
This Administration Agreement is concluded under Direct Management in the context of the Framework Agreement between the World Bank Group and the European Commission dated April 15, 2016, which sets the general conditions for this Agreement (the “Framework Agreement”). The Framework Agreement shall be applicable and form an integral part of the Administration Agreement for the Trust Fund.

1. The International Bank for Reconstruction and Development (the “Bank”) acknowledges that the European Commission (the “Donor”, and together with the Bank, the “Parties” and each a “Party”) agrees to provide the sum of seven hundred thousand Euros (€700,000) (the “Contribution”) for the Part II Europe 2020 Programmatic Single-Donor Trust Fund, (No. TF073206) (the “Trust Fund”) in accordance with the terms of this Administration Agreement.

The estimated total budget of the Trust Fund is seven hundred thousand Euros (€700,000). The indicative budget set out in Annex 5 shall be used for monitoring purpose only and shall not be binding.

2. The Contribution shall be used to finance the activities set forth in the “Part II Europe 2020 Programmatic Single-Donor Trust Fund Description” attached hereto as Annex 1, and shall be administered by the Bank on behalf of the Donor in accordance with the terms of this Administration Agreement, including the “Standard Provisions” attached hereto as Annex 2 and “Governance” attached hereto as Annex 3.

Expected results of the Trust Fund and corresponding indicators (including baselines, result goals and sources of data) are set out in Annex 4.

The implementation period will start on the date following that on which the last of the two parties signs.

3. The Donor shall deposit the Contribution in accordance with the following schedule and in the currency specified in Section 1 above (“Contribution Currency”) into such bank account designated by the Bank (each amount deposited hereinafter referred to as an “Instalment”) upon submission of a payment request by the Bank:

(A) Promptly following countersignature – € 350,000
(B) € 300,000 subject to the disbursement of 70% of the preceding instalment
(C) € 50,000 subject to the disbursement of 70% of the preceding instalment

The period for payment of further instalments shall be 60 days.
The period for payment of the balance shall be 60 days.

4. When making any deposit, the Donor shall instruct its bank to include in its deposit details information (remittance advice) field of its SWIFT deposit message, information
indicating: the amount deposited, that the deposit is made by the Donor for TF No. TF073206 *(the Part II Europe 2020 Programmatic Single-Donor Trust Fund)*, the Commission internal reference number and the date of the Administration Agreement, the name of the project for which the funds are intended, the name of the Commission department responsible for the Trust Fund and the date of the deposit (the “Deposit Instructions”). In addition, the Donor shall provide a copy of the Deposit Instructions to the Bank’s Accounting Trust Funds Division by e-mail sent to tfremitadvice@worldbank.org or by fax sent to +1 (202) 614-1315.

5. Except with respect to the Deposit Instructions, any notice, request or other communication to be given or made under this Administration Agreement shall be in writing and delivered by mail, fax or e-mail to the respective Party’s address specified below or at such other address as such Party notifies in writing to the other Party from time to time:

For the Bank (the “Bank Contact”):

    Arup Banerji  
    Regional Director  
    European Union  
    World Bank Group  
    17 Avenue Marnix, 1000 Brussels  
    Tel: +32-2-504-0994  
    Abanerji@worldbank.org

For the Donor (the “Donor Contact”):

    Maarten Verwey  
    Director, SRRS  
    Structural Reform Support Service  
    CHAR 10/110, 1049 Brussels  
    Tel : +32-229-66844  
    Maarten.Verwey@ec.europa.eu

6. In the event any amounts are to be returned to the Donor under this Administration Agreement, the Bank shall transfer such amounts to the Donor, unless otherwise agreed with the Bank.

7. All annexes hereto and the Framework Agreement between the World Bank Group and the European Commission constitute an integral part of this Administration Agreement, whose terms taken together shall constitute the entire agreement and understanding between the Donor and the Bank. In the event of any inconsistency, the Framework Agreement prevails over the Administration Agreement and the Administration Agreement prevails over its Annexes. Unless otherwise specified in an annex hereto, this Administration Agreement may be amended only by written amendment between the Bank and the Donor.

8. The measures taken to identify the EU as a source of financing shall be in accordance with Attachment 4 of the Framework Agreement.

9. Each of the Parties represents, by confirming its agreement below, that it is authorized to enter into this Administration Agreement and act in accordance with these terms and conditions. The Parties are requested to sign and date this Administration Agreement, and upon possession
by the Bank of this fully signed Administration Agreement, this Administration Agreement shall become effective as of the date of the last signature.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

By: 
Name: Arup Banerji
Title: Regional Director, European Union
Date: February 6, 2019

EUROPEAN UNION represented by the EUROPEAN COMMISSION

By: 
Name: Maarten Verwey
Title: Director General, SRSS
Date: 11-2-2019
ANNEX 1

PART II EUROPE 2020 PROGRAMMATIC SINGLE-DONOR TRUST FUND
DESCRIPTION

This Annex shall be applicable to and form an integral part of the Administration Agreement for the Trust Fund between the Bank and the Donor.

1. Objectives

The objectives of the Trust Fund are:

The European Commission and the Bank share a common objective of building competitive and sustainable economies and reducing poverty and social exclusion – goals of the Europe 2020 Agenda which is built on three pillars of smart, sustainable and inclusive growth. The European Commission and the Bank concur that direct interaction is beneficial to both institutions and through them to the beneficiary countries. This applies particularly to the provision of analytical, advisory and knowledge services and technical assistance.

The European Commission has expressed an interest in ensuring that the Bank continues to provide technical assistance in the framework of the Trust Fund in furtherance of the common objective set forth above.

2. Background

The European Commission has expressed an interest in ensuring that the Bank continues to provide technical assistance to support Greece with the specific objective to reform the delivery and design of Active Labor Market Programs (ALMPs) and develop a monitoring and evaluation (M&E) system for ALMPs. In particular, the Bank will support the Ministry of Labor, Social Security, and Social Solidarity (MoLSSSSS) in its implementation of the first phase of the ALMP reform (pilot program), in the design and roll-out of the scaling up of the reform, and in the development of an M&E system for ALMPs at MoLSSSSS.

Greece’s active labor market policy is undergoing reform to improve the effectiveness of ALMPs by strengthening their design, targeting and implementation. In this context, the activities under this Agreement will build on and complement the ones provided under the Administration Agreement signed on November 27, 2017 (TF072929 and EC Contract No. SRSS/S2017/029) (Phase 1) for which the Bank’s objective was to support the Greek authorities in fulfilling several commitments under the Supplemental Memorandum of Understanding on financial assistance to Greece, notably the strengthening of a number of priority ALMPs, the initiation of a pilot of a new delivery mechanism that entails the continuous availability of a core menu of programs and services and the enhanced role of employment counsellors in referring jobseekers to ALMPs, and a blueprint for an M&E system for ALMPs.

This first phase of ALMP reforms has been initiated with a pilot program in three municipalities (Elefsina, Asporpygos, and Mandra) covered by the local office of the Greek Manpower Employment Organization (OAED) in Elefsina. The Bank has been providing technical assistance to MoLSSSSS and OAED to define the key design and operational parameters for implementing the pilot program.
3. **Activities**

The sub-objectives and description of activities are:

The two main components of the technical assistance to be provided under this Agreement are to support the Greek Government (i) to continue the implementation of the first phase of the ALMP reform (pilot program) and the design of the subsequent scaling up of the pilot and (ii) to strengthen the system for monitoring and evaluating ALMPs including an evaluation of the pilot to understand how, and how well, the reforms are being implemented. The evaluation will analyse differences between actual implementation processes and the ones described in the guidelines; assess strengths and weaknesses of the operation of the pilot; document lessons learned and provide recommendations for improving the operational processes used both for the duration of the pilot and for future scaling up.

**3.1 Component A: Support to deliver the pilot phase of the new ALMP model and support to defining the scaling up of reform process**

Under this component, the Bank will carry out the following activities:

A.1: The Bank will prepare a conceptual note (proposing reform options, priorities, next steps, and timeline for the ALMP reform process) and proposed roadmap with timeline for scaling up the ALMP reform beyond the above-mentioned pilot program, both on content and geographical coverage, building on international experience, on the experience with the pilot in Elefsina to date, and considerations for broadening reform efforts setting up a roadmap of priorities and next steps.

A.2: The Bank will prepare technical notes, which will focus, inform and provide recommendations on specific aspects of the ALMP reform process, based on the experiences with the pilot program. The exact scope of the technical notes will be further identified by the Bank in consultation with MoLSSS and SRSS.

A.3: The Bank will prepare a technical note to document progress and lessons learned of the ALMP reform process, as well as to make practical recommendations and suggest an action plan of next steps to roll-out a broader reform. The document will summarize (i) the progress of the reform activities outlined in the proposed roadmap set out under sub-component A.1, taking into account the recommendations provided under sub-component A.2, and other assessments such as the monitoring reports and process evaluation; (ii) lessons learned based on the experience of the MoLSSS, OAED and other actors involved in the reform process; and (iii) recommendations and a proposed action plan of next steps to continue the reform effort.

**3.2 Component B: Support to strengthen the information base for ALMPs including the M&E Strategy**

Under this component the Bank will carry out the following activities:

B.1: The Bank will support the MoLSSS in its implementation of the ALMP M&E strategy based on the Program Document and the Blueprint for an M&E Strategy for ALMPs (Outputs A.2 and B.1 from Phase 1 respectively) by providing support to the establishment of a reporting mechanism (dashboards and brief reports) based on a business intelligence software. The
reporting mechanism will focus on the ALMPs under the pilot and will support MoLSSSSS to validate the M&E indicators proposed in the Blueprint for each of the ALMPs and the overall pilot.

B.2: The Bank will support MoLSSSSS to define the IT improvements that could lead to better monitoring and evaluating mechanisms for ALMPs under the pilot. The support will be realized with the provision of technical assistance to the MoLSSSSS and OAED for identifying, based on IT systems in place, the information system enhancements required to support the M&E strategy for ALMPs under the pilot phase and IT improvements identified in the Program Document for the pilot. The focus would be on changes in the reporting layer and user interface, interconnection via webservices, and automation, as well as the creation of reports in the data warehouse of OAED.

B.3: During the implementation of the Agreement, the Bank will support capacity-building in the MoLSSSSS, OAED and the National Institute of Labour and Human Resources (EIEAD) to timely provide relevant information on labor demand and skill needs through local surveys and qualitative consultation of employers and other stakeholders using relevant information from existing survey and administrative data sources to inform the design of ALMPs. Specific activities will include (i) recommendations on information priorities, based on the experience of the Elefsina pilot; (ii) ongoing hands-on support to the agencies and development of proposed guidelines on the design and implementation of local labor market surveys including advice on sampling, questionnaire design, data capture, and data analysis (this will include two technical workshops on these topics); (iii) recommendations on designing feedback mechanisms to ensure that labor market information is integrated into ALMP design; and (iv) preparing an information note on new sources of labor market information adopted internationally (i.e., web-based data collection, just-in-time surveys) and how they could be applied in Greece.

B.4: The Bank will support MoLSSSSS in the preparation and discussion/review of two monitoring reports containing the proposed indicators for the pilot and the three ALMPs included in the Program Document as well as two monitoring reports containing the proposed indicators for the ALMP M&E System prepared under activity B.1 and the related analysis. The Bank will notably provide support to the MoLSSSSS in closely monitoring the collection of data for the indicators, identifying any needed adjustments, analyzing the results, drafting the reports, and facilitating review and discussion among the MoLSSSSS, OAED, and others as appropriate. Learning by doing would be reinforced by putting into practice mechanisms to use the data effectively, and understanding the construction and meaning of the indicators. Initially, the monitoring reports will be based on the reporting mechanism established under Output B.1. Once the M&E System is functional, the reporting will be based on the information coming from the M&E System.

B.5: The Bank will support MoLSSSSS to prepare the proposed Terms of Reference including interview guidelines for a process evaluation, which will compare the actual implementation of the (i) ALMPs and the (ii) delivery mechanism during the pilot phase with the planned business processes described in the Program Document and other operational documents prepared by the Greek Government. The identification of the proposed specific objectives for the process evaluation, decisions on methodology and development of instruments will be discussed in detail with staff of both OAED and the MoLSSSSS in order to benefit from their input and to build capacity in both agencies to carry out similar analysis in the future.

B.6: In consultation with the MoLSSSSS and OAED, the Bank will prepare a technical report including the results of the process evaluation of the pilot phase according to the methodology
spelled out under activity B.5. The Bank will prepare a technical report that will include the results of the evaluation of the business processes and implementation arrangements of the first phase of the ALMP reform to detect and rectify critical flaws, if any. The report would draw on operational data, including monitoring indicators, focus group discussions, in depth interviews, review of key documents, among others. The report will include specific recommendations to inform plans for the further extension of the reform. The Bank will also facilitate a discussion of the report through a workshop with the MoLSSSS, OAED, pilot municipalities, and other relevant stakeholders as appropriate.

B.7: The Bank will prepare proposed options for evaluation with counterfactual (a comparison which involves comparing the outcomes of interest of those having benefitted from a policy or program (the “treatment group”) with those of a group similar in all respects to the treatment group (the “comparison/control group”), the only difference being that the comparison/control group has not been exposed to the policy or program) of select ALMPs and/or different program modalities under the pilot program, which would offer information to policy makers on what works. The Bank will particularly focus on the use of administrative data and building capacity of the MoLSSSS and OAED staff for understanding the rationale behind evaluation with counterfactual.

The Bank will not be responsible for procuring, installing, customizing or updating the IT, but as necessary, may provide short-term just-in-time technical assistance to provide recommendations to the Government of Greece on how to support the development of its IT systems necessary to carry out IT improvements for better monitoring and evaluation mechanisms.

### Indicative Timeline for Delivering Outputs

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1: Discussion paper setting out a proposed roadmap of priorities and sequencing of actions in ALMP reform process</td>
<td>Q2 2019</td>
</tr>
<tr>
<td>A.2: 3 technical notes on reform aspects</td>
<td>Until Q4 2020</td>
</tr>
<tr>
<td>A.3: Technical note synthesizing progress and identifying lessons learned so far on ALMP reform process</td>
<td>Q4 2020</td>
</tr>
<tr>
<td>B.1: Proposed dashboards and reports based on Business Intelligence software for the M&amp;E of ALMPs under the pilot</td>
<td>Q2 2019</td>
</tr>
<tr>
<td>B.2: Quarterly progress notes on support to IT improvements for ALMP M&amp;E system</td>
<td>Q4 2018 to Q3 2020</td>
</tr>
<tr>
<td>B.3: Two workshops, guidelines and information note</td>
<td>Q3 2019, Q2 2020</td>
</tr>
</tbody>
</table>
4. **Eligible Expenditures**

For Bank-executed activities, the Trust Fund funds may be used to finance:

(a) Staff and individual consultant services;
(b) Cost of travel;
(c) Cost of training and workshops;
(d) Other services including translation

5. **Taxes**

The foregoing activities and categories of expenditures may include the financing of taxes in accordance with the Bank’s applicable policies and procedures.

6. **Program Criteria**

Activities are to be financed in accordance with the following program criteria:

The Trust Fund is established to enable the European Commission and the Bank to continue to collaborate and exchange experience and expertise on a number of themes under all three pillars of the Europe 2020 Agenda of smart, sustainable and inclusive growth. The express purpose of this Trust Fund is to allow the European Commission to avail itself of the Bank’s technical assistance and analytical and policy capacity for the purpose of pursuing the goals of Europe 2020. The three pillars of Europe 2020 are broadly in line with the objectives and strategies adopted in the Europe and Central Asia Region of the World Bank Group. All activities that are in pursuance of these three pillars are eligible to be financed and implemented under this Trust Fund.
ANNEX 2

STANDARD PROVISIONS

This Annex shall be applicable to and form an integral part of the Administration Agreement for the Trust Fund between the Bank and the Donor.

1. **Administration of the Contributions**

1.1 The Bank shall be responsible only for performing those functions specifically set forth in this Administration Agreement and shall not be subject to any other duties or responsibilities to the Donor, including, without limitation, any duties or obligations that might otherwise apply to a fiduciary or trustee under general principles of trust or fiduciary law. Nothing in this Administration Agreement shall be considered a waiver of any privileges or immunities of the Bank under its Articles of Agreement or any applicable law, all of which are expressly reserved.

1.2 The Donor’s Contribution shall be administered in accordance with the Bank’s applicable policies and procedures, as the same may be amended from time to time, including its procurement, financial management, disbursement and safeguard policies, its framework to prevent and combat fraud and corruption and its screening procedures to prevent the use of Bank resources to finance terrorist activity, in line with the Bank's obligations to give effect to the relevant decisions of the Security Council taken under Chapter VII of the United Nations. The Donor acknowledges that this provision does not create any obligations of the Bank under the anti-terrorist financing and asset control laws, regulations, rules and executive orders of an individual member country that may apply to the Donor.

2. **Management of the Contributions**

2.1 The funds deposited in the Trust Fund shall be accounted for as a single trust fund and shall be kept separate and apart from the funds of the Bank. The funds deposited in the Trust Fund may be commingled with other trust fund assets maintained by the Bank. The Bank, in its capacity as trustee, has legal title to the funds deposited in the Trust Fund.

2.2 The currency in which the funds in the Trust Fund shall be held is Euro (the “Holding Currency”).

2.3 The Donor agrees to deposit its Contributions in the Contribution Currency stated in the Administration Agreements. In the case of deposits received in a Contribution Currency other than the Holding Currency, promptly upon the receipt of such amounts and the accompanying Deposit Instructions, the Bank shall convert such amounts into the Holding Currency at the exchange rate obtained by the Bank on the date of the conversion. Where deposits prove to be insufficient to complete activities as a result of exchange rate fluctuations, neither the Bank nor the Donor shall bear any responsibility for providing any additional financing.

2.4 The funds deposited in the Trust Fund may be freely exchanged by the Bank into other currencies as may facilitate their disbursement at the exchange rate obtained by the Bank on the date of the conversion.

2.5 The Bank shall invest and reinvest the funds deposited in the Trust Fund pending their disbursement in accordance with the Bank’s applicable policies and procedures for the investment
of trust funds administered by the Bank. The Bank shall transfer all income from such investment to the Donor's applicable donor balance account with the Bank.

3. **Trust Fund Fees and Costs**

3.1 The Bank shall deduct and retain for its own account, as a deduction from each Instalment, an amount equal to five percent (5%) per Instalment as an administrative fee for the Trust Fund.

3.2 The Donor acknowledges and agrees that the percentage deductions for fees in this Trust Fund Fees and Costs section are estimated on the basis of anticipated Contributions. If actual Contributions significantly differ from what was originally anticipated at the time of signature of the first Administration Agreement, or if other circumstances affecting Trust Fund fees or costs change, the Bank reserves the right to request a change to the terms of this Trust Fund Fees and Costs section, which would be effectuated by amendments made to the Administration Agreements of the Donor and which would thereafter be applicable to all new Contributions that are provided either as amendments to supplement existing Administration Agreements or from new Administration Agreements.

4. **Accounting and Financial Reporting**

4.1 The Bank shall maintain separate records and ledger accounts in respect of the funds deposited in the Trust Fund and disbursements made therefrom.

4.2 The Bank shall furnish to the Donor current financial information relating to receipts, disbursements and fund balance in the Holding Currency with respect to the Contributions via the World Bank's Trust Funds Development Partner Center secure website. Within six (6) months after all commitments and liabilities under the Trust Fund have been satisfied and the Trust Fund has been closed, the final financial information relating to receipts, disbursements and fund balance in the Holding Currency with respect to the Contributions shall be made available to the Donor via the World Bank’s Trust Funds Development Partner Center secure website.

4.3 The Bank shall provide to the Donor via the World Bank's Trust Fund Development Partner Center secure website, within six (6) months following the end of each Bank fiscal year, an annual single audit report, comprising (i) a management assertion together with an attestation from the Bank’s external auditors concerning the adequacy of internal control over cash-based financial reporting for all cash-based trust funds as a whole; and (ii) a combined financial statement for all cash-based trust funds together with the Bank’s external auditor’s opinion thereon. The cost of the single audit shall be borne by the Bank.

4.4 If the Donor wishes to request, on an exceptional basis, a financial statement audit by the Bank’s external auditors of the Trust Fund, the Donor and the Bank shall first consult as to whether such an external audit is necessary. The Bank and the Donor shall agree on the appropriate scope and terms of reference of such audit. Following agreement on the scope and terms of reference, the Bank shall arrange for such external audit. The costs of any such audit, including the internal costs of the Bank with respect to such audit, shall be borne by the requesting Donor.
5. **Progress Reporting**

5.1 The Bank shall provide the Donor with quarterly reports on the progress of activities financed by the Contributions. Within six (6) months of the End Disbursement Date (as defined below), the Bank shall furnish to the Donor a final report on the activities financed by the Trust Fund.

5.2 The Donor may review or evaluate activities financed by the Trust Fund at any time up to six (6) months following the End Disbursement Date. The Donor and the Bank shall agree on the scope and conduct of such review or evaluation, and the Bank shall provide all relevant information within the limits of the Bank’s applicable policies and procedures. All associated costs, including any costs incurred by the Bank, shall be borne by the Donor. It is understood that any such review or evaluation will not constitute a financial, compliance or other audit of the Trust Fund.

6. **Disbursement; Cancellation; Refund**

6.1 It is expected that the funds deposited in the Trust Fund will be fully disbursed by the Bank by April 30, 2021 (the “End Disbursement Date”). The Bank shall only disburse funds deposited in the Trust Fund for the purposes of this Administration Agreement (other than returns to Donor) after such date to the extent such date is changed in accordance with amendments made to the Administration Agreement(s) of the Donor. Following the End Disbursement Date, the Bank shall return any remaining balance of the Trust Fund to the Donor in the Holding Currency in the manner specified in its respective Administration Agreement on a pro rata basis with regard to the total funds deposited in the Trust Fund by such Donor relative to the total funds deposited in the Trust Fund by the Donor, all calculated as Holding Currency amounts.

6.2 The Donor may cancel all or part of such Donor’s pro rata share/contribution, and the Bank may cancel all or any Donor’s pro rata share/contribution, upon three (3) months’ prior written notice, of any Contributions (paid and not yet paid) that are not committed pursuant to any agreements entered into between the Bank and any consultants and/or other third parties for the purposes of this Administration Agreement, including any Grant Agreements, prior to the receipt of such notice. In the event of a cancellation, the Bank shall return to the Donor its pro rata share in the Holding Currency as specified in the Administration Agreement unless otherwise agreed between the Bank and the Donor.

7. **Disclosure; Dispute Resolution**

7.1 The Bank shall disclose the Administration Agreements and related information on this Trust Fund in accordance with the Bank’s Policy on Access to Information. By entering into Administration Agreements, the Donor consents to such disclosure of their respective Administration Agreements and such related information.

7.2 The Donor and the Bank shall use their best efforts to amicably settle any dispute, controversy, or claim arising out of or relating to the Administration Agreements.
ANNEX 3

GOVERNANCE OF THE ACTIVITIES

This Annex shall be applicable to and form an integral part of the Administration Agreement for the Trust Fund between the Bank and the Donor.

Working Modalities

The Bank shall be in charge of the implementation of the activities and shall consult with the SRSS regularly.

The SRSS shall take all appropriate measures to facilitate the Bank work in the performance of the activities, including, as needed, facilitating contacts with the Greek authorities.

The activities shall be undertaken in close collaboration with the SRSS and the Greek authorities.

In order to facilitate the implementation of the project, the SRSS shall be responsible for involving other EU Commission services, where appropriate. The SRSS shall also provide support to ensuring the appropriate involvement of the Greek authorities for the smooth execution of the activities by the Bank. The SRSS, when legally possible, shall provide the Bank with relevant documents, reports and findings, resulting from other technical assistance work streams the SRSS is or has been involved in.

The Bank and SRSS shall have regular exchanges, at least on a quarterly basis, on the progress of the project, on the work plan or schedule of project activities for the following month(s) including missions. Representative(s) of the SRSS shall be invited to attend all missions and all pertinent events or activities. To facilitate the organization and efficiency of such missions, events and activities, the Bank shall share with the SRSS in a timely manner the relevant documents.

Priorities and choices to be made in the planning of the activities will be discussed and consulted between the Bank, SRSS and the MoLSSS.

It is expected that the MoLSSSS shall be the national contact point for the activities and shall establish the necessary coordination mechanisms within the relevant stakeholders. To this end, it is expected that the MoLSSSS will establish a Project Management Team composed of relevant MoLSSSS staff.

It is expected that the Bank shall consult and cooperate with the Project Management Team and the SRSS at all major stages of the activities to be implemented. It is expected that the Greek authorities shall provide input for the analysis of the Bank, comment on the work plan of the activities, review draft outputs and provide detailed comments.

It is expected that the MoLSSS shall facilitate the establishment of a Steering Committee, which will be chaired by MoLSSSS and will include relevant stakeholders, the SRSS and the Bank. The Steering Committee will review the implementation of the activities, will provide strategic guidance in the technical support activities and discuss any issues that may have occurred during the implementation of the activities.

It is expected that the outputs resulting from the activities shall be delivered by the Bank to the MoLSSSS and the SRSS directly. The Bank shall share with the SRSS draft outputs. The SRSS
may provide comments that the Bank may take into account. The Bank shall inform the SRSS of those cases where the SRSS feedback was not taken into consideration.

The Greek authorities shall be solely responsible for the implementation of the recommendations of the outputs delivered by the Bank. It is expected that MoLSSS, SRSS and Bank shall consult each other prior to the publication of the final report endorsed by MoLSSS.

The Bank shall notify the SRSS without delay on any circumstances likely to adversely affect the implementation and management of the activities or to significantly delay or jeopardize the performance of the activities or the expected outputs and outcomes.

The Bank shall carry out the visibility activities agreed between the Bank and the SRSS in the Visibility Note, which may be updated from time to time by the parties, in line with Article 9 and Attachment 4 of the Framework Agreement.

**Bank team composition**

The Bank shall, in its sole discretion, determine the composition of the staff assigned to perform the activities under this Agreement. The Bank will be managed by a Bank Task Team Leader with relevant experience, drawing on the expertise of the Bank staff with extensive experience in, among others, design and implement social protection and labor policies and programs, business processes and monitoring and evaluation.

**Payment Requests**

Requests for payments related to the activities set forth in Section 2.1 of Annex I to this Administration Agreement will be sent by the World Bank to the Commission with the reference EC Contract No SRSS/S2019/012 and shall be addressed to:

Mr Giuseppe Menchi  
Structural Reform Support Service  
European Commission  
Office CHAR 10/040  
B-1049 Brussels
## ANNEX 4

### INDICATIVE RESULTS INDICATORS FOR THE ANNEX 1 ACTIVITIES

<table>
<thead>
<tr>
<th>Expected Results</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Result goals</th>
<th>Sources of Data (verification)</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| **Impact:**  
- Strengthen the capacity of MoLSSSS and OAED staff to design, implement, monitor, evaluate, and scale-up effective ALMPs  
  Pilot implemented and assessed. Extended reform agreed and implemented. | Concept Note (phase I)  
Program Document (phase I) | Pilot of new ALMP model implemented and assessed. Extended reform agreed and implemented. | Administrative data | Financial and administrative resources available to implement the pilot and extend reform  
Active participation and support of MoLSSSS and OAED to implement pilot and extend reforms  
Pilot supported by Project Manager |
| **Outcome A:**  
- Support to deliver the pilot phase of the new ALMP model and reform extension and support to defining the scaling up of reform process  
  Pilot implemented and reform extension agreed and implemented | Concept Note (phase I)  
Program Document (phase I) | Pilot of new ALMP model implemented and ALMP reforms extended | Reports and Notes, WB Missions’ Aide Memoires | Financial and administrative resources are available to implement the pilot and extend reforms  
Active participation and support of MoLSSSS and OAED to implement pilot and extend reforms |
<table>
<thead>
<tr>
<th>Expected Results</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Result goals</th>
<th>Sources of Data (verification)</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output A1: Concept paper setting out a proposed roadmap of priorities and timing on scaling up of ALMP reform</td>
<td>Draft Concept Paper discussed, finalized and agreed</td>
<td>Concept Note (phase I)</td>
<td>Concept Paper finalized</td>
<td>Concept Paper, WB Missions’ Aide Memoires</td>
<td>Active participation and support of MoLSSSS and OAED active participation and support to define how ALMP reforms would be extended</td>
</tr>
<tr>
<td>Output A2: Technical Notes on topics related to scaling up of ALMP reform</td>
<td>3 Notes finalized and agreed</td>
<td>Concept Note (phase I)</td>
<td>3-4 Notes finalized</td>
<td>Technical Notes, WB Missions’ Aide Memoires</td>
<td>MoLSSSS and OAED active participation and support to define topics for technical notes and to review and discuss draft notes</td>
</tr>
<tr>
<td>Output A3: Technical note summarizing experience on scaling up process, lessons learned and recommended next steps.</td>
<td>Synthesis Document finalized</td>
<td>Concept Note (phase I)</td>
<td>Synthesis Document finalized</td>
<td>Synthesis Document, WB Missions’ Aide Memoires</td>
<td>Financial and administrative resources are available to extend the reform process. MoLSSSS and OAED active participation</td>
</tr>
<tr>
<td>Expected Results</td>
<td>Indicators</td>
<td>Baseline</td>
<td>Result goals</td>
<td>Sources of Data (verification)</td>
<td>Assumptions</td>
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</tr>
<tr>
<td><strong>Outcome B:</strong> Support to strengthen information base for ALMPs including the M&amp;E Strategy</td>
<td>ALMPs monitored and pilot process evaluated, supported by IT improvements</td>
<td>Blueprint for ALMP operations and M&amp;E systems (phase I)</td>
<td>ALMPs monitored and pilot process evaluated</td>
<td>IT improved</td>
<td>Reports, WB Missions’ Aide Memoires Financial, administrative and technical resources are available to strengthen information base for ALMPs, as well as active participation and support from MoLSSSS and OAED.</td>
</tr>
<tr>
<td><strong>Output B.1:</strong> Proposed dashboards and brief reports based on business intelligence software for the M&amp;E of ALMPs under the pilot</td>
<td>Reporting mechanism for M&amp;E of ALMPs piloted</td>
<td>Blueprint for ALMP operations and M&amp;E systems (phase I)</td>
<td>Dashboards and Reports on M&amp;E available</td>
<td></td>
<td>Work jointly with dedicated IT team and Project Manager OAED and MoLSSSS provide required data. In absence of data the team will use synthetic data to illustrate the methodology.</td>
</tr>
<tr>
<td><strong>Output B.2:</strong> Quarterly progress notes on support to IT improvements for ALMP M&amp;E system</td>
<td>IT system improvements implemented and functional Program Document (phase I)</td>
<td>Blueprint for ALMP</td>
<td>IT system improvements implemented and functional</td>
<td></td>
<td>Work jointly with dedicated IT team and Project Manager</td>
</tr>
<tr>
<td>Expected Results</td>
<td>Indicators</td>
<td>Baseline</td>
<td>Result goals</td>
<td>Sources of Data (verification)</td>
<td>Assumptions</td>
</tr>
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<tr>
<td><strong>Output B.3</strong></td>
<td>Workshops, information note and guidelines on use of information on labor demand and skills needs</td>
<td>Improved information on demand and skills needs</td>
<td>Improved information available and being used to inform ALMP design</td>
<td>WB Missions’ Aide Memoires Note Guidelines</td>
<td>Work jointly with MoLSSSS and OAED team.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>One note and guidelines</td>
<td>One note and guidelines prepared</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output B.4</strong></td>
<td>Four monitoring reports containing proposed indicators for the pilot and the three ALMPs included in the Program Document for the ALMP system prepared under Output B.1 (Phase I) and related analysis. Discussion summary</td>
<td>Four monitoring reports and discussion of findings</td>
<td>Four monitoring reports presented and discussed</td>
<td>Monitoring Reports, WB Missions’ Aide Memoires</td>
<td>Work jointly with MoLSSSS and OAED team and Project Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Program Document and Blueprint (phase I)</td>
<td></td>
<td></td>
<td>Required data are provided by OAED and MoLSSSS.</td>
</tr>
<tr>
<td><strong>Output B.5</strong></td>
<td>Terms of</td>
<td>Draft Terms</td>
<td>Terms of</td>
<td></td>
<td>Work jointly</td>
</tr>
<tr>
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<td></td>
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<tr>
<td>Expected Results</td>
<td>Indicators</td>
<td>Baseline</td>
<td>Result goals</td>
<td>Sources of Data (verification)</td>
<td>Assumptions</td>
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<tr>
<td>Reference for Process Evaluation of pilot of new ALMP model</td>
<td>of Reference finalized and agreed</td>
<td>Reference agreed</td>
<td>Reference, WB Missions’ Aide Memoires</td>
<td>with MoLSSSS and OAED team and Project Manager</td>
<td></td>
</tr>
<tr>
<td><strong>Output B.7:</strong> Technical note presenting proposed options and method for impact evaluation of ALMPs</td>
<td>Note on proposed options and method for impact evaluation discussed</td>
<td>Lack of experience with ALMP impact evaluation</td>
<td>Proposed Options and methods presented</td>
<td>Technical note, WB Missions’ Aide Memoires</td>
<td>MoLSSSS and OAED active participation and support for impact evaluation</td>
</tr>
</tbody>
</table>
INDICATIVE BUDGET FOR THE ACTIVITIES SET FORTH IN SECTION 2 OF ANNEX 1 TO THIS ADMINISTRATION AGREEMENT

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Average Number</th>
<th>Amount in Euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and individual consultant services</td>
<td>10</td>
<td>494,000</td>
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<tr>
<td>Cost of travel</td>
<td>8</td>
<td>150,000</td>
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<tr>
<td>Cost of training and workshops</td>
<td>2</td>
<td>1,000</td>
</tr>
<tr>
<td>Other services including translation</td>
<td></td>
<td>20,000</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td></td>
<td><strong>665,000</strong></td>
</tr>
<tr>
<td>Administration fee (5%)</td>
<td></td>
<td>35,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>700,000</strong></td>
</tr>
</tbody>
</table>

The amount estimated for personnel is calculated considering different levels of expertise estimated to be required for carrying out the activities described in Annex 1.

The World Bank Group entity may transfer amounts between categories of the indicative budget. This does not require an amendment of the Administration Agreement if the Action is carried out as described in Annex 1 – Trust Fund Description.

The number of units and amounts indicated in the budget are not binding and reflect the means envisaged for the implementation of the Action. The number of units indicated in the estimated initial budget may not be used to question the actual number of units reported during and at the end of action.