

1. CPS Data	
Country: Indonesia	
CPS Year: FY09	CPS Period: FY09 – FY12
CPSCR Review Period: FY09 – FY12	Date of this review: November 30, 2012

2. Executive Summary
<p>i. This review examines the implementation of the Indonesia Country Partnership Strategy (CPS) of FY09 and the CPS Progress Report (CPSPR) of FY11, and reviews the draft CPS Completion Report (CPSCR). The strategy was jointly implemented by IBRD and IFC, and this review covers the joint program of the two institutions. As the draft and final CPSCR was shared with IEG 43 and 20 days, respectively, before the scheduled Board discussion, IEG was unable to do its review in the usual depth.</p> <p>ii. The broad objective of the CPS was to promote the effectiveness of institutions for achieving stronger development outcomes. It called for engagement in five core areas: private sector development; infrastructure; community development and social protection; education; and environmental sustainability and disaster mitigation. Overlaying these core areas were two cross-cutting engagements, focusing on support for government institutions and systems at the national and sub-national levels.</p> <p>iii. IEG rates the overall outcome of the CPS program as <i>moderately satisfactory</i>, below the CPSCR rating of <i>satisfactory</i>. There are no significant discrepancies between the two regarding the achievement of outcomes, but in IEG's view, progress toward a number of important outcomes was insufficient to justify a fully satisfactory rating: the program achieved <i>good progress</i> toward <i>all major</i> expected outcomes. In the Core Engagement Areas, the Bank's efforts over more than a decade (jointly with a wide range of development partners) have been successful in helping improve the lives of poor people in rural and urban areas by supporting community development. The Bank's assistance has also contributed towards the establishment of a national household registry of the poorest 40 percent of Indonesian population that will support the development of an institutional set-up for delivery of social assistance. The intensive support by the Bank and other partners for the Tsunami reconstruction efforts has helped build the institutions for assessing and responding to natural disasters; the effectiveness of which was demonstrated in recent events. Good progress has also been achieved toward setting up the mechanism for addressing deforestation, the main climate change challenge facing Indonesia, although the critical issue of inter-agency coordination for climate change management remains unaddressed. The WBG's work on strengthening the financial sector and improving the business environment at the regional level has been relevant, although continued weakness in financial institutions and bureaucratic inefficiency remain key impediments to Indonesia's global competitiveness. The Bank's support for the decentralization of primary and secondary education has contributed to a rapid expansion of access, especially in secondary education; but efforts to increase resource efficiency and to improve quality in the education sector fell below expectations. In infrastructure, although Bank lending helped increase sub-national spending in infrastructure, it fell short of expectations, particularly with regard to private sector involvement in infrastructure and sector reforms. The progress towards the end of the CPS period in setting up the institutional framework to engage the private sector is yet to be tested. The incipient WBG support for improving market access for selected businesses and for creating sustainable forest operations, mostly at the pilot stage, are too recent to show results or to reveal a clear pathway for scale-up. In the Crosscutting Engagement Areas, efforts fell short of expectations in various ways. The engagement with the central government proved overly ambitious and lacked realistic and prioritized intermediate targets to track progress. The emerging engagement at the local level to improve budgetary practices was frustrated by insufficient institutionalization of accountability arrangements among central, provincial, district and city authorities, which raises the issue of sustainability of the reform pilots.</p>

iv. The CPSCR draws four lessons: (i) effective WBG support for a MIC requires full alignment with the country's development program; (ii) programmatic development policy lending provides convening services to address crosscutting issues; (iii) substantive transformations on the ground require sustained engagement over the long haul around clear national objectives; and (iv) knowledge services become increasingly important for encouraging internal dialogue, forging consensus, nudging forward reforms and facilitating implementation. IEG concurs with these lessons and underscores three additional points. First, strategies that emphasize institutional changes need careful prioritization and a credible results framework to avoid overwhelming implementation in weak institutional environments and to assess performance. Second, trust fund umbrella institutions can be powerful instruments for mobilizing resources towards national priorities and enhancing the WBG program impact, but they have to be integrated fully into the CPS design and results framework. Third, Indonesia's rich and successful experience in community driven development offers valuable lessons to many other countries; at the same time, many of the challenges Indonesia faces have been addressed successfully by peer countries, hence, there is considerable scope for greater emphasis on South-South exchange in future strategies.

3. CPSCR Summary

Overview of CPS Relevance:

Country Context:

1. Indonesian GDP growth slowed from 6 percent in 2008 to 4.6 percent in 2009 due to the global financial crisis, but recovered quickly to 6.2 percent in 2010 and 6.5 percent in 2011 (highest since 1996), with current World Bank projections of 6.1 percent for 2012. The fiscal deficit came in below target in 2009-2011 and, with strong GDP growth, contributed to the downward trajectory of public debt, which has fallen below 25 percent of GDP currently. Moody's and Fitch raised Indonesia's sovereign ratings (in January 2012 and December 2011, respectively) to investment grade for the first time since 1997; Standard and Poor's maintains it a notch down, with a positive outlook, pending further advances in institutional reforms. The balance of payments rose from a negative -\$1.9 billion in 2008 to \$30.3 billion in 2010, but declined to \$13.8 billion in 2011 and an estimated negative \$2.2 billion in 2012, due to a return of jittery global financial markets. Meanwhile, international reserves doubled from \$51.6 billion in 2008 to \$110.1 billion in 2011, and are expected to remain roughly at this level in 2012. Extreme poverty was reduced from 16.6 percent in 2007 to 12.0 percent in 2012 (by the national poverty line). There are some concerns, however, with rising inequality: the Gini coefficient increased from 0.32 in 1999 to 0.41 in 2011. The country is well on its way to meet most of the MDG targets.

2. Under Indonesia's National Long-Term Development Plan (2005-25), four National Medium-Term Development Plans (RPJMNs) were to be implemented to achieve the transformation of the country into a modern industrial democracy. Although the CPS was designed to support the Government's own development strategies, policy objectives and priority programs, it did not provide any information on what the Government's plans were even though the RPJMN 2005-09 was under implementation when the CPS was prepared. By the time the CPSPR was prepared, the RPJMN 2010-12 had been issued, which included eleven development priorities: bureaucracy and governance reform, education, health, poverty alleviation, food security, infrastructure, investment and business climate, energy, environment and disaster management, least developed, frontier, outer, and post-conflict areas, and culture, creativity, and technological innovation.

Objectives of the WBG Strategy:

3. The broad objective of the CPS was to promote the effectiveness of institutions for achieving stronger development outcomes. It called for engagement in five core areas: private sector development; infrastructure; community development and social protection; education; and

environmental sustainability and disaster mitigation. Overlaying these core areas were two cross-cutting engagements on support for government institutions and systems, at the national and sub-national levels. Although the CPS claimed alignment with the country's own strategy, in this case the RPJMN, it did not explain the alignment with clarity. On the one hand, the CPS expected limited changes in the Government's strategies; on the other hand, it argued for a flexible approach to accommodate any changes that might happen. The CPSPR considered the alignment of the CPS priority engagement areas with the RPJMN 2010-14, and maintained the structure of the strategy, while introducing marginal changes to the results framework.

Relevance of the WBG Strategy:

4. **Congruence with Country Context and Country Program:** The CPS's focus on institutions addressed with the key development challenges facing Indonesia. The use of flexible lending and non-lending tools, especially the programmatic fast disbursing budget-support loans, was congruent with the country context. The CPS's flexibility, which foresaw lending volumes to vary from \$500 million to \$2 billion annually, was in line with the approach for IBRD engagement in middle-income countries (MICs). The five areas of engagement under the CPS were aligned with key objectives the Government's long-term development strategy, while the crosscutting issues related to Indonesia's national and decentralized institutions were at the heart of the government strategy.

5. **Relevance of Design:** The CPS outlined clearly the areas of engagement, the objectives to be achieved, and the relevance of the institutional transformations that were sought. However, many of the CPS outcomes on the institutional side were vaguely defined, lacking precise targets to be achieved. This was addressed partially by the CPSPR. In addition, the governance agenda was not adequately integrated to the core areas of the CPS. IFC's role in the CPS focused on three of the five core engagement areas (Private Sector Development, Infrastructure, and Environmental Sustainability and Disaster Mitigation), with a program design that was relevant in varying degree to the CPS objective of building Indonesia's institutions.

6. **Risk Identification and Mitigation:** The CPS identified six major risks: (i) political risks associated with the 2009 elections; (ii) socioeconomic risks related to global growth and trade slow-down, reversal of financial assets held in Indonesia, and natural disasters; (iii) risk of anti-debt sentiment opposing foreign loans; (iv) reform implementation risks in face of vested interests, entrenched organizational cultures, and capacity constraint; (v) governance and corruption risks that threaten the Bank's fiduciary and reputational integrity; and (vi) WBG performance risks. The implementation of the CPS, with its focus on institutions and the close engagement with the partner institutions and the flexibility to modify the program, was considered a sufficient mitigation measure. The CPSPR noted Indonesia's strengthened political stability and its resilience to external shocks, but reiterated the potential threats that the risks identified in the CPS posed to effectiveness of the Bank's program. In FY09, to help mitigate the financing risks that materialized, the Bank approved the Public Expenditure Support Facility DPL-DDO for \$2 billion, which drew parallel financing from other donors for a total of \$3.5 billion. The loan was never drawn and closed within the agreed two-year time frame as the cost of sovereign borrowing returned quickly to pre-crisis levels. As global volatility returned, a follow-up program for \$2.0 billion, plus \$3.5 from the same partners, was provided under the PERISAI (Program for Economic Resilience, Investment and Social Assistance in Indonesia) DPL-DDO in May 2012.

Overview of CPS Implementation:

Lending and Investments:

7. During the CPS period, the Bank approved 38 loans for over \$13 billion, and continued to oversee an ongoing portfolio of 37 projects totaling \$4 billion. The lending delivered per annum (\$2.7 billion) was higher than the \$2.5 billion upper bound foreseen by the original CPS. Thirty five of the approved loans were linked to specific objectives contained in the CPS results framework,

while six non-planned loans were also approved, including two “emergency” DDO’s of \$2 billion each to respond to possible adverse external shocks.

8. The share of the portfolio at risk declined from 27 percent of the projects (or 10.3 of commitment) in FY09, which were above the EAP averages, to 17 percent (8.6 percent) in FY12, below the EAP averages. The disbursement ratio declined from 23.0 percent in FY09 to 19.9 percent in FY12. IEG reviewed the project completion reports of 17 out of the 22 projects that were closed during the CPS period. It rated 62.5 percent of them as moderately satisfactory or satisfactory, a success rate lower than the EAP average of 77.4 percent; IEG judged the risk to these projects’ development outcomes to be moderate or low in 62.5 percent of the projects, also lower than the EAP average of 74.2 percent. Notably, IEG lowered the project teams’ self-rating in 62 percent of the cases - excepting policy operations, 77 percent of the ratings were downgraded. For the 26 ongoing operations, the outcomes are rated as moderately unsatisfactory in three cases; moderately satisfactory in nine cases; and satisfactory in 14 cases. Fifteen of the ongoing operations are also rated on the risk of not achieving their development objectives; in nine cases, such risk is assessed as substantial or high. A disconnect exists between the good performance in managing the on-going operations and the quality of the results. The CPSCR does not address this issue.

9. During the CSP period, IFC’s total investment commitment in Indonesia amounted to \$774 million in 23 projects, substantially lower than the expected \$300 million per year (or \$1.2 billion for the CPS period). The Management’s comments report that IFC also mobilized funds of \$502 million, although the CPS documents did not anticipate this and the CPSCR does not report on these additional funds. IFC portfolio consisted of \$647 in loans and \$127 million in equity. Of the investment committed, 64.1 percent were in financial sector, followed by manufacturing, agribusiness and services (20.8 percent), infrastructure (8.9 percent) and energy (6.2 percent). IEG reviewed only two projects during the CPS period and provided a rating (unsuccessful) for one of them. Project supervision reports and the Development Outcomes Tracking System (DOTS) show that overall outcome of the active projects was successful - IFC’s investments in financial sector were successful in expanding financial access while the results in the other sectors were mixed. IFC has gained considerable experience in its investment in the financial sector, which enable it to scale up its activities in this area. Risk is managed through careful selection of sponsors in these investments.

Analytic and Advisory Activities and Services

10. AAA was a central part of the CPS. Of the 61 pieces approved during the CPS period, one third were still active (i.e., not yet delivered to client) in FY12. Twenty-five of the studies focused on the two cross-cutting areas of the CPS; ten on infrastructure; eight on education, and the rest was spread across the other areas. Regarding technical assistance (TA), there were 161 active projects during the CPS period, of which fifty-four focused on the two cross-cutting pillars. There are no budget figures or performance measures for the ESW and TA, and no practical way to compare these activities with those planned in the CPS or the CPSPR. The CPSCR does not contain a specific assessment of the contribution or likely contribution of either the ESW or the vast TA support. .

11. At the inception of the CPS period, IFC had 9 on-going advisory services (AS) projects representing \$13 million in total funds. During the CPS period, another 16 AS projects were approved for \$16.4 million, of which \$8.1 million (6 projects) was in Sustainable Business Advisory, but no new projects were launched in Public-Private Partnerships. IEG reviewed 8 of the 15 closed AS projects, of which seven were rated successful and one was rated excellent for development impact.

Partnerships and Development Partner Coordination

12. The two main areas of partnership included partner support through trust funds (TF) and partner support for the two “emergency” DDOs financed during the period that were not contemplated as part of the original CPS. During the CPS period, there were 164 active TFs for a total of over \$1.5

billion – likely the largest TF program ever managed by the Bank for a single country. Some of these TFs financed core CPS pillars, but with few exceptions, there is no information on performance of these TF operations even though they are extensive and spread across all CPS areas. With respect to the two DDOs, the partners supplemented the IBRD's \$2 billion with \$3.5 billion for each project. The second DDO was only approved in FY12.

Safeguards and Fiduciary Issues

13. There were no safeguards complaints brought before the Inspection Panel. In the period FY09-FY12, INT recorded more than 38 allegations of fraud and corruption and found sufficient basis to open 13 cases. Five of these were substantiated.

Overview of Achievement by Objective:

Cross-cutting Engagement Area 1: Central Government Institutions and Systems

14. Under this pillar, the WBG sought to support improved results orientation in the budget process, effective operationalization of Single Treasury Account (TSA), effective and reliable implementation of State Treasury and Budget System (SPAN) reform, more efficient tax administration, improved procurement system, improved quality and timeliness of key statistics produced by Central Bureau of Statistics (BPS).

15. ***Improved results orientation in the budget process.*** The Government continued to implement the regulatory framework for budget management (State Finance Law) adopted in 2003 and 2004. Program-based-budgeting (PBB) and the medium-term expenditure framework (MTEF) remain in early stages of implementation, even though the State Finance Law mandated them and the RPJMN 2010-2014 specified measurable targets. With the full introduction of results-based budgeting running behind schedule, the current approach is to introduce these innovations gradually. The Bank provided ESW for Budget Reform and supported this agenda through several operations, including the DPL series (5-8). IEG rated the development outcomes under DPL 5 and 6 as *satisfactory* with a moderate risk of not sustaining the outcomes achieved. A substantial program of knowledge services and implementation support was funded by trust funds, in particular the Public Financial Management – MDTF, which brought together key development partners (the EC, the Governments of the Netherlands and Switzerland, and the Bank). The Public Expenditure Support Facility DPL-DDO contributed to stabilizing the market at a time of financial uncertainty even though its development objectives went mostly unmet. The Bank also assisted the Government with macro monitoring and forecasting through capacity building of the Fiscal Policy Office. In addition, the Bank provided lending and/or AAA support for the Government's food security and connectivity initiatives, although the contribution of these activities to the achievement of CPS objectives is unclear.

16. ***Effective operationalization of Single Treasury Account (TSA), together with strengthened and timely cash plans from the line ministries.*** The introduction of a TSA is largely complete and expected to be fully in place by 2013 to collect daily deposits of the largest commercial banks and post offices into a single treasury account. The CPSCR notes, however, that there is no evidence that this has improved line ministries' cash planning. This objective has been supported by the DPL series.

17. ***Effective and reliable implementation of State Treasury and Budget System (SPAN) reform.*** The implementation of SPAN is a work in progress as the system has not yet been fully rolled out. There is no data on the CPS targets (on the quality and timeliness of financial reporting), although the CPSCR reports significant reductions in qualified audits. Bank support for this objective included the Government Financial Management and Revenue Administration Project (FY05) that was expected to be completed in FY14. The latest ISR indicates moderately satisfactory outcomes with few objectives met and a substantial risk of not achieving the outcomes.

18. **More efficient tax administration.** Some progress is made in tax compliance with the introduction of e-reporting, but otherwise inefficient tax administration remains a constraint to revenue mobilization and impinges on company performance. The implementation of the tax administration reform was delayed while the Bank's Project for Indonesian Tax Administration Reform (PINTAR) experienced procurement problems. The latest ISR indicates that both the implementation progress and the achievement of outcomes are *unsatisfactory* with substantial risk of not achieving them. In addition, the Government Financial Management and Revenue Administration Project (FY05) also supported tax reform, as have two TFs approved in FY07 and FY09. DPL 8 also focused on tax administration reform and reports a decrease in unpaid VAT balances, but notes that significant increase in the number of taxpayers has not led to an increase in revenues.

19. **Improved procurement system; higher capacity levels at national and provincial levels, and establishment of professional procurement units in implementing agencies; improved quality of procurement audit and effectiveness of sanctions.** A new Procurement Law (2011) is in place, as is a Procurement Agency. However, no evidence is available on improvements in procurement capacity at national and provincial levels or procurement outcomes. Bank provided support through a Country Procurement Assessment Report and a TF in FY11.

20. **Improved quality and timeliness of key statistics produced by BPS.** The goal to move to a more updated (1993) System of National Accounts to decrease data discrepancies, increase user confidence, and improve data timeliness has not been achieved. The implementation of the Bank's Statistical Capacity Building-Change and Reform for the Development of Statistics (STATCAP-CERDAS) was behind schedule and only approved in FY11. Additional support from two TFs (FY08 and FY10) assisted BPS to put in place the basics for institutional transformation (e.g., strategic plan and governance framework for reform implementation) and to improve the timeliness and accessibility of key statistics (e.g., from bi-annual to quarterly surveys, BPS website for data).

21. IEG rates the outcome of Bank assistance under the Cross-Cutting Engagement Area 1 as *moderately unsatisfactory*. The Bank took on a very ambitious program of reforms and support to improve the central government efficiency, effectiveness, and accountability. The activities were relevant and aligned with the Government's own priorities. However, with few exceptions, the outcomes sought proved to be too challenging to local institutions with their weak institutional bases. Performance budgeting and medium-term planning has not advanced much in practice. Given the significant delays and relatively poor performance of the ongoing portfolio, achievements are scant at this stage, and face considerable risk of not achieving their objectives and outcomes. Admittedly, it takes time for institutional reforms to complete, so partial progress can be expected. Nevertheless, most CPS targets were not met.

Cross-cutting Engagement Area 2: Sub-National Government Institutions and Systems

22. Indonesia launched a major process of decentralization more than a decade ago. Substantial efforts have been made to consolidate the institutions that would result in a fiscal system where between 35 and 40 percent of public expenditure is decided at the local level. The Government's objective has been to strengthen sub-national government institutions to improve accountability and service delivery. The CPS objectives in this area were an improved fiscal decentralization framework with incentives for accountability and improved infrastructure spending at the sub-national level.

23. **An improved fiscal decentralization framework with incentives for accountability.** Several improvements were made, the most notable of which was the decentralization of education expenditures. Efforts were made to link fiscal transfers to outcomes at the local level, allowing greater flexibility to introduce reforms at the local levels and to address the infrastructure gaps. Efforts are ongoing to improve public financial management practices at the state level and to improve the capacity of citizens to assess and monitor sub-national expenditures. Several efforts were undertaken toward redrafting the legislation on regional autonomy and regional finance; but a legislative vacuum remains

regarding the fiscal framework of inter-governmental relations. The Bank supported this objective with a large number of lending and knowledge projects. Assistance for improving coordination among the various central agencies working with local governments was provided through the multi-donor Decentralization Support Facility, which also produced several reports that included a sub-national Public Expenditure Review. The Local Government and Decentralization Project helped provide incentives for improving development outcomes and greater accountability in five pilot provinces. Supported by two TFs, the Sub-National Expenditure and Capacity Modernization Program (PEACH) sought improvements in public financial management in 11 provinces through capacity building and engaging civil society and the media. The Initiatives for Local Governance Reform Project supported governance improvements and targeted investments in selected pilot districts. Two Bank loans supported the decentralization of the BOS program for education; while two ongoing loans supported local governance reform focused on transportation (ILGR) and local urban support in industry and trade (USDR).

24. **Improved infrastructure spending at the Local Government level.** Local level infrastructure spending increased by 13.5 percent between 2008 and 2010. The Bank's contribution to this effort has been modest. The Infrastructure DPL series (2-4) initially supported a focus of sustainable government financing for local infrastructure investment, but the emphasis diminished during implementation. A wide range of Bank projects and TFs have financed small investments at the local level. The ILGR (local government reform) project was focused on transportation. The recently approved Jakarta Urgent Flood Mitigation (FY12) will pioneer regulatory changes to facilitate further financing of infrastructure at the sub-national level and help prepare Jakarta to access the bond market.

25. IEG rates the outcome of Bank assistance under Cross-Cutting Engagement Area 2 as *moderately unsatisfactory*. Bank support helped improve the institutions for fiscal decentralization and local governance, for the most part at a pilot level. However, it fell short of initial expectations to revamp and improve the decentralization legal framework. While the Bank's approach would seem sensible in principle, and might be the only feasible one considering the geography of the country, to the extent that the roles and responsibilities of central, provincial, district and city authorities remain insufficiently defined, issues of sustainability may arise. While the Bank's support for local infrastructure development has helped increase infrastructure spending at the local level, only toward the end of the CPS period did the efforts start to focus on the critical issue of sustainable financing for infrastructure investment at the sub-national level.

Core Engagement Area 1: Private Sector Development

26. The WBG aimed to support private and financial sector development through (i) stronger financial institutions; (ii) improved capacity of sub-national governments to support business operations and to attract and retain investors; (iii) improved regulatory environment and inter-agency coordination in the development of investment policies; (iv) strengthened institutional structure and capacity of the Ministry of Trade (MoT) for more effective trade policies; (v) improved access to markets for Indonesian businesses and smallholders in select commodity or industry-based sectors.

27. **Stronger financial institutions.** The financial sector remained sound and stable during the CPS period and was able to withstand the impact of the financial crisis. Progress has been in line with the expectations set in the CPS. Banks and non-bank financial institutions have continued to grow their assets. In June 2012, the Loan to Deposits Ratio (LDR) reached 82.6 percent (above the target of 80 percent); the penetration of Non-Bank Financial Institutions in the economy increased from 24 to 28 percent during 2009-2011; loans to SMEs grew strongly at 24 percent in 2011; and, based on nationwide household survey, 41 percent of households have a bank account in their name, compared to 35 percent at the beginning of the CPS. The contribution of the WBG, although indirect, has been substantial. The Financial Sector Assessment Program (FSAP) put forth a reform program and provided baselines to track progress. The two DPL-DDOs arguably contributed to maintaining stability and protecting the local financial sector in the face of high international volatility. Support was also

provided for the development of the Capital Markets and Non-Banking Financial Master Plan 2010-2014. IFC AS assistance for the Credit Bureau and Moveable Collateral registry, and committed a substantial portfolio that covered a broad range of areas ranging from short-term trade finance, microfinance, SMEs to private equity and focusing on the under-banked market segments. IFC's largest investments (\$170 million) in financial sector were in Bank Tabungan Pensiunan Nasional (BTPN), a mid-sized bank that, through affiliation with IFC, has become a major lender to microfinance in Indonesia. IFC's investment in Bank International Indonesia (BII) was aimed at increasing access to finance by women business owners, while that in Hana Bank was for increasing trade between Indonesia and South Korea and financing SMEs in Indonesia. IFC project supervision reports suggest that these interventions are successful overall.

28. **Improved capacity of sub-national governments to support business operations, to attract and retain investors.** The CPS targets on reduced time to start a business and to deal with construction permits were met. There is no information on (the CPS target of) private sector savings that accrued from the reforms. The WBG support was provided through a Sub-national Doing Business study in 14 cities. IFC also supported improvements in investor facilitation through the Sub-national Investment Generation Project, which helped implement investor tracking systems and develop local client relationship management in two pilot provinces.

29. **Improved regulatory environment and inter-agency coordination in the development of investment policies.** Indonesia's Ease of Doing Business ranking declined during 2010-12, and Indonesia continues to rank poorly relative to other East Asian countries. The Global Competitiveness Index (GCI) shows little improvement in its overall competitiveness, and a worsened trend in the critical areas of domestic market competition and labor rules. Institutions have been introduced to facilitate the dialogue between the government and the private sector. WBG support focused on selected aspects within the DB framework, and helped achieve a substantial reduction in business start-up time from 105 in 2009 to 45 days in 2012. An Indonesia National Single Window (INSW) opened with improved transparency of trade regulations and procedures for import clearance. Work is on-going to lower the compliance costs of tax and customs obligations; but information on compliance improvements is not available. IFC AS, including the Business Entry Regulatory Reform Program and the Multi-donor facility for Trade and Investment Climate (MDFTCI) has supported the simplification of business start-up procedures, the establishment of companies and facilitating foreign investment. The Bank DPL series (5-8) on improving the business environment supported a dialogue between the government and the private sector that has helped identify constraints and provide remedies. In this regard, PEPI's investment policy coordination is strengthened.

30. **Strengthened institutional structure and capacity of the Ministry of Trade to enable it to develop and implement more effective trade policies.** Indonesia ranks well (37th among 185 economies in 2013) by the DB's Trading across Borders indicator; hence, the Government has centered its efforts on deepening the capacity to trade, including building regional and global partnerships. The WBG supported this objective through AAA work. It helped set up five technical teams to buttress the policy and implementation capacity at the Ministry of Trade and helped established a process to review non-tariff barriers. The WBG responded to the request for support in strengthening inter-agency coordination for Indonesia's chairmanship in ASEAN Economic Ministers meeting in 2012 and the G20 forum through the aforementioned MDFTIC.

31. **Improved access to markets for Indonesia businesses in select commodity and industry sectors and for smallholders by connecting them to selected firms seeking secure and growing supply sources.** There is no data on the CPS targets (new investment/financing for SMEs in supply chain, SME contracts with large firms, sales and incomes for impacted firms, price transparency, length of supply chain, access to quality seedlings, price information, and farming technology). IFC AS support included pilots of non-collateralized lending for cocoa producers, the establishment of the Cocoa Sustainability Partnership and a Farming Training Center for smallholder coffee growers, and work with peanut growers and women in shrimp farming households. There is no information on the impact of these projects on the CPS objective of improved market access or supply

sources.

32. IEG rates the outcomes of WBG assistance in Core Engagement Area 1 as *moderately satisfactory*. Indonesia has a vibrant private sector that has contributed to sustained growth despite major institutional constraints. As the global crisis hit, a priority was to maintain stability in the financial sector and to create stable conditions for private investment to grow. These objectives were achieved: the financial sector remains sound; the ratio of investment to GDP grew; and economic growth has been sustained driven by an expanding domestic market. Nevertheless, there is no evidence that the overall competitiveness has improved. The WBG support contributed to maintaining the stability and expansion of the banking sector and simplifying some aspects of the regulatory burden for business at the national and sub-national levels. There is no evidence that its support in the areas of market access and supply sources for selected businesses and smallholders has achieved the expected outcomes, and no indication of a significant catalytic role for IFC assistance in this area.

Core Engagement Area 2: Infrastructure

33. The CPS centered its support for infrastructure development on (i) increasing the quantity and efficiency of national and sub-national government spending on infrastructure through improvements in subsidy policy, incentives framework, and expenditure planning and budgeting; (ii) increasing private investment in infrastructure through the establishment of a fiscally sound, credible and transparent Public Private Partnership (PPP) framework; and (iii) improving the availability of bankable Power Purchase Agreements (PPA) and the capacity of relevant government agencies to conduct tenders and to serve as a model for subsequent geothermal IPPs.

34. ***Increased quantity and efficiency of national and sub-national government spending on infrastructure through improvements in subsidy policy, incentives framework, and expenditure planning and budgeting.*** The CPS target of increased public spending in infrastructure was met. Nevertheless, at 4 percent of the GDP, public investment in infrastructure is still below that in China, Thailand and Vietnam. The quality of the roads has improved, the road network has expanded and access to potable water has increased marginally. These improvements are reflected in the GCI score on infrastructure, which rose from 3.0 in 2007 to 3.7 in 2011. Nevertheless, the quality of infrastructure remains a major constraint to the country's competitiveness: in 2012, Indonesia ranked 78 out of 144 economies on infrastructure, compared to its overall ranking of 50. The WBG supported this objective through 25 loans and 18 major pieces of knowledge work. The financing provided by the WBG, although voluminous, is small compared to the national effort. A key instrument was the infrastructure DPL series (2-4) for \$650 million. The series was extremely ambitious, covering many sectors (electricity, water, roads, etc.) and different themes (private sector participation, governance, etc.). It was rated by the team as *moderately unsatisfactory* for development outcomes, and substantially redesigned during implementation. The Second Eastern Indonesia Regional Transport was rated *moderately unsatisfactory* by IEG. Financing also included a very large portfolio of TF operations, focusing heavily on Aceh reconstruction. No information is available on the status of these projects.

35. ***Increased private investment in infrastructure through the establishment of a fiscally sound, credible and transparent PPP framework.*** Private infrastructure investment is estimated to have only reached 0.6 percent of GDP for 2009-10, below the 0.75 percent target. Some progress was made toward a transparent PPP framework; the Government improved project preparation and set up (with Bank lending of \$100 million) the Indonesia Infrastructure Facility (IIF) to mobilize long-term funds while ring fencing fiscal risks. The IIF has thus far made only one commitment as it took considerable more time to make the fund operational, and has therefore not been able to achieve its main objective of increasing infrastructure funding in Indonesia. A Viability GAP Financing is under consideration. The land acquisition law approved in late 2011 (yet to be implemented) could be an important means for making land available for infrastructure. While promising, it remains unclear how the framework put in place will help address the infrastructure constraint without substantive further infusions from the budget. The Bank's infrastructure DPL series contributed, even if modestly, to improved infrastructure sector frameworks, providing potential investors with clearer and more

predictable rules. Support for the PPP institutional architecture continued during the preparation of the Infrastructure Guarantee Project, which is now under implementation. An earlier Private Provision of Infrastructure TA Loan was rated by IEG as *moderately unsatisfactory* for development outcome. The IFC AS facilitated the preparation of bankable PPP projects, which has led to the recent tendering of Central Java IPP for US\$2 billion and created a model for future power sector PPP projects. IFC also brought private investment to infrastructure with a \$21.5 million equity investment in the IIFF (of which \$18.5 million remained undisbursed as of September 2012) and a \$25 million commitment in Medco Power, the first independent power producer (IPP) since the 1997 financial crisis, but it is too early to see results since its March 2012 disbursement.

36. **Availability of bankable Power Purchase Agreement (PPA) and robust pricing formula. Improved capacity of relevant government agencies to conduct tenders and to serve as a model for subsequent geothermal IPPs.** This target was met. Six PPAs for geothermal fields have been signed. The price included a premium over coal-based generation. The Bank provided support for the pricing formula design; the IFC worked with Geothermal Power Producers for potential PPPs by assessing 17 geothermal sites.

37. IEG Rates the outcome of WBG assistance under Core Engagement Area 2 as *moderately unsatisfactory*. Public investment in infrastructure has increased, but the contribution of the WBG was limited despite the massive deployment of resources in support of this sector. Key Bank projects that were intended to provide institutional support for the scale-up of infrastructure investment did not perform well. The objective of increasing substantially the participation of the private sector in infrastructure development was not met, even though an institutional framework has been put in place for private sector engagement, including the identification of potential projects, some with the support of the IFC. However, the extent to which such institutional architecture can engage the private sector at the scale necessary to meet Indonesia's needs, without compromising the fiscal position of the country and in a weak governance environment, remains to be seen.

Core Engagement Area 3: Community Development and Social Protection

38. In this area, the Bank sought to support (i) improvement in the socio-economic and local-level governance conditions of the urban and rural poor through wider implementation of poverty reduction and community empowerment programs; (ii) public expenditures made more pro-poor by reallocating savings from subsidies towards strategic targeted interventions and successful implementation of conditional cash transfers; and (iii) improvement in the integration and implementation of poverty and social protection programs.

39. **Improved socio-economic and local level (kelurahan-wards) governance conditions in urban and rural poor through wider implementation of poverty reduction and community empowerment programs for income generation or grants for tertiary level infrastructure.** Poverty continues to fall both in rural and urban areas, with poverty incidence declining from 16.7 percent in 2007 to 12.4 percent in 2011, on track to meet the target of 12 percent by 2012. There is evidence that access to basic services in poor neighborhoods is improving. While sustained economic growth has been the main driver for this achievement, social programs and community support have also contributed. During the CPS period, the Government continued to consolidate the gains of previous grass-root community work, relying on community organizations to channel resources for investment and assistance, for identifying priority investment projects, and to ensure accountability and oversight. However, despite the continuous expansion of the National Program for Community Empowerment (PNPM), no information is available on improved governance at local level. Together with other partners, the Bank supported these initiatives through a number of projects over the years. The Third KEMATAN Development Project, which was completed at the beginning of the CPS period, served as an embryo from which the broader PNMP programs evolved. During the CPS period, a series of PNPM loans targeted at both rural and urban areas (PNPM Urban III and PNPM Rural II&III) were approved and contributed to expanding the coverage of the PNPM. The Bank is managing the PNPM Support Facility (PSF), a multilateral TF established to ensure the effective implementation of

the PNPM and to enable the Indonesian Government's access to a range of donor programs and resources. PSF funding has been instrumental for expanding infrastructure in poor areas. The PNMP-Generasi (a CCT pilot) has contributed to meeting a number of health and education targets. A CCT TA approved in 2011 is providing complementary support.

40. **Public expenditures made more pro-poor by reducing fuel subsidies and reallocating the savings to strategic targeted interventions for the poor and successful implementation of CCT.** The fuel subsidy reduction target was not met, with energy subsidies (\$14.5 billion in 2011) continuing to dwarf public expenditure in health and education, while the bottom 40 percent of the households receiving less than 15 percent of the total subsidies. Nevertheless, the CPSCR estimates that public expenditures in pro-poor programs increased to 4.2 percent of GDP in 2012, not including expansion of the PNPM. The CCT implementation has commenced on a pilot basis in order to reduce fuel subsidies and to redirect the savings to pro-poor programs.

41. **Integration and implementation of poverty and social protection programs is improved; and poverty data monitoring and analytics inform decisions.** Integration of social protection programs has advanced with the creation of a dedicated coordination agency and a national registry of poor and vulnerable households, which is beginning to be used for several targeted support programs. Through AAA, the Bank provided the empirical foundations for the designs of the emerging institutions and the targeted approach to poverty reduction, including the CCT pilots. The DPL series (specifically 7 and 8) also supported the design and strengthening of social protection institutions.

42. IEG rates the outcome of Bank assistance in Core Engagement Area 3 as *satisfactory*. Over more than a decade, the Bank provided massive support for community development through the PNPM programs, the accompanying TFs and associated studies focusing on the poor. There are indications that this sustained support has been effective and in line with the expectations. The work on building a formal system of social assistance has led to the establishment of a national registry of poor households; with the Bank contributing its international experience to help develop a modern, comprehensive and efficient system. A major disappointment in this Core Engagement Area was the failure to curb energy subsidies, which reflects on the difficulties of realigning the budget with strategic objectives and results, a theme that the CPS included under Cross-Cutting Engagement Area 1.

Core Engagement Area 4: Education Sector

43. In education, the Bank aimed to support (i) improved development of poor children between 0 and 6 in selected provinces; (ii) increased number of basic education teachers who meet mandated academic qualifications; (iii) improved efficiency and equity in the use of resources to increase access to basic education; (iv) greater share of public education resources channeled to end-users; (v) improved training programs and higher education system through institutional accreditation and conducting regular tracer studies to gauge effectiveness of training; and (vi) improved information and better implementation, monitoring and evaluation of education funding through the BOS-KITA program.

44. **Improved development of poor children between the ages 0 to 6 in selected provinces: Percentage of malnourished children aged 0-6 decreases.** According to UNICEF, Indonesia is one of the countries that have made fastest progress in reducing malnutrition; at the same time, the country still posts one of the highest rates of infant malnutrition in the world. The Bank supported this objective through the Early Childhood Education and Development Project; the targets set for reducing the levels of malnutrition in several provinces were met.

45. **Improved quality of basic education teachers and efficiency in the use of education resources.** Efforts to increase the qualification of teachers and the efficiency of the education system did not lead to the expected results. Implementation of the Teacher Law increased the percentage of primary and secondary teachers holding the required training to 41 percent 2010, much below the 70 percent target set in the CPS. The BERMUTU project, with Dutch co-financing, introduced innovative training technique to 500,000 teachers. The implementation of a 2011 Government decree to increase

the student-teacher ratios in primary and secondary education to address an oversupply of teachers is proceeding slowly with no impact on the student-teacher ratio. A recent Education PER has found that a large portion of increased public investment in education has gone into paying teachers more and hiring new teachers.

46. **Greater share of public education resources channeled to end-users making basic education affordable for poor students and increasing secondary education enrolment.** The increase in real resources available for education, a decree mandating free basic education, and the decentralization of education delivery have improved access. School operational funding (BOS) per student has increased (by 66 percent and 46 percent in primary and junior secondary schools respectively). Net enrollment in secondary education increased from 57 percent in 2007 to 66 percent in 2010 (against CPS target of 70 percent in 2012). No information is available on the impact of the improved access on the poorest. The CPSCR estimates that education has become more affordable; however, no up-to-date data is available and the latest Implementation Supervision Report of the BOS-KITA project indicates that the household expenditure per child on education by the poorest quintile increased between FY08 and FY10. Independent monitoring of BOS financing was done and an information system was established. Bank support was provided through the \$1.1 billion BOS-KITA projects, and several TFs. The BOS has ensured that schools have operating funds and that resources are not diverted on their way from the Treasury to the schools.

47. **Institutional accreditation awarded to higher education institutions and private sector training providers. Regular tracer studies of university graduates and graduates from job training programs undertaken to establish their subsequent position in the labor market.** There is no information on the accreditation of private sector training institutions, but 55 of the 82 higher education institutions were accredited in 2009, much above the CPS target, while the Education Legal Entity Law was passed, withdrawn and passed again during 2009-2012. The Bank's Higher Education Project (I-MHERE), along with AusAID, supported the development of the Higher Education Law. A national system for tracing the path of graduates from universities and training programs into the labor market has not been established; although some universities have developed their own tracer programs.

48. IEG rates the outcome of Bank assistance in Core Engagement Area 4 as *moderately satisfactory*. The Bank and development partners supported the Government in its broad range of efforts to improve education outcomes through a comprehensive program that included financial and knowledge support for the entire education spectrum, from early childhood education to higher education. However, while the efforts have been effective in improving access to education, they have led to few concrete results in terms of improving the qualification of teachers or the efficiency in the use of education resources. Limited progress has been achieved at higher education level.

Core Engagement Area 5: Environmental Sustainability and Disaster Mitigation

49. As an emerging engagement area, the objectives that the Bank sought to support were redefined in the CPSPR and included: (i) establishing coordination mechanisms and institutions for climate change management; (ii) enhancing Indonesia's access to international climate financing; (iii) promoting renewable energy; (iv) creating viable forest plantations on degraded lands in frontier areas; and (v) strengthening disaster risk resilience in development planning and administration.

50. **Assist the Government in building needed coordination mechanisms and institutions for climate change management to meet targets. Support Indonesia in accessing and utilization of international financing.** There was no outcome indicator defined for measuring progress toward these objectives. The Climate Change DPL (FY10) supported mainstreaming climate change throughout the ministries and agencies dealing with climate change issues, as well as an active network of Civil Society Organizations to foster social accountability and participatory mechanisms. After the first phase of the programmatic series, the Government decided not to borrow further for environmental objectives. Instead, the Government focused on forest management to curb carbon

emissions from deforestation, the main source of carbon emissions in Indonesia. A national REDD+ strategy was developed, a National Readiness Program for REDD+ was launched, the Participation Agreement with the Forest Carbon Financing Partnership Facility was completed, and a Country Investment Program (CIP) under the Clean Technology Fund (CTF) was prepared. The Bank supported the design and implementation of these efforts, assisting the Government to access international financing for the environment (a \$1 billion grant for REDD+ with Norway is under implementation), and in the preparation of the Forest Investment Program (FIP). The CPSCR does not provide information on needed coordination across different sectors is being addressed with the alternative instruments.

51. **Promoting renewable energy.** The new National Energy Plan reflects the Government's emphasis on the need to develop alternative energy source. A new Energy Law is in place and being implemented. There was no CPS target for this objective. The WBG provided advice on the design of the regulatory framework, and financial support through the Geothermal Power Generation Development project, which has led to increased geothermal power capacity, and a recently approved Geothermal Clean Energy Investment Project (CTF co-finance). IFC made a \$25 million commitment in FY12 in the Medco Power Project, the first independent power producer (IPP) under the new rules adopted by the PLN, the government owned power company. IFC is also supporting renewable energy financing.

52. **Creation of viable forest plantations on degraded lands in frontier areas.** There was no outcome target for this objective. The incipient WBG support came from IFC's assistance to a private company in conducting forest carbon assessments and its investment in an equity fund in FY11 for sustainable forest operations.

53. **Strengthened disaster risk reduction (DRR) in development planning and administration.** There is indication that Indonesia's disaster risk reduction (DDR) capacity has been significantly strengthened since the Aceh Tsunami in 2004. The Bank, along with other development partners, supported the cleaning-up, reconstruction and development efforts after the Tsunami through various projects and trust funds. The Java Reconstruction Fund, for example, contributed to housing reconstruction, temporary dwellings, community infrastructure, community planning and financing of microenterprises. The Global Facility for Disaster Reduction and Recovery (GFDRR) provided resources for TA in risk identification, integrating risks management in public investment, and identifying options for catastrophic risk financing. The Indonesia Multi-Donor Fund Facility for Disaster Recovery (IMDFF-DR) was established as a mechanism to support the Government's Rehabilitation and Reconstruction Action Plans (RENAKSI), the Early Recovery Plan, and post-disaster Action Plans, on condition that all projects financed by this facility are aligned with the Government's own programs. The Bank and the UN each manages a component of the facility. The strengthened institutional capacity was tested in the adequate response to the Mount Merapi volcano eruption.

54. IEG rates the outcome of WBG assistance in Core Engagement Area 5 as *satisfactory*. Although the Bank's planned support for inter-agency coordination in implementing the complex climate change agenda was cut short with the cancellation of the climate change DPL, the Bank collaborated with other development partners to help push forward Indonesia's climate change agenda by focusing on deforestation, the main culprit of carbon emissions. The intensive support for the reconstruction of tsunami affected areas has helped advance an institutional building process. The emerging institutions have responded well to recent natural shocks. The work on alternative energy and forest management is on track, while that on creation of sustainable forest operations is still too new to show results, or a clear path for replication.

Objectives	CPSCR Rating	IEG Rating
Cross-Cutting Engagement Area 1 – Central Gov't	NA	<i>Moderately Unsatisfactory</i>
Cross-Cutting Engagement Area 2 – Sub-national Gov't	NA	<i>Moderately Unsatisfactory</i>
Core Engagement Area 1 – Private Sector	NA	<i>Moderately Satisfactory</i>
Core Engagement Area 2 – Infrastructure	NA	<i>Moderately Unsatisfactory</i>
Core Engagement Area 3 – Community Development	NA	<i>Satisfactory</i>
Core Engagement Area 4 – Education	NA	<i>Moderately Satisfactory</i>
Core Engagement Area 5 - Environment	NA	<i>Satisfactory</i>

4. Overall IEG Assessment

	CPSCR Rating	IEG Rating
Overall Outcome:	<i>Satisfactory</i>	<i>Moderately Satisfactory</i>
IBRD/IDA Performance:	<i>Satisfactory</i>	<i>Moderately Satisfactory</i>
IFC Performance	NA	NA

Overall outcome:

55. IEG rates the overall outcome of the CPS program as *moderately satisfactory*, below the CPSCR rating of *satisfactory*. There are no significant discrepancies between the two regarding the achievement of outcomes, but in IEG's view, progress toward a number of important outcomes was insufficient to justify a fully satisfactory rating: the program achieved *good* progress toward *all major* expected outcomes.

56. In the Core Engagement Areas, the Bank's efforts over more than a decade (jointly with a wide range of development partners) have been successful in helping improve the lives of poor people in rural and urban areas by supporting community development. The Bank's assistance has also contributed towards the establishment of a national household registry of the poorest 40 percent of Indonesian population that will support the development of an institutional set-up for delivery of social assistance. The intensive support by the Bank and other partners for the Tsunami reconstruction efforts has helped build the institutions for assessing and responding to natural disasters; the effectiveness of which was demonstrated in recent events. Good progress has also been achieved toward setting up the mechanism for addressing deforestation, the main climate change challenge facing Indonesia, although the critical issue of inter-agency coordination for climate change management remains unaddressed. The WBG's work on strengthening the financial sector and improving the business environment at the regional level has been relevant, although continued weakness in financial institutions and bureaucratic inefficiency remain key impediments to Indonesia's global competitiveness. The Bank's support for the decentralization of primary and secondary education has contributed to a rapid expansion of access, especially in secondary education; but efforts to increase resource efficiency and to improve quality in the education sector fell below expectations. In infrastructure, although Bank lending helped increase sub-national spending in infrastructure, it fell short of expectations, particularly with regard to private sector involvement in infrastructure and sector reforms. The progress towards the end of the CPS period in setting up the institutional framework to engage the private sector is yet to be tested. The incipient WBG support for improving market access for selected businesses and for creating sustainable forest operations,

mostly at the pilot stage, are too recent to show results or to reveal a clear pathway for scale-up. In the Crosscutting Engagement Areas, efforts fell short of expectations in various ways. The engagement with the central government proved overly ambitious and lacked realistic and prioritized intermediate targets to track progress. The emerging engagement at the local level to improve budgetary practices was frustrated by insufficient institutionalization of accountability arrangements among central, provincial, district and city authorities, which raises the issue of sustainability of the reform pilots.

57. In the Crosscutting Engagement Areas, efforts fell short of expectations in various ways. The engagement with the central government proved overly ambitious and lacked realistic and prioritized intermediate targets to track progress. The emerging engagement at the local level to improve budgetary practices was frustrated by insufficient institutionalization of accountability arrangements among central, provincial, district and city authorities, which raises the issue of sustainability of the reform pilots.

IBRD Performance:

58. IEG rates IBRD performance as *moderately satisfactory*, below the CPSCR rating of *satisfactory*. The strategy, with its emphasis on institutions, was relevant to the country context and the development policy of the government. The design of the CPS program, however, was overly ambitious and could have benefited from a more realistic stakeholder analysis of what could be delivered in terms of institutional transformation. The results framework - although sharpened by the CPSCR - remained broad and undefined in many areas. Neither the CPS nor the CPSCR provided a clear results chain, linking WBG interventions to the final development outcomes. The program, which was flexible in its design and implementation, remained extensive with over 60 loans, a similar number of AAA, and over 160 TF operations. While a good part of that program could be linked to key strategic objectives, the overall design did not adequately factor in the risk of dispersion. The management of the program has been adequate with respect to traditional indicators such as the level of disbursement and projects at risk; however, the percentage of completed project rated as unsatisfactory by IEG is higher than the regional average as an inordinate number of project teams' self-ratings being downgraded. Greater efforts at consolidation should have been made. Coordination with other development partners was extensive, effective and covered a wide range of areas, as reflected in the large number of Trust Funds that the Bank manages.

IFC Performance:

59. The CPSCR does not discuss IFC performance; IEG is thus not able to validate the country team's self-assessment of IFC performance during the CPS period.

5. Assessment of CPS Completion Report

60. The CPSCR provides a relatively comprehensive coverage of the results as revised and updated in the CPSCR. The limitations of the results framework mean that reporting is at times ambiguous regarding achievements; verification is further encumbered by a lack of reference to the evidence presented to support the reporting of the results. The CPSCR could have addressed the adequacy of the results in capturing the intent of the program and the extent to which the program is on track to help achieve the long-term development goals. As a result, the CPSCR is more descriptive than analytic. Moreover, the CPSCR could have addressed the significant disconnect between good project implementation and poor development outcome. Attention could have been given to the challenges of managing such large Trust Fund Portfolio and an effort could have been made to identify the drivers of relative performance. The CPSCR could also have discussed South-South initiatives and results. Regarding IFC, some important aspects of its program, such as mobilization and IFC additionality, is not discussed in the CPSCR. The large amount of additional information on IFC interventions and performance could have been provided in the CPSCR, rather than the Management's comments on draft IEG review.

6. Findings and Lessons

61. The CPSCR draws four lessons: (i) effective WBG support for a MIC requires full alignment with the country's development program; (ii) programmatic development policy lending provides convening services to address crosscutting issues; (iii) substantive transformations on the ground require sustained engagement over the long haul around clear national objectives; and (iv) knowledge services become increasingly important for encouraging internal dialogue, forging consensus, nudging forward reforms and facilitating implementation. IEG concurs with these lessons and underscores three additional points. First, strategies that emphasize institutional changes need careful prioritization and a credible results framework to avoid overwhelming implementation in weak institutional environments and to assess performance. Second, trust fund institutions can be powerful instruments for mobilizing resources towards national priorities and enhancing the WBG program impact, but they have to be integrated fully into the CPS design and results framework. Third, Indonesia's rich and successful experience in community driven development offers valuable lessons to many other countries; at the same time, many of the challenges Indonesia faces have been addressed successfully by peer countries, hence, there is considerable scope for greater emphasis on South-South exchange in future strategies.

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Annex Table 1: Planned and Actual Lending, FY09-FY12 (in US\$ million)

Project ID	Project	Proposed FY	Approval FY	Proposed Amount	Approved Amount	Ratings
<i>Planned (CPS FY09-12)</i>						
P110191	Fifth Development Policy Loan	2009	2009	700	750	IEG*: S
P111905	Second Infrastructure Development Policy Loan	2009	2009	200	200	LIR: MU
P107661	Indonesia - BOS Knowledge Improvement for Transparency and Accountability	2009	2009	600	600	LIR: S
P115199	Public Expenditure Support Facility (DPL-DDO)	2009	2009	2000	2000	IEG: S
P100740	Project for Indonesian Tax Administration Reform (PINTAR)	2009	2009	145	110	LIR: MU
P090990	Western Indonesia National Roads Improvement Project	2009	2011	80	250	LIR: S
P096532	Dam Operational Improvement and Safety	2009	2009	50	50	LIR: MU
P090991	ID-Urban Water Supply and Sanitation	2009	2010	30	23.56	LIR: S
P109196	National Program for Community Empowerment in Urban Areas (PNPM II UPP	2009	2009	185	115	LIR: MS
P105002	ID National Program for Community Empowerment in Rural Areas	2009	2008	250	231.19	LIR: S
P092218	Indonesia Infrastructure Finance Facility	2009	2009	100	100	LIR: MU
P113638	Indonesia Sixth Development Policy Loan	2010	2010	750	750	IEG: S
P115102	Third Infrastructure Development Policy Loan	2010	2010	250	250	LIR: MU
P116855	The Extended Deployment of an Enterprise Resource Planning System	2010	2010	30	30	LIR: MS
P113341	Health Professional Education Quality Project	2010	2010	78	77.82	LIR: S
P120313	Indonesia Climate Change Development Policy Project	2010	2010	200	200	
P119125	Indonesia - Add'l Financing BOS Knowledge Improvement for Transparency and Accountability	2010	2010	500	500	LIR: MS
P111577	Local Government and Decentralization Project	2010	2010	220	220	LIR: S
P118113	Third National Program for Community Empowerment in Urban Areas III	2010	2010	150	149.98	LIR: MS
P115052	Third National Program for Community Empowerment in Rural Areas (PNPM-Rural	2010	2010	785	785	LIR: MS
P112158	Upper Cisokan Pumped Storage Hydro-Electrical Power (1040 MW) Project	2010	2011	640	640	LIR: S
P106384	Statistical Capacity Building-Change and Reform for the Development of Statistics (STATCAP-CERDAS)	2010	2011	65	65	LIR: MS
P118150	Indonesia: Scholarships Prog. for Strengthening Reforming Institutions	2011	2011	113	112.65	LIR: MS
P114348	Water Resources and Irrigation Sector Management Program 2	2011	2011	150	150	LIR: S
P117874	Indonesia Seventh Development Policy Loan	2011	2011	600	600	LIR: MS
P118531	Fourth Infrastructure Development Policy Loan	2011	2011	200	200	LIR: MU
P122810	FOURTH NATIONAL PROGRAM FOR COMMUNITY EMPOWERMENT IN RURAL AREA (PNPM IV)	2012	2012	532	531.19	LIR: MS
P122982	Indonesia Development Policy Loan 8	2012	2012	400	400	
P126347	Indonesia Food Access Program (DPL-DDO)	2012		300	Pipeline	
P117243	Sustainable Management of Agricultural Research and Technology Dissemination (SMARTD)	2012	2013	80	80	

Project ID	Project	Proposed FY	Approval FY	Proposed Amount	Approved Amount	Ratings
P118916	Infrastructure Guarantee Fund (IIGF)	2012	2013	480		
P111034	Jakarta Urgent Flood Mitigation Project	2012	2012	150	139.64	LIR:S
P113078	Geothermal Clean Energy Investment Project	2012	2012	175	175	LIR:S
P123994	Power Transmission II	2012		375	Pipeline	
P121003	Chiller Energy Efficiency (GEF)	2012		3.7	Pipeline	
<i>Total Programmed projects CPS FY09-12</i>					<i>10,486.0</i>	
<i>non planned</i>						
P117323	Indonesia Power Transmission Development Project		2011		225	LIR:MS
P108757	Second National Program for Community Empowerment in Rural Areas Addit		2009		300	LIR:S
P130048	Program for Economic Resilience, Investment and Social Assistance in Indonesia		2012		2000	
<i>Total non-programmed projects CPS FY09-12</i>					<i>2525</i>	
<i>Total projects CPS FY09-12</i>					<i>13,011.0</i>	
<i>Ongoing projects</i>						
Project ID	Project		Approval FY	Closed FY	Approved Amount	
P040521	Second Village Infrastructure Project		1997	2010	140.1	LIR:S
P073970	Global Development Learning Network Project (LIL)		2002	2010	2.66	LIR:U
P003846	Power-supplemental		1985		50	
P040528	Western Java Environmental Management Project		2001	2010	17.45	LIR:MS
P076174	Initiatives for Local Governance Reform Project		2005	2012	29.5	LIR:S
P076271	Private Provision of Infrastructure Technical Assistance Loan		2003	2010	17.1	IEG: MU
P063913	Java-Bali Power Sector Restructuring and Strengthening Project		2003	2014	141	LIR:MS
P085375	Third Water Supply and Sanitation for Low Income Communities Project		2006	2013	137.5	LIR:S
P084583	Third Urban Poverty Project		2005	2011	138.7	LIR:S
P072852	Second Urban Poverty Project (UPP2)		2002	2011	100	LIR:MS
P096813	Additional Financing for Second Urban Poverty Project (UPP2)		2007		135.5	
P096921	National Program for Community Empowerment in Urban Areas (PNPM UPP)		2008	2013	177.68	LIR:MS
P071316	Coral Reef Rehabilitation and Management Program Phase II		2004	2012	56.2	LIR:MS
P040578	Eastern Indonesia Region Transport Project		2002	2010	200	LIR:MS
P059477	Second Water & Sanitation for Low Income Communities Project		2000	2011	77.4	IEG: MS
P073772	Health Workforce & Services (PHP 3)		2003	2009	105.6	IEG: U
P049539	Provincial Health Project (02)		2001	2010	103.2	LIR:MU
P083742	Farmer Empowerment through Agricultural Technology and Information		2007	2013	92.8	LIR:MS
P071296	Urban Sector Development and Reform Project		2005	2013	45	LIR:MS
P059931	Water Resources & Irrigation Sector Management		2003	2011	70	LIR:S

Project ID	Project	Proposed FY	Approval FY	Proposed Amount	Approved Amount	Ratings
	Program					
P072355	Kecamatan Development Project		2001		48.2	
P092663	First Development Policy Loan		2005	2010	300	
P004026	Railway Efficiency Project		1997	2010	105	LIR:U
P097104	BERMUTU-Better Education through Reformed Management and Universal Teacher Upgrading		2008	2014	86	LIR:S
P079156	Third Kecamatan Development Project		2003	2010	249.8	IEG: MS
P073025	Kecamatan Development Project (02)		2001	2010	320.2	LIR:S
P089479	Early Childhood Education and Development Project		2006	2014	67.5	LIR:S
P092019	Kecamatan Development Project 3B		2005	2010	160	LIR:S
P104185	ID - KDP3 Second Phase - Add'l Financing		2007		123	
P085374	Higher Education for Relevance and Efficiency		2005	2013	80	LIR:S
P078070	Support for Poor and Disadvantaged Areas Project		2005	2013	104	LIR:MS
P064728	Land Management and Policy Development Project		2004	2010	65.6	LIR:MU
P074290	Second Eastern Indonesia Region Transport Project		2004	2012	200	IEG: MU
P079906	Strategic Roads Infrastructure Project		2007	2013	208	LIR:MS
P077175	ID-Domestic Gas Market Development Project		2006	2014	80	LIR:S
P085133	Government Financial Management and Revenue Administration Project		2005	2014	60	LIR:MS
P003731	Pusrifertilizer Sup		1973		5	
			<i>Total ongoing projects CPS FY09-12</i>		<i>4099.69</i>	

Source: Indonesia FY09-12 CPS and CPSPR as of 10/04/2012

*LIR: Latest internal rating. MU: Moderately U:Unsatisfactory. MS: Moderately Satisfactory. S: Satisfactory. HS: Highly Satisfactory.

Annex Table 2: Trust Funds, FY09-FY12 (in US\$ million)

Project ID	Project	TF ID	Approved Amount	Approval FY	Closing FY
P113078	Geothermal Clean Energy Investment Project	TF 10407	125	2012	2015
P101785	Aceh Infrastructure Reconstruction Financing Facility (IRFF)	TF 57657	100	2007	2012
P096248	Community-based Settlement Reconstruction and Rehabilitation Project for NAD and NIAS	TF 55825	85	2006	2010
P103457	Community Based Settlement Rehabilitation for Yogyakarta	TF 90014	75	2007	2012
P122032	ID-TF Additional Financing OF PNPM RURAL III FOR GENERASI (COMM.CCT) Scaling-up Program	TF 97410	73	2011	2014
P097535	ID Community Recovery Through the KDP	TF 55583	65	2006	2010
P097104	BERMUTU-Better Education through Reformed Management and Universal Teacher Upgrading	TF 90794	52	2008	2014
P109024	Aceh Economic Development Financing Facility	TF 93358	50	2009	2013
P100218	ID-Aceh-Infra. Reconstr Enabling Program (IREP)	TF 56894	42	2007	2012
P115724	Basic Education Capacity-Recipient executed	TF 91895	40	2008	2013
P099537	MDF Aceh - Partner Agency Implemented Projects in the Recovery of Communities in Aceh and Nias	TF 56031	39	2006	2013
P101785	Aceh Infrastructure Reconstruction Financing Facility (IRFF)	TF 98082	37	2011	2013
P003701	Montreal Protocol Ozone Depleting Substances Phaseout Investment Project	TF 21982	37	1995	2011
P112632	Cofinancing Grant to PNPM for Decentralized Management of Natural Resources and Renewable Energy	TF 93076	34	2009	2013
P126423	Indonesia - Third National Program for Community Empowerment in Rural Areas - Additional Financing	TF 99616	33	2011	2013
P116236	PAMSIMAS Support Trust Fund	TF 94792	33	2010	2014
P095883	Reconstruction of Aceh Land Administration System Project	TF 55353	29	2005	2009
P100766	ID-KDP Nias	TF 57307	26	2007	2011
P089479	Early Childhood Education and Development Project	TF 56841	25	2007	2013
P099537	MDF Aceh - Partner Agency Implemented Projects in the Recovery of Communities in Aceh and Nias	TF 56116	25	2006	2012
P099537	MDF Aceh - Partner Agency Implemented Projects in the Recovery of Communities in Aceh and Nias	TF 56029	25	2006	2013
P097605	ID SPADA in Aceh and Nias	TF 57955	22	2007	2012
P096647	Community Recovery in Earthquake Affected Areas through UPP	TF 55626	18	2006	2010
P099537	MDF Aceh - Partner Agency Implemented Projects in the Recovery of Communities in Aceh and Nias	TF 92292	17	2009	2012
P118977	MDF Aceh - Partner Agency on Nias Rural Access and Capacity Building Project	TF 95247	16	2010	2013
P059931	Water Resources & Irrigation Sector Management Program	TF 52124	14	2006	2011
P125600	Third National Program for Community Empowerment in Rural Areas - Disaster Management Support	TF 98819	14	2011	2013
P099537	MDF Aceh - Partner Agency Implemented Projects in the Recovery of Communities in Aceh and Nias	TF 56089	14	2006	2013
P076174	Initiatives for Local Governance Reform Project	TF 55913	12	2006	2011
P095128	EC GRANT - ID NTB-River Basin Water Resources Based Poverty Alleviation Project	TF 55997	12	2006	2011
P109710	Livelihood Recovery for DI Yogyakarta and Central Java	TF 93853	11	2009	2012
P125648	Community-Based Settlement Rehabilitation and Reconstruction Project	TF 98869	11	2011	2013
P084860	ID-PCF-Indocement Cement	TF 53664	11	2004	2013

Project ID	Project	TF ID	Approved Amount	Approval FY	Closing FY
P103654	Indonesia-Avian and Human Influenza Control and Preparedness	TF 57749	10	2007	2010
P099537	MDF Aceh - Partner Agency Implemented Projects in the Recovery of Communities in Aceh and Nias	TF 93151	10	2009	2012
P098052	Integrating Environment and Forest Protection into the Recovery and Future Development of Aceh	TF 56197	10	2006	2013
P126137	ID-TF KDP and Environment in SULAWESI	TF 56890	10	2007	2011
P115725	Education TF Support Program BOS-KITA	TF 93613	9	2009	2010
P110635	Aceh-Nias Livelihoods and Economic Development Program (LEDP)	TF 96865	8	2011	2013
P098052	Integrating Environment and Forest Protection into the Recovery and Future Development of Aceh	TF 56198	8	2006	2013
P071318	Coral Reef Rehabilitation and Management Project II	TF 53350	8	2004	2012
P113078	Geothermal Clean Energy Investment Project	TF 11854	7	2012	2015
P068133	Marine Electronic Highway Demonstration Project	TF 56722	7	2007	2013
P099185	Emergency Rehabilitation of the Drainage and Flood Protection System of BANDA ACEH	TF 56386	7	2006	2010
P059477	Second Water & Sanitation for Low Income Communities Project	TF 23692	6	2000	2009
P099537	MDF Aceh - Partner Agency Implemented Projects in the Recovery of Communities in Aceh and Nias	TF 56088	6	2006	2010
P109804	Access to Finance and Capacity Building of Earthquake-Affected MSEs in Yogyakarta and Central Java	TF 92951	6	2009	2011
P085133	Government Financial Management and Revenue Administration Project	TF 90047	6	2007	2013
P103654	Indonesia-Avian and Human Influenza Control and Preparedness	TF 56895	5	2007	2010
P071296	Urban Sector Development and Reform Project	TF 53555	5	2006	2013
P085133	Government Financial Management and Revenue Administration Project	TF 53556	5	2005	2011
P096677	ID-PCF-Indonesia Lahendong Geothermal Project	TF 91097	5	2008	2013
P099537	MDF Aceh - Partner Agency Implemented Projects in the Recovery of Communities in Aceh and Nias	TF 93866	5	2009	2012
P112357	TA for Jakarta Flood Mitigation	TF 92649	4	2009	2013
P079156	Third Kecamatan Development Project	TF 57097	4	1950	2010
P099757	Geothermal Power Generation Development	TF 92324	4	2008	2013
P123979	PEACH Grant to UGM on Capacity Building Programs Related to Sub-National PFM	TF 98043	4	2011	2013
P078070	Support for Poor and Disadvantaged Areas Project	TF 54749	3	2006	2009
P099537	MDF Aceh - Partner Agency Implemented Projects in the Recovery of Communities in Aceh and Nias	TF 57725	3	2007	2013
P124583	Indonesia-FCPF REDD Readiness	TF 99721	3	2011	2015
P130632	Improving Governance for Sustainable Indigenous Community Livelihoods in Forested Areas	TF 12020	3	2013	2015
P104482	Pontianak - LFG Recovery Project	TF 90257	3	2007	2015
P126424	Indonesia: PNPM Peduli	TF 99554	3	2011	2014
P104022	Makassar - TPA Tamangapa Landfill Methane Collection and Flaring	TF 92829	3	2009	2015
P099679	Bekasi Landfill Gas Flaring	TF 91245	3	2008	2015
P115100	ID: Geothermal Power Support Program	TF 94705	3	2010	2012
P125019	ID-CPDA Community Ranger Program	TF 99737	3	2012	2014
P097605	ID SPADA in Aceh and Nias	TF 90807	3	2008	2010

Project ID	Project	TF ID	Approved Amount	Approval FY	Closing FY
P105590	GPOBA W3 - Expanding Piped Water Supply to Surabaya's Urban Poor	TF 91511	2	2009	2013
P100740	Project for Indonesian Tax Administration Reform (PINTAR)	TF 93998	2	2009	2013
P118909	WASPOLA Facility	TF 95502	2	2011	2013
P121427	Green PNPM Environmental Awareness and Training	TF 96887	2	2010	2013
P116884	WASAP D - Community and Municipal Sanitation Pilots	TF 94270	2	2010	2013
P106107	Dutch Education Support Program (TF057271). Recipient-executed	TF 57271	2	2007	2011
P119685	Governance Reform	TF 96864	2	2010	2012
P076174	Initiatives for Local Governance Reform Project	TF 54580	2	2005	2009
P126424	Indonesia: PNPM Peduli	TF 99555	2	2011	2014
P102476	Extending Telecommunications in Rural Indonesia Project	TF 92629	2	2009	2013
P090257	Fisheries Revitalization Project	TF 55478	2	2006	2009
P118813	ID-JSDF Sustaining Women's Leadership	TF 95058	2	2010	2014
P102529	Jakarta Water	TF 91024	2	2008	2013
P118490	Papuan Women's Empowerment Project (PAWE	TF 93439	2	2009	2013
P092019	Kecamatan Development Project 3B	TF 91171	2	2008	2012
P073025	ID-KECAMATAN DEV. II	TF 55749	2	2006	2011
P073025	ID-KECAMATAN DEV. II	TF 53442	2	2005	2009
P078070	Support for Poor and Disadvantaged Areas Project	TF 91149	2	2009	2010
P115376	Program to Improve Trade and Investment Climate of Indonesia	TF 94088	2	2009	2014
P126059	JSDF-Indonesia: Empowering Women Overseas Migrant Workers	TF 91169	2	2010	2014
P126139	JSDF-INDONESIA: CREATIVE COMMUNITIES	TF 90488	2	2008	2012
P126424	Indonesia: PNPM Peduli	TF 99535	2	2011	2014
P078070	Support for Poor and Disadvantaged Areas Project	TF 90789	2	2008	2010
P126138	ID-TF KDP and Environment in SULAWESI (WCS, CARE, OPWAL)	TF 90977	1	2008	2013
P109562	TF Water and Sanitation Sector Monitoring (WASAP E)	TF 91043	1	2008	2012
P068133	Marine Electronic Highway Demonstration Project	TF 56723	1	2007	2013
P125601	Third National Program for Community Empowerment in Urban Areas III - Disaster Management Support	TF 98870	1	2011	2013
P119685	Governance Reform	TF 96941	1	2010	2012
P085133	Government Financial Management and Revenue Administration Project	TF 91414	1	2008	2013
P126108	JSDF-Indonesia: Education For Very Poor Cchildren	TF 55900	1	2006	2011
P078070	Support for Poor and Disadvantaged Areas Project	TF 90725	1	2008	2010
P059931	Water Resources & Irrigation Sector Management Program	TF 53816	1	2005	2009
P126039	Cendrawasih University: The Respek Program In PAPUA AND WEST PAPUA Provinces	TF 92115	1	2008	2011
P119685	Governance Reform	TF 95995	1	2010	2012
P130648	ID-TF PNPM Community Facilitators Development Program (CFDP)-Phase III	TF 12270	1	2013	2014
P126138	ID-TF KDP and Environment IN SULAWESI (WCS, CARE, OPWAL)	TF 90912	1	2008	2013
P106050	Indonesia: Extractive Industries Transparency	TF 99302	1	2011	2013
P090990	Western Indonesia National Roads Improvement Project	TF 54589	1	2006	2009

Project ID	Project	TF ID	Approved Amount	Approval FY	Closing FY
P106384	Statistical Capacity Building-Change and Reform for the Development of Statistics (STATCAP-CERDAS)	TF 93092	1	2009	2011
P100740	Project for Indonesian Tax Administration Reform (PINTAR)	TF 58019	1	2007	2010
P098308	Partnerships for Conservation management of Aketajawe-Lolobata National Park, North Maluku	TF 90560	1	2008	2013
P092019	Kecamatan Development Project 3B	TF 90850	1	2008	2010
P089479	Early Childhood Education and Development Project	TF 53814	1	2005	2009
P124043	ID-TF Integrated MIS (SIMPADU PHASE II) FOR PNPM	TF 99083	1	2011	2013
P115485	ID-TF PNPM Community Facilitators Development Program	TF 93643	1	2009	2010
P079156	Third Kecamatan Development Project	TF 55051	1	2006	2009
P120519	Public Service Delivery	TF 96670	1	2010	2012
P126110	JSDF-Indonesia: Improving Food Security by Empowering Poor Women	TF 91312	1	2008	2012
P112245	Strengthening ASEAN through the Myanmar Cyclone Response	TF 92289	1	2008	2010
P078070	Support for Poor and Disadvantaged Areas Project	TF 91675	1	2008	2010
P078070	Support for Poor and Disadvantaged Areas Project	TF 90761	1	2008	2010
P102529	Jakarta Water	TF 91025	1	2008	2013
P126138	ID-TF KDP And Environment In SULAWESI (WCS, CARE, OPWAL)	TF 90976	1	2008	2011
P099537	MDF Aceh - Partner Agency Implemented Projects in the Recovery of Communities in Aceh and Nias	TF 12569	1	2012	2012
P121862	Advisory and Analytical Activities to Support Public Procurement Reform	TF 98847	1	2011	2013
P119685	Governance Reform	TF 98169	1	2011	2012
P127133	National Violence Monitoring System Indo	TF 10265	1	2012	2014
P093047	Electricity Access for Rural Transformation	TF 54618	1	2006	2009
P126110	JSDF- Indonesia: Improving Food Security by Empowering Poor Women	TF 90483	1	2008	2012
P105426	Improving the Intergovernmental Framework	TF 90175	1	2007	2009
P116744	Supporting ID Corruption Eradication Commission's Corruption Prevention Strategy	TF 94467	1	2010	2013
P097605	ID SPADA in Aceh and Nias	TF 93074	1	2009	2011
P073025	ID-KECAMATAN DEV. II	TF 56879	1	2008	2012
P125020	ID-CPDA Local Capacity Research	TF 99736	1	2011	2013
P090990	Western Indonesia National Roads Improvement Project	TF 94760	1	2010	2011
P119685	Governance Reform	TF 95584	1	2010	2012
P078070	Support for Poor and Disadvantaged Areas Project	TF 90666	1	2008	2010
P118977	MDF Aceh - Partner Agency on Nias Rural Access and Capacity Building Project	TF 95482	0.5	2010	2013
P078070	Support for Poor and Disadvantaged Areas Project	TF 94014	0.5	2009	2010
P121467	Indonesia Slum Alleviation Policy and Action Plan (SAPOLA)	TF 97331	0.5	2011	2015
P121724	Public Expenditure Analysis and Capacity Harmonization (PEACH) Grant to BAKTI on Communication & Outreach	TF 97213	0.5	2011	2013
P111796	Empirical Research to Evaluate Anti-Corruption in Indonesia	TF 92008	0.4	2008	2010

Project ID	Project	TF ID	Approved Amount	Approval FY	Closing FY
P125199	Bappenas Strategic Change Management and Institutional Strengthening	TF 99200	0.4	2012	2015
P125648	Community-Based Settlement Rehabilitation and Reconstruction Project	TF 98863	0.4	2011	2013
P127240	Improving Rural connectivity for sustainable livelihoods	TF 90424	0.4	2008	2013
P117128	Demand for Legal Reform: Women's Legal Empowerment	TF 96440	0.4	2010	2011
P128826	ID - Partnership for Market Readiness	TF 11883	0.4	2012	2013
P106384	Statistical Capacity Building-Change and Reform for the Development of Statistics (STATCAP-CERDAS)	TF 98283	0.4	2011	2013
P119317	Strengthening Non-State Justice Systems	TF 96441	0.3	2011	2011
P127240	Improving Rural connectivity for sustainable livelihoods	TF 90423	0.3	2008	2013
P126776	CPDA-ICLE Program	TF 10255	0.3	2012	2013
P102844	Making the Link: From Best Practices to Policy Formulation	TF 57276	0.3	2007	2011
P131136	Supporting effective Implementation of BPK Strategic Plan 2011-2015	TF 12193	0.3	2013	2016
P102723	Strengthening Accountability for and Audit of Disaster-Related Aid	TF 57426	0.3	2007	2010
P099323	Public Expenditure Management and Financial Accountability	TF 56263	0.3	2006	2009
P097168	Indonesia: Streamlining Data Flows from Regions to the Center under Decentralization	TF 57574	0.3	2007	2011
P130909	ID-TF PNPM GREEN Awareness Raising Project in Sumatera	TF 11930	0.3	2012	2013
P119830	Support to BPK for Preparation of New Strategic Plan	TF 96643	0.3	2011	2014
P119831	Support to BPKP on Pilot Implementation of COSO Framework	TF 96644	0.3	2011	2014
P112419	Promoting Sustainable Production Forest Management to Secure Globally Important Biodiversity	TF 96066	0.2	2010	2011
P125600	Third National Program for Community Empowerment in Rural Areas - Disaster Management Support	TF 98862	0.2	2011	2013
P078070	Support for Poor and Disadvantaged Areas Project	TF 94912	0.2	2010	2010
P109458	Improving the link between Government Financial Reports and Sources of Funding	TF 92618	0.2	2009	2012

Source: Client connection Indonesia 09-12 as of 10/04/2012

Annex Table 3: Planned and Actual Analytical and Advisory Work, FY09-FY12

	AAA ID	Approval FY	Delivered to Client FY	Output Type
Economic and Sector Work				
FSAP Indonesia	P104083	2010		RPT
Teacher Reform in Indonesia: The Role of Politics and Evidence-Based Policy Making	P131530	2013	Active	POL
PNPM - Strategic Directions	P120137	2011	Active	SA
Indonesia: Urban Poverty Analysis, Program Review and PNPM-Urban	P124477	2013	Active	OPS
Indonesia DPR FY2008	P102317	2009		DPR
Investment Climated Assessment	P097720	2010	Active	ICA
Papua Infrastructure Strategy and Prioritization	P114181	2010		OIS
Downstream Economic Impacts of Water Pollution	P131772	2013	Active	POL
Review of Decentralized Wastewater Treatment Systems for Improving Sanitation in Poor Urban Communities in Indonesia	P128531	2013	Active	POL
TF Papua and West Papua ICT Infrastructure and Service Assessment	P111343	2009		OIS
Agricultural Research and Development Public Expenditure Analysis	P114693	2009		PER
Health system strengthening - Fiscal Space analysis for health sector	P110116	2009		OHS
ID-Health Finance & Dialogue	P107276	2009		OHS
Indonesia Health Workforce and Improvement Services	P101723	2010		OHS
Indonesian Social Protection Public Expenditure Review (PER)	P117977	2011		PER
Improving Targeting Performance of Poverty Programs	P113345	2011		OPS
Understanding Labor Market Structures and Policies in Indonesia	P104951	2009		OSPS
Dutch TF - Poverty Reduction Through Strengthening Economic Governance	P104356	2010		POV
CPAR	P105310	2010	Active	CPAR
Indonesia ROSC Update Accounting and Audit	P116987	2011		ROSC
Indonesia School Grants Program Review	P132688	2013	Active	POL
Broadening Lifelong Learning Opportunities in Indonesia	P122413	2013	Active	POL
Expanding Opportunities and Building Competencies for Young Indonesian: An Agenda for Senior Secondary Education	P122412	2013	Active	OES
Indonesia School Based Management Study	P116085	2011	Active	OES
ID-Teacher Management	P110513	2010		OES
National Road Map for Water Supply Investment	P122375	2012		POL
PPIAF (Japan Non-Core): Non-Revenue Water Management Strategy for Surabaya Water Company	P121717	2011	Active	POL
PER: Financing Local Governments in Indonesia	P122985	2013	Active	DPR
DSF II Focal Area 3 - National Program for Community Empowerment	P107033	2011		RPT

	AAA ID	Approval FY	Delivered to Client FY	Output Type
Indonesia's Development Strategy: Dancing with giants in a world of high commodity prices	P107060	2010		RPT
Indonesia-Openness, Competition and Growth	P122983	2013	Active	POL
Manufacturing Sector Study	P120879	2012	Active	RPT
Local Level Institutions III	P129588	2013	Active	POL
Sub-national Surplus and Reserves	P110716	2010		RPT
Sub-national Borrowing	P110715	2012		RPT
Intergovernmental Transfer	P110714	2010		RPT
Indonesia Forestry and Non-Forestry Land Policy Stocktaking Review and Synthesis	P132128	2013	Active	POL
Indonesia Forestry and Non-Forestry Land Policy Stocktaking Review and Synthesis	P132125	2013	Active	POL
Improving Indonesia's connectivity	P123938	2012	Active	RPT
Assessment of the Road Construction Industry in Indonesia	P117179	2012		OIS
Indonesia - Public Expenditure Review of the Infrastructure Sector	P117178	2012		PER
NGO Sector assessment: Indonesia Report	P117198	2010		RVA
Gender Action Plan: Empowering Female Migrant Workers and Their Families Through Improving Access to Finance	P110782	2010		OFS
Improving the Intergovernmental Framework	P105426	2012	Active	
Indonesia II - Corporate Governance ROSC Assessment	P116861	2010		
Education Sector Financing and Expenditure Review	P122984	2012		
ID-Education and Training to Improve Youth Skills, Competitiveness and Employment	P110512	2011		
Spending for Development (Supporting RPJM 2010-2014)	P113920	2010		
East Java Growth Diagnostic	P119656	2011		
Agriculture Public Expenditure Review Indonesia	P114141	2010		
Sustainable Economic Development Strategy for Aceh (SEDSA)	P113716	2009		
Fuel Quality Issues and Air Pollution	P109140	2009		
Territorial Reform	P110718	2010		
HIV/AIDS PET Study (UBW 1st Tranche)	P116361	2011		
ID-HIV Interventions	P107625	2009		
Subnational DeMPA - Jakarta	P131503	2013		
Budget reform in Indonesia, IMF-WB	P112100	2009		
Development of the Framework and Policies for Infrastructure PPP	P115879	2010	Active	
Public Investment Management	P129236	2012	Active	
Indonesia Economic Quarterly FY13	P132710	2013	Active	
Indonesia Economic Quarterly and policy notes	P122979	2012		

	AAA ID	Approval FY	Delivered to Client FY	Output Type
<i>Technical Assistance</i>				
CPS Core Engagement No. 5 Platform: Environmental Sustainability & Disaster Mitigation	P117655	2010	Active	How-to-guidance
Country Partnership Strategy Sustainability Platform	P113859	2009		How-to-guidance
Education Sector Dialogue and Strategy	P119259	2012		Knowledge sharing forum
ID-Education Sector Assessment	P110515	2010		Client document review
Human Development Engagement	P131531	2012	Active	Advisory Services document
Support to LG platform	P108642	2008	Active	How-to-guidance
Corruption Prevention Capacity Building Supporting Indonesia Anti-Corruption Institutions	P121890	2013	Active	Advisory Services document
	P100147	2010	Active	Advisory Services document
TF-Aceh Response TA Facility	P094414	2009	Active	How-to-guidance
Indonesian National Single Window	P111060	2010	Active	How-to-guidance
Indonesia Urban Poverty Analysis, Program Review and PNPM-Urban Evaluation	P124525	2011	Active	How-to-guidance
Indonesia - Stunting Reduction and PNPM-Generasi TA	P126479	2013	Active	Advisory Services document
Health Sector Reform Agenda TA	P116882	2012		Advisory Services document
Aceh Support	P097762	2009	Active	how-to-guidance
Improving Indonesia's Investment Climate	P113347	2010		How-to-guidance
Implementation Support to Financial Sector/FSD Monitoring	P107524	2010		How-to-guidance
Support to Regulatory Reformation in Indonesia	P107523	2010	Active	How-to-guidance
ID-Access to Finance	P104430	2010		Model/Survey
				Institutional Development Plan
Program to Improve Indonesia's Trade Policy	P099975	2010		
Indonesia Infrastructure Support - Slum Upgrading and Low Income Housing	P113448	2010	Active	Knowledge sharing forum
Local Government and Urbanization	P114384	2012		Advisory Services document
Subnational Capital Markets	P114383	2012		Advisory Services document
				Institutional Development Plan
Indonesia Youth Investment GOI Support	P099128	2009		
Value of a Well Run Water Utility Study	P116052	2011	Active	Knowledge sharing forum
Indonesia Infrastructure Support - Support to the Papua Provincial Government	P113446	2009	Active	Knowledge sharing forum
Renewable Energy Project Design	P130999	2012		Event Proceeding Document
Energy Efficiency Financing Program	P129745	2013	Active	Advisory Services document
ID-TF PNPM Support Facility (PSF)	P111965	2013	Active	Advisory Services document
Indonesia Broadband Internet PPP Options Assessment	P123910	2011	Active	How-to-guidance
Indonesia: Unique ID and National Database TA	P124853	2011	Active	
Indonesia Telecom & ICT Policy Advice	P119028	2011	Active	
ID: Building Blocks for E-Govt Capability	P115843	2011		
Indonesia Telecom & ICT Advisory Support	P113803	2010		

	AAA ID	Approval FY	Delivered to Client FY	Output Type
ID: Telecoms/ICT Development TA	P112758	2011	Active	
Indonesia Priority ICT Infrastructure TA	P128070	2012	Active	
ID: eServices Development of Secure Govt Network (Internal)	P127710	2013	Active	
ID-TF PNPM Supv. and Monitoring (Urban)	P119217	2011	Active	
Pamsimas Support Trust Fund	P117918	2013	Active	
Indonesia Infrastructure Support - Cooperation in the Road Sector - Bank executed	P113447	2010	Active	
InIS - TF for Indonesia Infrastructure Support	P110761	2011	Active	
TF-Water & Sanitation Program (ID)	P093500	2010	Active	
Tech assistance to Health Systems Strengthening Initiative	P110117	2009		
Indonesia Parliamentary Strengthening Program	P110404	2010	Active	
Helping Generate Jobs for Pro-Poor Growth	P117976	2013	Active	
Social Assistance Reform Technical Assistance	P117975	2013	Active	
Strengthening Local Capacity for Poverty Analysis	P117974	2013	Active	
Supporting Establishment of Indonesia's Crisis Monitoring System Technical Assistance	P116979	2011		
Poverty Dialogues on Pro Poor and Pro Jobs Strategies and Programs	P113344	2011		
Planning and Performance Measurement	P118498	2012		
ID-JSDF Grant for Improving Aid Effectiveness Through Radio	P098978	2010	Active	
Indonesia Viability Gap Financing	P129488	2013	Active	
Indonesia Beverage Crops Value Chains TA	P132095	2013	Active	
Enhancing Sustainability of Indonesia's Major Agricultural Export Commodities	P125748	2013	Active	
TA on Food Security Policy in Indonesia	P122280	2013	Active	
Indonesia PEFA Follow Up	P119601	2010		
Geothermal Power Support Program	P112363	2013	Active	
Water Supply Sources and Demand Assessment for Bandar Lampung	P132423	2013	Active	
CN- CIC Study	P104950	2009	Active	
Rural Development, Natural Resources and Environment Sector Unit	P110123	2009	Active	
Indonesia Energy Sector Policy Dialogue	P111576	2011	Active	
Spending for Development (RPJM)	P113717	2009	Active	
Decentralization	P104695	2009		
Capacity Enhancement for Eastern Indonesia: Papua Public Expenditure Analysis and Capacity Harmonization Program (PEACH)	P100301	2010		
Indonesia Infrastructure Guarantee Fund (IGF)	P114363	2009		
Consultation w/civil society for oversight on anti-corruption & Harmonization of anti	P086630	2009	Active	

	AAA ID	Approval FY	Delivered to Client FY	Output Type
corruption policies between donors				
Regulation of Flaring in Indonesia	P132808	2013	Active	
Indonesia - Vocational Education and Youth Employment TA	P126822	2012		
Programmatic AAA for STI in Indonesia	P126617	2013	Active	
Indonesia School Based Management Study	P110516	2012	Active	
ID-CCT (Conditional Cash Transfers)	P106082	2011		
ID (TF) Demand for Legal Reform	P114840	2012		
ID - Supporting Post-Conflict Dev (TF)	P108748	2012		
REDD Special Advisory Service	P133042	2013	Active	
Low-income Housing Policy and Finance	P112999	2013	Active	
Indonesia: Timely Land Acquisition for Infrastructure Development	P115389	2011	Active	
Support for Developing Gender Engagement in Indonesia	P121876	2013	Active	
ID National Single Window	P123170	2011	Active	
Support to Regulatory Reformation in Indonesia	P118624	2011	Active	
Formulation and Implementation of Indonesian Investment Policies	P115090	2013	Active	
Policy Dialogue on Services	P123175	2013	Active	
Logistics and Connectivity	P123169	2013	Active	
Structure Assessment and Development of Operating Procedures for the Indonesia Water and Sanitation Investment Facility	P132687	2013	Active	
WSP-Advisory Services	P101061	2013	Active	
Program Administration	P096054	2013	Active	
Support for Public Expenditure Analysis	P122981	2012		
Monitoring and Evaluation Technical Assistance	P120335	2012		
Training of Local Auditor (Inspektora Kota/Kabupaten) in PNPM Mandiri Perkotaan	P124470	2011	Active	
Indonesia - Modernizing Water Management Systems	P131023	2013	Active	
Water and Sanitation Program Window F	P126904	2012	Active	
DSF II Focal Area 3 - National Program for Community Empowerment	P107031	2009		
DSF II Focal Area 3 - National Program for Community Empowerment	P107406	2009		
DSF II Focal Area 3 - National Program for Community Empowerment	P107191	2009		
DSF II Focal Area 3 - National Program for Community Empowerment	P107190	2009		
DSF II Focal Area 3 - National Program for Community Empowerment	P107189	2009		
DSF II Focal Area 3 - National Program for Community Empowerment	P107188	2009		
DSF II - Support to Sub-National Entries	P107057	2009		
ID-TF Enhancing Demand for Legal and Judicial Reform	P105945	2009		

	AAA ID	Approval FY	Delivered to Client FY	Output Type
DSF II Focal Area 3 - National Program for Community Empowerment	P104387	2009		
POPs Awareness and Capacity Building Post Ratification	P116458	2010	Active	
Indonesia - Persistent Organic Pollutant	P115582	2011	Active	
PNPM Field Operations	P128908	2013	Active	
Water Supply and Sanitation Financing Initiative (WASAP I)	P109571	2010		
TF Water and Sanitation Sector Monitoring (WASAP E)	P109562	2010	Active	
Nias LEDP	P112439	2009		
Indonesia Clean Stove Initiative	P129829	2013	Active	
Support for ID International Economic Engagement (FORA)	P126842	2013	Active	
Rapid-response Support on Trade Monitoring and Policy	P123181	2013	Active	
Support for Bureaucratic Reform in MoT	P123179	2012		
Indonesia's Non Tarriff Measures Program to improve formulation and implementation of Indonesian Trade policies	P115089	2013	Active	
Benchmarking Service Sector in Indonesia	P104696	2011		
ID-TF Local Government Capacity Development	P123839	2013	Active	
PNPM - Strategic Directions	P120212	2012		
ID-TF for PNPM Communication Strategy	P112314	2013	Active	
PNPM Support Facility	P112032	2013	Active	
Supporting Financial Sector Development for Improving Investment Climate	P129403	2013	Active	
Support for FSAP Follow-up	P123180	2011	Active	
Disaster Risk Financing	P123178	2013	Active	
Rapid Response Support on Financial Sector Policy	P123176	2013	Active	
FIRST: Indonesia Access to Islamic Finance for SMEs	P115513	2013	Active	
FIRST Indonesia: Life insurance sector reform	P110592	2010	Active	
Jakarta Fiscal and Bond Issue	P130754	2013	Active	
Aceh-Nias Water and Sanitation Facility	P099172	2009		
Sub National Development Diagnostics	P129238	2013	Active	
Support for Enhancing Fiscal Transfer	P129237	2013	Active	
Support for Strengthening Sub-National PFM	P122986	2013	Active	
Fiscal Decentralization & Capacity Development	P119420	2012		
Data for Monitoring and Evaluation	P110717	2012		
DSF II - Support to Sub-National Entries	P107059	2011		
Enhancing Financial Inclusion and Access to Finance	P123174	2012	Active	
Study on Government Agencies	P116596	2010		
Civil Service Reform in Indonesia	P114903	2010		

	AAA ID	Approval FY	Delivered to Client FY	Output Type
Dutch TF - Poverty Reduction Through Strengthening Economic Governance	P103976	2009	Active	
Governance & Civil Service Reform Dialog Indonesia: Payment Systems Strengthening #10249	P103788	2010		
Supporting Indonesian CSOs in Contextualizing EITI Indonesia	P132548	2013	Active	
Alternative Mechanisms of Service Delivery	P110721	2012		
Minimum Service Standards	P110720	2012		
GFDRR: Indonesia PDNA	P119682	2010		
Aceh Dialogue Economic Policy	P117755	2010		
Integrate Econ Analysis for Climate Change - Scale up	P119522	2011	Active	
Economic and Energy Policy Analyses to Address Climate Change in Indonesia: Support to Ministry of Finance and GOI on Mitigation ...	P108804	2008	Active	
Project Identification for Mainstreaming the Environment in Aceh and Nias	P108453	2008	Active	
ID HIV Economic Analysis	P133463	2013	Active	
Economic Analysis for HIV Program - ID	P132214	2013	Active	
Indonesia HIV/AIDS Analysis and Dissemination	P121279	2012		
ID Climate Policy and Institutional Support	P124086	2013	Active	
ID-TF PNPM Support Facility	P111966	2013	Active	
Mainstreaming Disaster Risk Reduction in Indonesia -phase II	P122240	2013	Active	
Mainstreaming Disaster Risk Reduction in Indonesia	P110111	2011	Active	
StAR - Indonesia Country Engagement	P128636	2012		
Indonesia 2010 PEFA	P123229	2012		
Advisory and Analytical Activities to Support Public Procurement Reform	P120493	2013	Active	
Support for Enhanced Analysis and Monitoring of the Indonesia (SEAMIE)	P116552	2012		
Urban Resilience Component to the Jakarta Urgent Flood Mitigation Project	P130374	2012	Active	
Support for Bureaucracy Reform	P123172	2013	Active	
Anti-Corruption	P104742	2012		
Food Security and Commodity Trade	P130986	2013	Active	
Supporting the Implementation of Indonesia National Strategy on Access to Justice	P123785	2013	Active	
ID-TF PNPM WINDOW 3	P121893	2013	Active	
Promoting Development Effectiveness:MCLE	P117631	2011	Active	

Source: Client Connection Indonesia FY09-FY12 as of 10/2/2012.

Annex Table 4: IEG Project Ratings for Indonesia, FY09-12

Exit FY	Proj ID	Project Name	Total Evaluated (US\$M)	IEG Outcome	IEG Risk to Development Outcome
2009	P073772	ID-Health Workforce & Services (PHP 3)	55.7	UNSATISFACTORY	SIGNIFICANT
2009	P076271	ID-PPITA	12.7	MODERATELY UNSATISFACTORY	MODERATE
2009	P095883	ID Reconstruction of Aceh Land Admin Pro	0	MODERATELY UNSATISFACTORY	SIGNIFICANT
2009	P097535	ID Community Recovery Through the KDP	0	MODERATELY SATISFACTORY	SIGNIFICANT
2009	P110191	Fifth Development Policy Loan	750	SATISFACTORY	MODERATE
2010	P079156	ID-KECAMATAN DEV. 3	90.9	MODERATELY SATISFACTORY	MODERATE
2010	P096248	ID-SF-Aceh Community Settlement Reconst	0	SATISFACTORY	NEGLECTIBLE TO LOW
2010	P096647	ID-SF-Aceh UPP3 Extension	0	SATISFACTORY	MODERATE
2010	P099185	ID - Aceh Emer.Rehab. Drainage& Flood Sys	0	MODERATELY SATISFACTORY	SIGNIFICANT
2010	P103654	ID-Avian and Human Influenza Control	0	UNSATISFACTORY	SIGNIFICANT
2010	P113638	Indonesia Sixth Development Policy Loan	750	SATISFACTORY	MODERATE
2010	P115725	Dutch Education Support Program-BOS	0	MODERATELY UNSATISFACTORY	MODERATE
2011	P003701	ID ODS I- UMBRELLA	0	SATISFACTORY	NEGLECTIBLE TO LOW
2011	P059477	ID-WSSLIC II	79.5	MODERATELY SATISFACTORY	MODERATE
2011	P115199	Public Expend. Supp. Facility (DPL-DDO)	5	SATISFACTORY	MODERATE
2012	P074290	ID-Eastern Indonesia Region Transp. 2	187.8	MODERATELY UNSATISFACTORY	SIGNIFICANT
2012	P109710	Livelihood Rec. DI Yogyakarta & Cen Java	0	MODERATELY SATISFACTORY	SIGNIFICANT

Source: WB Business Warehouse Table 4a.5 and 4a.6 as of as of 10/2/2012.

* With IEG new methodology for evaluating projects, institutional development impact and sustainability are no longer rated separately.

Annex Table 5: IEG Project Ratings for Indonesia and Comparators, FY09-12

Region	Total Evaluated (\$M)	Total Evaluated (No)	Outcome % Sat (\$)	Outcome % Sat (No)	RDO % Moderate or Lower Sat (\$) *	RDO % Moderate or Lower Sat (No)*
Indonesia	1,931.7	16	86.7	62.5	87.4	62.5
East Asia and Pacific	5,755.8	62	90.2	77.4	91.1	74.2
World	46,182.5	583	85.0	71.0	70.2	54.9

Source: WB Business Warehouse Table 4a.5 and 4a.6 as of as of 10/2/2012.

* With IEG new methodology for evaluating projects, institutional development impact and sustainability are no longer rated separately.

Annex Table 6: Portfolio Status for Indonesia and Comparators, FY09-12

Fiscal year	2009	2010	2011	2012
Indonesia				
# Proj	33	31	31	29
# Proj At Risk	9	3	3	5
% At Risk	27	10	10	17
Net Comm Amt	6,536.4	7,572.7	6,690.2	6,955.2
Comm At Risk	670.8	216.3	242.8	597.7
% Commit at Risk	10.3	2.9	3.6	8.6
EAP				
# Proj	222	230	239	233
# Proj At Risk	36	38	41	45
% At Risk	16.2	16.5	17.2	19.3
Net Comm Amt	23,882.7	26,741.2	28,424.3	28,721.0
Comm At Risk	2,122.0	2,406.9	3,217.6	3,110.2
% Commit at Risk	8.9	9.0	11.3	10.8
World				
# Proj	1,408	1,449	1,454	1,371
# Proj At Risk	310	328	302	304
% At Risk	22	23	21	22
Net Comm Amt	128,471.6	155,683.9	165,792.3	166,208.1
Comm At Risk	19,539.0	27,683.8	22,573.0	23,324.5
% Commit at Risk	15.2	17.8	13.6	14.0

Source: WB Business Warehouse Table 3a.4 as of 10/2/2012.

Annex Table 7: IBRD/IDA Net Disbursements and Charges Summary Report for Indonesia, FY09-12 (in US\$ million)

FY	Disb. Amt.	Repay Amt.	Net Amt.	Charges	Fees	Net Transfer
2009	1,785	1,213	572	301	19	252
2010	2,240	1,065	1,175	246	27	903
2011	2,186	803	1,383	271	25	1,086
2012	1,543	643	900	256	23	621
Total 2009-2012	7,754	3,724	4,030	1,074	94	2,862

Source: WB Loan Kiosk, Net Disbursement and Charges Report as of 10/2/2012.

**Annex Table 8a: List of IFC's Investments in Indonesia during FY09-FY12 (in US\$ million)
Investments approved pre-FY09, but active during FY09-FY12**

Project ID	Approval FY	Project Status	Closing FY	Cluster Dept	EQ Net Cmt	LN Net Cmt	Total Net Cmt
1136	1991	Closed	2011	MAS	2.2	10.5	12.7
26478	2008	Closed	(blank)	INFRA	0	50	-50
4375	1995	Closed	2009	MAS	2.5	30	32.5
7101	1996	Closed	2009	MAS	6.2	25	14.2
24524	2006	Active	(blank)	FM	0	150	150
25130	2007	Active	(blank)	FM	0	125	125
25218	2008	Closed	2010	INFRA	0	25	-25
4711	1996	Closed	2009	MAS	0	25	25
24476	2008	Active	(blank)	MAS	0	20	20
23013	2004	Closed	2012	MAS	0	16.9	16.9
25532	2007	Closed	2010	MAS	0	50	50
4891	1995	Closed	2009	MAS	6.4	15	21.4
21689	2005	Closed	2010	MAS	0	48	48
26210	2007	Active	(blank)	MAS	0	30	30
10233	2003	Closed	2009	MAS	0	11.5	-0.8
10771	2005	Closed	2009	MAS	0	24	24
8377	1999	Closed	2010	MAS	2.5	11.5	8.5
7109	1996	Closed	2009	FM	0	15	15
23922	2005	Active	(blank)	MAS	0	25	25
25109	2006	Closed	2009	MAS	0.6	0	0.6
27160	2008	Active	(blank)	MAS	0	14.5	14.5
24904	2006	Active	(blank)	MAS	0	20	20
1153	1990	Closed	2009	MAS	12.5	12.5	0
22962	2004	Closed	(blank)	FM	0	35	35
3484	1993	Closed	2011	MAS	0	9	8.2
11696	2004	Active	(blank)	MAS	0	30	30
25841	2007	Active	(blank)	MAS	0	15	15
24021	2007	Closed	2010	FM	0	30	-30
27157	2008	Active	(blank)	MAS	0	13	13
25722	2008	Active	(blank)	FM	25	0	25
2566	1991	Closed	2009	MAS	6.2	15	21.2
24598	2007	Closed	2010	MAS	0	4.9	-4.6
20309	2003	Closed	2009	MAS	19.9	0	19.9
25144	2007	Closed	2011	FM	0	20	20
24050	2005	Closed	(blank)	FM	20	0	20
21967	2004	Closed	2010	MAS	0	9.5	9.5
2217	1992	Closed	2009	MAS	1.7	5.4	7.1
8449	(blank)	Closed	2009	MAS	0	0	0
25103	2006	Active	(blank)	MAS	0	7	7
27129	2008	Active	(blank)	MAS	0	9	9
27128	2008	Active	(blank)	MAS	0	4.5	4.5
27159	2008	Active	(blank)	MAS	0	4	4
4505	1994	Closed	2009	MAS	13.1	0	13.1
26079	2007	Closed	2011	FM	5.5	0	5.5
3405	1993	Closed	2009	FM	0	5	5
9613	2001	Closed	2011	FM	5	0	5
26283	2008	Active	(blank)	FM	5	0	5
26194	2008	Active	(blank)	FM	5	0	5
24944	2006	Active	(blank)	FM	0	5	5
27053	2008	Active	(blank)	FM	4	0	4
27337	2008	Closed	(blank)	INFRA	0	4	-4
11652	2002	Closed	2011	FM	3.6	0	3.6
9455	1999	Closed	2009	MAS	3.5	0	3.5
8448	(blank)	Closed	2009	MAS	0	0	0

Project ID	Approval FY	Project Status	Closing FY	Cluster Dept	EQ Net Cmt	LN Net Cmt	Total Net Cmt
23654	2004	Closed	2009	MAS	0	1.8	-1.8
4528	1994	Closed	2009	MAS	1.4	0	1.4
10395	2000	Closed	2009	MAS	1.3	0	1.3
23655	2004	Active	(blank)	MAS	0	1	1
29817	(blank)	Closed	2011	MAS	0	0	0
24849	(blank)	Closed	2012	MAS	0	0	0

Source: Source: Client Connection Indonesia FY09-FY12 as of 10/2/2012.

Annex Table 8b: Investments approved in FY09-FY12

Project ID	Approval FY	Project Status	Closing FY	Cluster Dept	LN Net Cmt	EQ Net Cmt	Total Net Cmt
31205	2012	Active	(blank)	FM	0	100	100
28963	2011	Active	(blank)	FM	0	75	75
30559	2011	Active	(blank)	MAS	0	30	30
26784	2009	Active	(blank)	MAS	0	40	40
27117	2010	Active	(blank)	INFRA	0	30	30
27565	2009	Active	(blank)	MAS	0	12	12
30964	2012	Active	(blank)	INFRA	0	45	45
29186	2010	Active	(blank)	INFRA	0	35	35
29962	2012	Active	(blank)	FM	0	75	75
29738	2011	Active	(blank)	FM	0	75	75
28038	2010	Active	(blank)	FM	0	70	70
26428	2009	Closed	2012	FM	0	45	45
26443	2009	Active	(blank)	FM	40	0	40
31462	2012	Active	(blank)	INFRA	25	0	25
31827	2012	Active	(blank)	FM	25	0	25
25221	2012	Active	(blank)	FM	0	0	0
28977	2011	Active	(blank)	MAS	5	0	5
28556	2010	Active	(blank)	FM	0	15	15
31654	2012	Active	(blank)	FM	12.5	0	12.5
27736	2009	Active	(blank)	FM	10	0	10
29152	2010	Active	(blank)	FM	5	0	5
31138	2012	Active	(blank)	FM	2.5	0	2.5
28560	2010	Active	(blank)	FM	2.1	0	2.1

Source: IFC, March 2012- The list does not cover the regional projects.
MAS: Manufacturing, Agriculture, and Services; FM: Financial Markets

**Annex Table 9a: List of IFC's Advisory Services in Indonesia, FY09-FY12 (in US\$ million)
Advisory Services operations approved in FY09-FY12**

Project ID	Project Status Name	Primary Business Line Name	Project Start Date	Project End Date	Total Funds Managed by IFC
565611	ACTIVE	Sustainable Business Advisory	2010		3.8
569147	CLOSED	Sustainable Business Advisory	2009	2011	1.7
561731	ACTIVE	Access To Finance	2009		1.7
560870	ACTIVE	Access To Finance	2009		1.5
561599	CLOSED	Access To Finance	2009	2011	1.1
579707	ACTIVE	Sustainable Business Advisory	2011		0.9
560386	ACTIVE	Sustainable Business Advisory	2009		0.8
566927	ACTIVE	Investment Climate	2009		0.7
579387	ACTIVE	Sustainable Business Advisory	2011		0.7
566388	CLOSED	Investment Climate	2010	2011	0.6
565747	CLOSED	Investment Climate	2009	2012	0.5
561506	CLOSED	Access To Finance	2009	2011	0.4
561286	ACTIVE	Investment Climate	2009		0.4
561867	CLOSED	Investment Climate	2009	2010	0.3
561407	CLOSED	Sustainable Business Advisory	2009	2010	0.2
562587	CLOSED	Access To Finance	2009	2010	0.1

Annex table 9b: Advisory Services operations approved pre-FY09, but active during FY09-FY12

Project ID	Project Status Name	Primary Business Line Name	Project Start Date	Project End Date	Total Funds Managed by IFC
502468	CLOSED	Sustainable Business Advisory	2000	2012	5.7
26215	ACTIVE	Public-Private Partnerships Transaction Advisory	2008		2.6
554329	ACTIVE	Access To Finance	2007		1.8
552987	CLOSED	Sustainable Business Advisory	2007	2009	1
553725	CLOSED	Access To Finance	2008	2010	0.6
559345	CLOSED	Investment Climate	2008	2011	0.5
547346	CLOSED	Investment Climate	2007	2009	0.2
530722	CLOSED	Public-Private Partnerships Transaction Advisory	2005		0
549727	CLOSED	Investment Climate	2007	2010	0.6

Source: IFC, May 2012

Annex Table 10: Total Net Disbursements of Official Development Assistance and Official Aid, 2009 - 2011 (in US\$ million)

Development Partners	2009	2010	2011
<i>Bilaterals</i>			
Australia	88.15	32.51	..
Belgium	-8.84	-8.22	..
Canada	-12.73	-11.71	..
Denmark	-2.64	-1.05	..
France	176.65	254.02	..
Germany	-183.02	-166.5	..
Italy	-17.33	-14.93	..
Japan	-628.2	-108.49	..
Korea	12.84	5.4	..
Netherlands	-85.9	-47.03	-53.59
Spain	-6.72	-12.26	..
Switzerland	-3.36	-2.72	..
United Kingdom	5.95	1.78	..
United States	-152.66	-83.05	..
<i>DAC Countries, Total</i>	-817.81	-162.25	-53.59
Kuwait (KFAED)	-6.22	-5.54	-5.04
<i>Non-DAC Countries, Total</i>	-6.22	-5.54	-5.04
<i>Multilaterals</i>			
AsDB Special Funds	88.56	66.13	..
Global Fund	-1.82	0	-1.71
IDA	212.81	110.02	..
IFAD	-1.52	6.85	..
Isl.Dev Bank	127.07	7.01	..
Nordic Dev.Fund	-0.38	-0.5	-0.52
UNDP	0	-0.02	..
UNICEF	-0.03	-0.01	0
WFP	-0.53	0	0
<i>Multilateral Agencies, Total</i>	424.16	189.48	-3.13
<i>All Development Partners, Total</i>	-399.87	21.69	-61.76

Source: OECD DAC Online database, Table 2a. Destination of Official Development Assistance and Official Aid - Disbursements, as of 09/17/2012.

Annex Table 11: Economic and Social Indicators for Indonesia and Comparators, 2009- 2011

Series Name	Indonesia			Indonesia	East Asia and Pacific	World
	2009	2010	2011	Average 2009-2011		
Growth and Inflation						
GDP growth (annual %)	4.6	6.2	6.5	5.8	3.3	1.6
GDP per capita growth (annual %)	3.5	5.1	5.4	4.7	2.6	0.4
GNI per capita, PPP (current international \$)	3910.0	4190.0	4530.0	4210.0	9647.8	11037.0
GNI, Atlas method (current US mil. \$)	0.5	0.6	0.7	0.6	15.6	62.6
Inflation, consumer prices (annual %)	4.8	5.1	5.4	5.1	3.3	3.8
Composition of GDP (%)						
Agriculture, value added (% of GDP)	15.3	15.3	16.9	15.8	3.4	2.8
Industry, value added (% of GDP)	47.7	46.9	44.9	46.5	30.8	25.8
Services, etc., value added (% of GDP)	37.0	37.7	38.3	37.7	65.8	71.5
Gross fixed capital formation (% of GDP)	31.1	32.1	32.4	31.9	25.3	19.6
Gross domestic savings (% of GDP)	33.8	34.1	39.5	35.8	27.6	19.4
External Accounts						
Exports of goods and services (% of GDP)	24.2	24.6	31.0	26.6	30.7	26.7
Imports of goods and services (% of GDP)	21.4	22.9	24.9	23.1	28.2	26.8
Current account balance (% of GDP)	2.0	0.7	0.2	1.0
External debt stocks (% of GNI)	31.3	26.1	..	28.7
Total debt service (% of GNI)	4.8	4.3	..	4.5
Total reserves in months of imports	6.2	6.6	5.8	6.2	16.8	13.9
Fiscal Accounts ^{1/}						
Revenue (% of GDP)	15.1	15.8	15.7	15.5
Total Expenditure (% of GDP)	16.7	16.4	17.5	16.9
Overall Balance (% of GDP)	-1.6	-0.6	-1.8	-1.3
Public Sector Debt (% of GDP)	28.6	27.4	25.4	27.1
Social Indicators						
Health						
Life expectancy at birth, total (years)	68.5	68.9	69.3	68.9	73.1	69.5
Immunization, DPT (% of children ages 12-23 months)	82.0	83.0	..	82.5	94.4	85.0
Improved sanitation facilities (% of population with access)	54.0	54.0	..	54.0	68.4	62.3
Improved water source (% of population with access)	81.0	82.0	..	81.5	90.4	88.1
Mortality rate, infant (per 1,000 live births)	26.8	25.8	24.8	25.8	17.1	38.0
Population						
Population, total (in million)	237	240	242	240	2,202	6,895
Population growth (annual %)	1.0	1.0	1.0	1.0	0.7	1.2
Urban population (% of total)	49.1	49.9	50.7	49.9	51.7	51.5
Education						
School enrollment, preprimary (% gross)	47.8	43.4	..	45.6	55.5	47.4
School enrollment, primary (% gross)	117.0	118.1	..	117.6	109.9	105.8
School enrollment, secondary (% gross)	75.1	77.2	..	76.1	79.7	69.7

^{1/} IMF, Article IV Consultations and The Economist Intelligence Unit database.

Source: WB World Development Indicators for all indicators excluding Fiscal Accounts data.

Annex Table 12: Indonesia - Millennium Development Goals

	1990	1995	2000	2005	2010
Goal 1: Eradicate extreme poverty and hunger					
Employment to population ratio, 15+, total (%)	63	64	63	60	63
Employment to population ratio, ages 15-24, total (%)	46	43	45	37	40
GDP per person employed (constant 1990 PPP \$)	5,945.0	8,205.0	7,588.0	9,140.0	10,587.0
Income share held by lowest 20%	9.0	9.0	10.0	8.0	..
Malnutrition prevalence, weight for age (% of children under 5)	31	27	25	24	..
Poverty gap at \$1.25 a day (PPP) (%)	16	11	13	5	3
Poverty headcount ratio at \$1.25 a day (PPP) (% of population)	54	43	46	21	18
Vulnerable employment, total (% of total employment)	..	63	65	63	64
Goal 2: Achieve universal primary education					
Literacy rate, youth female (% of females ages 15-24)	95	96	99
Literacy rate, youth male (% of males ages 15-24)	97	97	100
Persistence to last grade of primary, total (% of cohort)	80	89	86	83	..
Primary completion rate, total (% of relevant age group)	92	93	93	96	105
Total enrollment, primary (% net)	95	92	94	95	98
Goal 3: Promote gender equality and empower women					
Proportion of seats held by women in national parliaments (%)	12	13	8	11	18
Ratio of female to male primary enrollment (%)	96	96	97	97	102
Ratio of female to male secondary enrollment (%)	83	85	95	99	100
Ratio of female to male tertiary enrollment (%)	..	63	88	79	89
Share of women employed in the nonagricultural sector (% of total nonagricultural employment)	29.2	29.0	31.7	30.3	32.4
Goal 4: Reduce child mortality					
Immunization, measles (% of children ages 12-23 months)	58	63	74	77	89
Mortality rate, infant (per 1,000 live births)	54	45	38	31	26
Mortality rate, under-5 (per 1,000)	82	65	53	42	33
Goal 5: Improve maternal health					
Adolescent fertility rate (births per 1,000 women ages 15-19)	..	48	49	47	43
Births attended by skilled health staff (% of total)	41	50	67	72	82
Contraceptive prevalence (% of women ages 15-49)	50	54	55	58	56
Maternal mortality ratio (modeled estimate, per 100,000 live births)	600	420	340	270	220
Pregnant women receiving prenatal care (%)	76	82	88	89	95
Unmet need for contraception (% of married women ages 15-49)	14	11	..	9	15
Goal 6: Combat HIV/AIDS, malaria, and other diseases					
Children with fever receiving antimalarial drugs (% of children under age 5 with fever)	1	1	..
Condom use, population ages 15-24, female (% of females ages 15-24)	1	..
Condom use, population ages 15-24, male (% of males ages 15-24)
Incidence of tuberculosis (per 100,000 people)	189	189	189	189	189
Prevalence of HIV, female (% ages 15-24)	0.1
Prevalence of HIV, male (% ages 15-24)	0
Prevalence of HIV, total (% of population ages 15-49)	0.1	0.1	0.1	0.1	0.2
Tuberculosis case detection rate (all forms)	21	9	21	59	66
Goal 7: Ensure environmental sustainability					
CO2 emissions (kg per PPP \$ of GDP)	1.0	1.0	1.0	0.0	0.0
CO2 emissions (metric tons per capita)	1.0	1.0	1.0	1.0	2.0
Forest area (% of land area)	65	..	55	54	52
Improved sanitation facilities (% of population with access)	32	38	44	50	54
Improved water source (% of population with access)	70	74	78	80	82
Marine protected areas (% of total surface area)	0	1	1	2	2
Net ODA received per capita (current US\$)	9.0	7.0	8.0	11.0	6.0
Goal 8: Develop a global partnership for development					
Debt service (PPG and IMF only, % of exports, excluding workers' remittances)	26	18	11	9	5
Internet users (per 100 people)	0.0	0.0	0.9	3.6	10.9
Mobile cellular subscriptions (per 100 people)	0	0	2	21	88
Telephone lines (per 100 people)	1	2	3	6	17
Other					
Fertility rate, total (births per woman)	3	3	2	2	2

	1990	1995	2000	2005	2010
GNI per capita, Atlas method (current US\$)	600	980	560	1,220	2,500
GNI, Atlas method (current US\$) (billions)	111.0	194.8	119.5	276.8	600.1
Gross capital formation (% of GDP)	30.7	31.9	22.2	25.1	32.4
Life expectancy at birth, total (years)	62	64	66	67	69
Literacy rate, adult total (% of people ages 15 and above)	82	92	92
Population, total (millions)	184	199	213	227	240
Trade (% of GDP)	49.1	54.0	71.4	64.0	47.5

Source: World Development Indicators database as of 10/2/2012.