC Fund for International Development [OPEC Fund]  | ..           | ..           | 0.8          | ..           |
| <b>Non-DAC Countries, Total</b>                      | <b>2.88</b>  | <b>2.62</b>  | <b>18.61</b> | <b>20.52</b> |
| Azerbaijan   | ..           | ..           | 0.1          | ..           |
| Cyprus   | ..           | ..           | 0.02         | ..           |
| Israel   | ..           | 0.07         | 0.21         | 0.07         |
| Kuwait   | -1.7         | -5.17        | ..           | -0.03        |
| Latvia   | ..           | ..           | 0.01         | ..           |
| Lithuania  | ..           | 0.01         | 0.02         | 0.04         |
| Malta  | ..           | ..           | 0.04         | ..           |
| Qatar  | ..           | ..           | ..           | 0.07         |
| Romania  | 0            | 0            | 0            | 0.01         |
| Russia   | ..           | ..           | 0.56         | 0.23         |
| Thailand   | 0.41         | 0.43         | 0.43         | 0.47         |
| Turkey   | 1.55         | 3.86         | 0.28         | 2.13         |
| United Arab Emirates                                 | 0.05         | 0.22         | 2.68         | 0.8          |
| <b>Private Donors, Total</b>                         | <b>13.46</b> | <b>59.69</b> | <b>67.29</b> | <b>45.01</b> |
| Arcus Foundation                                     | 2.11         | 1.37         | 1.35         | 2.34         |
| Bill & Melinda Gates Foundation                      | 6.66         | 10.76        | 16.88        | 14.43        |
| Children's Investment Fund Foundation                | ..           | 0.25         | 0.65         | 0.69         |
| Citi Foundation                                      | ..           | ..           | 1.06         | 0.7          |
| Conrad N. Hilton Foundation                          | ..           | 0.3          | 0.2          | ..           |
| David & Lucile Packard Foundation                    | ..           | 11.62        | 14.76        | ..           |
| Ford Foundation                                      | ..           | 19.61        | 14.95        | 10.58        |
| Grameen Crédit Agricole Foundation                   | ..           | 2.99         | 2.02         | 1.98         |
| H&M Foundation                                       | 0.12         | 0.47         | 0.33         | 0.21         |
| IKEA Foundation                                      | ..           | ..           | ..           | 8.15         |
| John D. & Catherine T. MacArthur Foundation          | ..           | 3.58         | 2.02         | 0.07         |
| Laudes Foundation                                    | ..           | 0.59         | 0.76         | 1.64         |
| Margaret A. Cargill Foundation                       | 4.39         | 7.76         | 9.78         | 2.85         |
| MAVA Foundation                                      | ..           | 0.1          | ..           | ..           |
| Oak Foundation                                       | ..           | ..           | 0.19         | ..           |
| Wellcome Trust                                       | ..           | ..           | ..           | 0.56         |



|                                    |      |      |      |      |
|------------------------------------|------|------|------|------|
| William & Flora Hewlett Foundation | ..   | 0.03 | 0.9  | 0.71 |
| World Diabetes Foundation          | 0.18 | 0.26 | 0.27 | ..   |
| United Postcode Lotteries, Total   | ..   | ..   | 1.18 | 0.11 |

Source: Data extracted on 10 Feb 2021 16:52 UTC (GMT) from OECD.Stat

**Annex Table 10: List of IFC Investments in Indonesia (US\$, millions)**  
**Investments Committed in FY16-FY20**

| Project ID | Project Short Name | Institution Number | Cmt FY | Master Project Id | Project Status | Primary Sector Name              | Project Size | Orig Cmt-IFC Bal | Net Commitment (LN) | Net Commitment (EQ) | Total Net Commitment (LN+EQ) |
|------------|--------------------|--------------------|--------|-------------------|----------------|----------------------------------|--------------|------------------|---------------------|---------------------|------------------------------|
| 40507      | Asahan 1 2020      | 766617             | 2020   | 33853             | Active         | Electric Power                   | 230.0        | 47.0             | 47.0                | -                   | 47.0                         |
| 41698      | BTPN SMEGreen I    | 630613             | 2020   | 41698             | Active         | Finance & Insurance              | 150.0        | 150.0            | 150.0               | -                   | 150.0                        |
| 42548      | Indo Express       | 1037892            | 2020   | 42548             | Active         | Transportation and Warehousing   | 65.0         | 30.8             | 30.8                | -                   | 30.8                         |
| 43134      | ReddoorzRI4        | 1027415            | 2020   | 37107             | Active         | Accommodation & Tourism Services | 2.1          | 2.0              | -                   | 2.0                 | 2.0                          |
| 43613      | DCM OCBC NISP 2    | 50382              | 2020   | 43044             | Active         | Finance & Insurance              | 200.0        | 200.0            | 200.0               | -                   | 200.0                        |
| 43735      | GoPay Co-invest    | 1045047            | 2020   | 42978             | Active         | Collective Investment Vehicles   | 24.0         | 12.0             | -                   | 12.0                | 12.0                         |
| 38628      | Aqua Expeditions   | 1009051            | 2019   | 38628             | Active         | Accommodation & Tourism Services | 26.4         | 10.0             | 10.0                | -                   | 10.0                         |
| 39879      | Riau Gas IPP       | 1021185            | 2019   | 28294             | Active         | Electric Power                   | 51.5         | 51.5             | 51.5                | -                   | 51.5                         |
| 40632      | DCMOCBCNISP Debt   | 50382              | 2019   | 40632             | Active         | Finance & Insurance              | 150.0        | 150.0            | 134.1               | -                   | 134.1                        |
| 40677      | Trans Corpora      | 1025380            | 2019   | 40677             | Active         | Wholesale and Retail Trade       | 275.0        | 60.0             | 60.0                | -                   | 60.0                         |
| 41726      | RedDoorzRI2        | 1027415            | 2019   | 41070             | Closed         | Accommodation & Tourism Services | 0.5          | 0.5              | 0.5                 | -                   | 0.5                          |
| 42034      | KEB Hana RI IV     | 786205             | 2019   | 26283             | Active         | Finance & Insurance              | 15.4         | 15.2             | -                   | 15.2                | 15.2                         |
| 42249      | SSIA IE Hedge      | 1016109            | 2019   | 38964             | Active         | Construction and Real Estate     | 6.0          | 6.0              | 6.0                 | -                   | 6.0                          |



|       |                  |         |      |       |        |                                  |       |       |      |      |      |
|-------|------------------|---------|------|-------|--------|----------------------------------|-------|-------|------|------|------|
| 42800 | RedDoorzRI3      | 1027415 | 2019 | 41070 | Active | Accommodation & Tourism Services | 3.0   | 3.0   | -    | 3.0  | 3.0  |
| 38964 | SSIA Ind Est     | 1016109 | 2018 | 38964 | Active | Construction and Real Estate     | 100.0 | 57.2  | 57.2 | -    | 57.2 |
| 40460 | Nabati Indonesia | 1024241 | 2018 | 40460 | Active | Food & Beverages                 | 107.0 | 44.0  | 42.4 | -    | 42.4 |
| 40503 | RedDoorz RI      | 1016139 | 2018 | 41070 | Closed | Accommodation & Tourism Services | 0.5   | 0.5   | -    | 0.5  | 0.5  |
| 37139 | SIS school       | 699647  | 2017 | 37139 | Active | Education Services               | 20.0  | 15.0  | 5.0  | -    | 5.0  |
| 37319 | EP Tyre I        | 814316  | 2017 | 37319 | Active | Industrial & Consumer Products   | 20.0  | 15.0  | 15.0 | -    | 15.0 |
| 38586 | Radana Finance   | 801555  | 2017 | 38586 | Active | Finance & Insurance              | 41.5  | 20.0  | 20.0 | -    | 20.0 |
| 38908 | Aneka Gas        | 1015768 | 2017 | 38908 | Active | Chemicals                        | 11.0  | 11.0  | -    | 11.0 | 11.0 |
| 38934 | BTPN MSME Loan   | 630613  | 2017 | 38934 | Active | Finance & Insurance              | 100.0 | 100.0 | 50.0 | -    | 50.0 |
| 38978 | RedDoorz         | 1016139 | 2017 | 41070 | Closed | Accommodation & Tourism Services | 1.1   | 1.1   | -    | 1.1  | 1.1  |
| 39084 | Quantum          | 1016652 | 2017 | 39084 | Active | Wholesale and Retail Trade       | 60.0  | 60.0  | -    | 60.0 | 60.0 |
| 39160 | IIF USD Loan     | 631348  | 2017 | 39160 | Active | Finance & Insurance              | 200.0 | 50.0  | 50.0 | -    | 50.0 |
| 39541 | Indosurya Financ | 1019502 | 2017 | 39541 | Active | Finance & Insurance              | 60.0  | 20.0  | 20.0 | -    | 20.0 |
| 36865 | Falcon House II  | 808946  | 2016 | 36865 | Active | Collective Investment Vehicles   | 30.0  | 30.0  | -    | 30.0 | 30.0 |
| 37122 | Ciputra Res Loan | 749148  | 2016 | 37122 | Active | Construction and Real Estate     | 50.3  | 30.0  | 15.5 | -    | 15.5 |
| 37299 | IIF A&B Loan 2   | 631348  | 2016 | 26443 | Closed | Finance & Insurance              | 150.0 | 15.0  | 15.0 | -    | 15.0 |

|                  |                  |         |      |       |        |           |                |                |                |              |                |
|------------------|------------------|---------|------|-------|--------|-----------|----------------|----------------|----------------|--------------|----------------|
| 37527            | BBraun Indonesia | 1001326 | 2016 | 37527 | Active | Chemicals | 37.9           | 12.9           | 12.9           | -            | 12.9           |
| 37684            | PAU Swap         | 733210  | 2016 | 32198 | Active | Chemicals | 2.0            | 2.0            | 2.0            | -            | 2.0            |
| 38453            | PT Pharma        | 1001325 | 2016 | 37527 | Active | Chemicals | 22.0           | 21.2           | 21.2           | -            | 21.2           |
| <b>Sub-Total</b> |                  |         |      |       |        |           | <b>2,212.3</b> | <b>1,243.0</b> | <b>1,016.1</b> | <b>134.9</b> | <b>1,150.9</b> |

**Investments Committed pre-FY16 but active during FY16-FY20**

| Project ID | Project Short Name | Institution Number | CMT FY | Master Project Id | Project Status | Primary Sector Name            | Project Size | Orig Cmt-IFC Bal | Net Commitment (LN) | Net Commitment (EQ) | Total Net Commitment (LN+EQ) |
|------------|--------------------|--------------------|--------|-------------------|----------------|--------------------------------|--------------|------------------|---------------------|---------------------|------------------------------|
| 32198      | PAU Indonesia      | 733210             | 2015   | 32198             | Active         | Chemicals                      | 780.0        | 121.1            | 119.3               | -                   | 119.3                        |
| 34215      | Lotus Creation     | 772624             | 2015   | 34215             | Active         | Finance & Insurance            | 25.0         | 23.3             | -                   | 23.3                | 23.3                         |
| 36876      | KEB Hana 2015 RI   | 786205             | 2015   | 35048             | Active         | Finance & Insurance            | 11.1         | 10.0             | -                   | 9.9                 | 9.9                          |
| 33018      | Ciputra Res        | 749148             | 2014   | 33018             | Active         | Construction and Real Estate   | 50.0         | 10.1             | 10.1                | -                   | 10.1                         |
| 33853      | Asahan-1           | 766617             | 2014   | 33853             | Active         | Electric Power                 | 292.8        | 82.5             | 71.5                | 7.5                 | 79.0                         |
| 31705      | MBK Ventura        | 713026             | 2013   | 31705             | Active         | Finance & Insurance            | 3.9          | 3.9              | -                   | 3.7                 | 3.7                          |
| 30964      | Wintermar Group    | 691806             | 2012   | 30964             | Active         | Transportation and Warehousing | 141.0        | 45.0             | 45.0                | -                   | 45.0                         |
| 31827      | Falcon House I     | 715765             | 2012   | 31827             | Active         | Collective Investment Vehicles | 25.0         | 25.0             | -                   | 25.0                | 25.0                         |
| 28977      | BioCarbon          | 640926             | 2011   | 28977             | Active         | Agriculture and Forestry       | 25.0         | 5.0              | -                   | 3.0                 | 3.0                          |
| 26443      | IIFF               | 631348             | 2009   | 26443             | Active         | Finance & Insurance            | 40.0         | 40.0             | -                   | 38.4                | 38.4                         |
| 27736      | Saratoga II - RI   | 570174             | 2009   | 25722             | Active         | Collective Investment Vehicles | 10.0         | 10.0             | -                   | 4.0                 | 4.0                          |

|       |                  |        |      |       |        |                                |                |                |                |              |                |
|-------|------------------|--------|------|-------|--------|--------------------------------|----------------|----------------|----------------|--------------|----------------|
| 25722 | Saratoga Asia II | 570174 | 2008 | 25722 | Active | Collective Investment Vehicles | 25.0           | 25.0           | -              | 22.0         | 22.0           |
| 0     | 0                | 0      | 0    | 0     | 0      | 0                              | -              | -              | -              | -            | -              |
| 0     | 0                | 0      | 0    | 0     | 0      | 0                              | -              | -              | -              | -            | -              |
| 0     | 0                | 0      | 0    | 0     | 0      | 0                              | -              | -              | -              | -            | -              |
| 0     | 0                | 0      | 0    | 0     | 0      | 0                              | -              | -              | -              | -            | -              |
|       |                  |        |      |       |        | <b>Sub-Total</b>               | <b>1,428.7</b> | <b>400.9</b>   | <b>245.9</b>   | <b>136.7</b> | <b>382.6</b>   |
|       |                  |        |      |       |        | <b>TOTAL</b>                   | <b>3,641.0</b> | <b>1,643.8</b> | <b>1,262.0</b> | <b>271.6</b> | <b>1,533.5</b> |

**Annex Table 11: List of IFC Advisory Services in Indonesia, FY16-20 (US\$, millions)**  
**Advisory Services Approved in FY16-20**

| Project ID       | Project Name   | Impl Start FY | Impl End FY | Project Status | Primary Business Area | Total Funds Managed by IFC |
|------------------|--|---------------|-------------|----------------|-----------------------|----------------------------|
| 603875           | Legok Nangka Waste to Energy PPP                                       | 2020          | 2023        | ACTIVE         | CTA-PPP               | 1.38                       |
| 604378           | Farmer Capacity Development Through Digital Platform and Financing     | 2020          | 2023        | ACTIVE         | MAS                   | 0.53                       |
| 604486           | EAP Green Building   | 2020          | 2022        | ACTIVE         | EPS-GB                | 2.73                       |
| 603016           | TaniHub Agrifinance AS   | 2019          | 2022        | ACTIVE         | FIG                   | 0.45                       |
| 602197           | Indonesia Green Buildings Promotion (Phase 2)                          | 2018          | 2020        | CLOSED         | EPS-GB                | 1.57                       |
| 602958           | Indosurya Risk Management AS   | 2018          | 2019        | ACTIVE         | FIG                   | 0.12                       |
| 602983           | Indonesia Investment Climate Competitive Sectors and Competition MCICP | 2018          | 2023        | ACTIVE         | REG                   | 3.00                       |
| 602984           | Indonesia Investment Climate Competitive Sectors and Competition UKPF  | 2018          | 2022        | ACTIVE         | REG                   | 3.00                       |
| 601736           | Indonesia Agriculture Insurance  | 2017          | 2022        | ACTIVE         | FIG                   | 0.67                       |
| 600877           | Mondelez Cocoa Life Indonesia - Farmer Finance & Nursery Support       | 2016          | 2019        | CLOSED         | MAS                   | 0.56                       |
| 601066           | Indonesia Responsible Microfinance                                     | 2016          | 2021        | ACTIVE         | FIG                   | 1.46                       |
| 601615           | Syngenta PartnerGrow Academy   | 2016          | 2018        | CLOSED         | MAS                   | 0.18                       |
| <b>Sub-Total</b> |  |               |             |                |                       | <b>15.65</b>               |

**Advisory Services Approved pre-FY16 but active during FY16-20**

| Project ID       | Project Name   | Impl Start FY | Impl End FY | Project Status | Primary Business Area | Total Funds Managed by IFC |
|------------------|--|---------------|-------------|----------------|-----------------------|----------------------------|
| 600401           | Indonesia M Banking 2 Digital Inclusion                                  | 2015          | 2017        | CLOSED         | EFI                   | 2.00                       |
| 600431           | SE Asia Forestry Advice  | 2015          | 2018        | CLOSED         | MAS                   | 0.21                       |
| 600484           | Mondelez Cocoa Life farmer data collection                               | 2015          | 2015        | CLOSED         | MAS                   | 0.09                       |
| 600755           | Danamon Agriculture Finance  | 2015          | 2018        | ACTIVE         | FIG                   | 0.32                       |
| 592827           | Indo Wind Performance Standard Advisory                                  | 2014          | 2015        | CLOSED         | ESG-ESS               | 0.12                       |
| 593807           | Follow on Palm Oil Project No. 2: SCI in Plantations                     | 2014          | 2019        | ACTIVE         | MAS                   | 2.49                       |
| 597607           | Indonesia Financial Infrastructure - Secured Transactions                | 2014          | 2017        | CLOSED         | EFI                   | 1.16                       |
| 599136           | Earth Quake Index Insurance (EQII) for Microfinance Portfolio Protection | 2014          | 2019        | ACTIVE         | EFI                   | 0.66                       |
| 591447           | Environmental & Social Risk Management for Financial Institutions        | 2013          | 2020        | ACTIVE         | ESG-ESS               | 3.68                       |
| 592927           | FIG Indonesia Microfinance AS  | 2013          | 2019        | CLOSED         | FIG                   | 1.95                       |
| 594007           | Indonesia Palm Oil Development Smallholders                              | 2013          | 2021        | ACTIVE         | MAS                   | 7.45                       |
| 586447           | Umbulan Water Project  | 2012          | 2015        | CLOSED         | CTA-PPP               | 2.39                       |
| 587568           | Indonesia Agricultural Smallholder Financing                             | 2012          | 2014        | CLOSED         | FAM                   | 1.99                       |
| 589167           | Indonesia Green Buildings Regulation                                     | 2012          | 2017        | CLOSED         | CAS-GB                | 2.46                       |
| 590107           | Indonesia Corporate Governance Project                                   | 2012          | 2018        | ACTIVE         | ESG-CG                | 2.58                       |
| <b>Sub-Total</b> |  |               |             |                |                       | <b>29.55</b>               |
| <b>TOTAL</b>     |  |               |             |                |                       | <b>45.20</b>               |

Source: IFC AS Portal Data as of 1-15-2021



**Annex Table 12: List of MIGA Projects Active in Indonesia, FY16-20 (US\$, millions)**

| Project ID   | Project Title                 | Project Status | Fiscal Year Issued | Sector         | Gross Exposure     |
|--------------|-------------------------------|----------------|--------------------|----------------|--------------------|
| 8113         | Weda Bay                      | Active         | FY11               | Mining         | 207,000,000        |
| 8521         | PT Natrindo Telpon Sellular   | Active         | FY11               | Infrastructure | 450,000,000        |
| 11862        | PT Rajamandala Electric Power | Active         | FY15               | Infrastructure | 200,000,000        |
| <b>Total</b> |                               |                |                    |                | <b>857,000,000</b> |

Source: MIGABI reporting database as of 1/30/2021