1. Project Data:

- **OEDID**: L3385
- **Project ID**: P004002
- **Project Name**: Technical Assistance Project for Public and Private Provision of Infrastructure
- **Country**: Indonesia
- **Sector**: Public Sector Management Adjustment
- **L/C Number**: L3385
- **Partners involved**: none
- **Prepared by**: Josette Murphy, OEDCR
- **Reviewed by**: Luis Landau
- **Group Manager**: Rene Vandendries
- **Date Posted**: 03/11/1998

2. Project Objectives, Financing, Costs and Components:

- **Objectives**: to help the Government apply its framework for infrastructure development and promotion of private sector participation through better prioritisation, increased capacity of the National Development Planning Agency to review proposals, and improved project preparation capabilities in executing agencies in sectors such as transport, power, telecommunications, urban and water.

- **Financing and costs**: US$30 million equivalent approved in FY91. closed in March 1997 after two extensions totalling 2.5 years; total costs: original US$36 million, actual US$24.1

- **Components**: feasibility, planning and design work; studies related to planning and institutional development; training and equipment.

3. Achievement of Relevant Objectives:

After much delays due to sub-standard quality of early proposals, sub-projects of good quality were developed, mostly in the power and transport sectors, with about 20 out of 30 sub-projects being found useful.

4. Significant Achievements:

Some of the sub-projects and some studies—such as a study on power—were of high quality.

5. Significant Shortcomings:

Institutional impact, which is of paramount importance for achievement of this project's objectives, was found modest in both the ICR and the OED review.

6. Ratings:

<table>
<thead>
<tr>
<th>Outcome</th>
<th>ICR</th>
<th>OECD Review</th>
<th>Reason for Disagreement /Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Institutional Dev.</strong></td>
<td>Satisfactory</td>
<td>Marginal Satisfactory</td>
<td>modest institutional impact.</td>
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<tr>
<td><strong>Sustainability</strong></td>
<td>Partial</td>
<td>Modest</td>
<td>no difference</td>
</tr>
<tr>
<td><strong>Bank Performance</strong></td>
<td>Likely</td>
<td>Likely</td>
<td></td>
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<tr>
<td><strong>Borrower Perf.</strong></td>
<td>Satisfactory</td>
<td>Satisfactory</td>
<td></td>
</tr>
<tr>
<td><strong>Quality of ICR</strong></td>
<td>Satisfactory</td>
<td></td>
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7. Lessons of Broad Applicability:

* Open-ended technical assistance projects need to have some clear comparative advantages over other available sources of financing, by providing rapid and efficient approval processes.

* A programmatic approach calls for intensive dialogue between all parties.

* Some Terms of reference and project documentation packages, as well as up-front guidance on suitable sub-projects, should be agreed before the project becomes effective.
<table>
<thead>
<tr>
<th>3. Audit Recommended?</th>
<th>☑ Yes  ☐ No</th>
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<tbody>
<tr>
<td><strong>Why?</strong></td>
<td>To better understand the learning process which seems to have taken place after the implementation delays of the first years, on the part of the Bank, the implementation agency and the sectoral agencies.</td>
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<tr>
<td>3. Comments on Quality of ICR :</td>
<td>no comments</td>
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