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 (the Framework Agreement), which sets the general conditions for this 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 four hundred and fifty thousand euros (€450,000) (the “Contribution”) for the Part II Europe 2020 Programmatic Single-Donor Trust Fund, No. TF072929 (the “Trust Fund”) in accordance with the terms of this Administration Agreement.

The estimated total budget of the Trust Fund is four hundred and fifty thousand euros (€450,000). The indicative budget set out in Annex 5 shall be used for monitoring purposes 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 shall 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 – €225,000.
(B) € 180,000 subject to the disbursement of 70% of the preceding instalment.
(C) € 45,000 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 TF072929 (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  
Europe and Central Asia Region  
World Bank Group  
Tel: +32-2 504-0994  
abanerji@worldbank.org

For the Donor (the “Donor Contact”):

Mary McCarthy  
Director  
Structural Reform Support Service  
CHAR 10/104, 1049 Brussels  
Tel: +32-2 299-3493  
mary.mccarthy@ec.europa.eu

6. In the event that 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: **Nov. 21, 2017**

EUROPEAN UNION represented by the EUROPEAN COMMISSION

By: __________________________
Name: Mary McCarthy
Title: Director
Date: **27 NOV. 2017**
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. Activities

Greece’s active labor market policy is undergoing reforms focused on program design and their delivery mechanism. As per common EU practices, Greece is moving from an ad hoc to a more systemic approach in managing Active Labor Market Programs (ALMPs). This entails a shift towards a new, “open framework” model of ALMP delivery, which requires the availability of a menu of ALMPs to the unemployed, and counselling capacity to support, assess, and direct the unemployed to the appropriate measures. This shift is reflected in the supplemental Memorandum of Understanding (MoU) between the Government of Greece and its European partners. As part of the ALMP reforms, the Ministry of Labor, Social Insurance and Social Solidarity (MOLSISS) has started to develop the ‘Getting Job-Ready Program’, with the objective of increasing the employability of the long-term unemployed, including unemployed first-time job seekers. The program is anticipated to serve as a vehicle for the gradual roll-out of the new ALMP model by supporting reforms in the design and delivery of active labor market measures for the long-term unemployed.

The European Commission has expressed an interest in ensuring that the Bank provides technical assistance in the framework of the Trust Fund with the specific objective of supporting Greece improve the design and delivery of ALMPs by facilitating the adoption of a new model for delivering ALMPs and by developing a monitoring and evaluation (M&E) system for ALMPs. In particular, the Bank will support Greece in the design and first steps of implementation of the ‘Getting Job-Ready program’ and the development of a M&E system for the programs under the ‘Getting Job-Ready program’.

Component A: Support to the design and delivery of the ‘Getting Job-Ready program’

The Bank will provide technical assistance to the MOLSISS to support the adoption of a new model for ALMP delivery by supporting its first steps of implementation through the ‘Getting Job-Ready program’. This will include preparation of a concept note, which will reflect the definition of the new ALMP model and open framework and links with the ‘Getting Job-Ready program’. The Bank will
also prepare a program document for the pilot phase of 'Getting Job-Ready program' in 2018, including details on design parameters, implementation during the pilot phase, and M&E arrangements. Finally, the Bank will provide technical support to define the functional and technical specifications for a management information system (MIS) for training programs under the ‘Getting Job-Ready program’.

Under this Component, the Bank will deliver the following activities:

**Output A.1: Concept Note for the pilot phase of the ‘Getting Job-ready program’**

The Bank will provide technical assistance through the preparation of a draft concept note for the pilot phase of the ‘Getting Job-Ready program’ in 2018, defining the new ALMP model and open framework and the links with the ‘Getting Job-Ready program’. The note will describe: the logical framework of the intervention; basic pilot program design features, including feasible options for M&E given the information systems supporting ALMP operation and other accessible pertinent information; and the respective roles and responsibilities of the various actors (including MOLSISS and the Greek Manpower Organization (OAED)). The draft concept note will form the basis for the subsequent development of a program document for the pilot phase of the ‘Getting Job-Ready program’ in 2018.

**Output A.2: Program Document for the pilot phase of the ‘Getting Job-Ready program’**

The Bank will provide technical assistance in the preparation of a detailed program document. This activity will include carrying out the necessary analysis (including a review of current ALMPs and pilots) to define:

(a) the key design and operational parameters for the ALMPs under the program (i) a redesigned public works “plus” program; (ii) wage subsidy program; (iii) employer-led youth training and work experience program, and (iv) employer-led training for the unemployed). This will involve the review by the Bank of existing programs, including their features, design and performance, informed by a mapping of their delivery chain to identify bottlenecks or problems, including the ones that could possibly explain the lower take-up of wage subsidy programs by employers relative to Government expectations.

In particular, for the public works "plus" program, this activity will analyse the following features: the communication of its objectives and results; the project cycle and selection process; geographical targeting criteria; linkages with other ALMPs and the private sector; training and documentation of work experience; the expected weight of SSI beneficiaries. Regarding the employer-led training, the issues to be examined will include: selection criteria for industry associations; the design of program incentives to ensure the participation of training providers who meet defined quality criteria and training content and delivery driven by demand; beneficiary enrolment procedures; arrangements for on-the-job training placements;

(b) proposed implementation arrangements and delivery procedures, including providing advice to the MOLSISS and OAED on enrolment into ALMPs, the implementation of individual action plans (IAP) for jobseekers, financing needs, the respective roles of MOLSISS, OAED and other relevant actors such as industrial associations, municipalities, and training providers. The proposed implementation arrangements and delivery procedures will consider the links, synergies, and complementarity between the different ALMPs;
(c) proposed improvements needed in the information systems supporting ALMP operation (including administration and management);

(d) a proposed implementation plan, budget planning, and a results framework and monitoring and evaluation arrangements for the pilot phase of the ‘Getting Job-Ready program’; and

(e) recommendations for communication and public outreach.

The design would draw on a review by the Bank on the experience of the pilots that have been run by the MOLSISS with the objectives of testing key aspects of the envisaged ALMP reforms (i.e. changes in the role of counsellors and the services provided to jobseekers, program referrals, etc.). By identifying the key lessons of these pilots, this review will inform the operational design and implementation of the new reformed model for ALMPs.

The output would be a detailed program document for the ‘Getting Job-Ready program’, with a proposed implementation plan for the pilot phase.

The activity would also build on the work being carried out to redesign Kinofelis (with the support of the International Labor Organization (ILO)) and will also be coordinated with the ongoing technical assistance provided by the Structural Reform Support Service (SRSS) on the development of quality specifications for training providers.

Output A.3: Functional and technical specifications, including terms of reference (ToR), for an MIS of training programs

A MIS system already exists for Kinofelis and wage subsidies, but not for the other two envisaged programs. The Bank will provide technical assistance to define functional and technical specifications for an MIS for managing an employer-led youth training and work experience program and an employer-led training for the unemployed under the ‘Getting Job-Ready program’ in line with the overall blueprint specified under Output B.1. To support program implementation by MOLSISS, the functional specifications will define the business processes related to beneficiary identification, registration, certification/documentation of training, possibly payment (in case a training stipend is provided), and monitoring and evaluation. The MIS is relevant to the implementation of the different operating processes and acts as a management tool for program administration, operation, and monitoring and evaluation. The Bank will also provide technical assistance in the development of the MIS as needed.

Component B: Support the development of an ALMP monitoring and evaluation (M&E) system for the MOLSISS

The Bank will provide technical support to MOLSSIS to develop a blueprint for the holistic administration, monitoring and evaluation of programs under the ‘Getting Job-Ready program’, which will draw on information available in the MOLSISS as well as in the OAED information system and at third parties as required. The Bank will also provide technical support to define the systems’ requirements for the supporting M&E MIS at MOLSISS. The information systems supporting the implementation of specific ALMPs will be a key source of data as will other systems that contain important employment related data such as the Labor Market Diagnostic Mechanism and ERGANI. The provision of technical support under this component will be coordinated closely with the parallel technical assistance financed by SRSS, which seeks to identify and assess all relevant existing information systems and databases for the monitoring and evaluation of ALMPs in Greece.
The Bank will carry out the following specific activities under this component:

**Output B.1: Blueprint for a system to administer the operation of ALMPs and a monitoring and evaluation system for ALMPs under the ‘Getting Job-Ready program’**

The Bank will deliver a report that includes: a description of ALMPs to be monitored and the underlying information systems supporting their operation; ALMP business functions (program administration, monitoring, evaluation); overall information management architecture and functional requirement of ALMPs information system(s), reflecting both the M&E and the management/administration function of the different existing ALMPs; options for improvement and/or integration of the overall management architecture for ALMPs; and proposed roadmap of the steps needed for implementation. In addition, the Bank will support the development of an M&E strategy for the MOLSSI, including the type of information and functions the ALMP M&E system ought to have, the selection and definition of indicators, the drafting of standardized monitoring reports, the recommended institutional responsibilities related to data provision at the program level and among third parties. The Bank will take into account the availability and quality of data in existing MOLSSI information systems and opportunities for their integration.

**Output B.2: Technical specifications, including ToR, of the M&E system at the MOLSSI**

Building on output B.1., the Bank will provide technical assistance to define the technical requirements for the ALMP M&E system to satisfy the design specified under Output B.1. The Bank support will include the preparation of a report to MOLSSI with the technical specifications of the MIS for the M&E system at the MOLSSI related primarily to database management, i.e. data warehouse and business intelligence, data exchange with other systems, and the terms of reference for its development, implementation, operation and maintenance by MOLSSI.

**Methodology**

The technical assistance provided by the Bank will include hands-on support to support the implementation by MOLSSI of the pilot phase of the ‘Getting Job-Ready program’ and development of an ALMP M&E system. The Bank will provide its support based on international experience on good practices on ALMP implementation. The Bank will not be responsible for the adoption and implementation of the material outputs which will remain the sole responsibility of the Greek Government.

A kick-off meeting will be held between the Bank, the Greek authorities and the SRSS to discuss the different steps of the activities. The Bank will present the methodology for the activities and identify the milestones and envisaged timeline.
Indicative Outputs and Timeline

<table>
<thead>
<tr>
<th>Indicative Outputs</th>
<th>Q4 17</th>
<th>Q1 18</th>
<th>Q2 18</th>
<th>Q3 18</th>
<th>Q4 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1: Concept Note for pilot phase of ‘Getting Job-ready program’</td>
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<tr>
<td>A.2: Program Document for pilot phase of ‘Getting Job-ready program’</td>
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<td>B.1: Blueprint for a system to administer the operation of ALMPs and a M&amp;E system for ALMPs under the ‘Getting Job-Ready program’</td>
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<tr>
<td>B.2: Technical requirements for the M&amp;E system at the MOLSSISS</td>
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</tbody>
</table>

3. **Eligible Expenditures**

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

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

4. **Taxes**

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

5. **Program Criteria**

5.1 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.
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 it being understood that any plural references in the annexes to Donors, Administration Agreements, Contributions and pro rata shares shall be read as singular references to the Donor, its Administration Agreement, its Contributions thereunder and the remaining uncommitted balance of the Trust Fund, respectively.

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 Each Donor Contribution (collectively, the “Contributions”) 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 Charter 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 its respective 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.
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 Donor 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 Donor Center secure website.

4.3 The Bank shall provide to the Donor via the World Bank’s Trust Fund Donor 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 June 30, 2019 (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 FOR THE ACTIVITIES SET FORTH IN SECTION 2 OF ANNEX 1 TO THIS ADMINISTRATION AGREEMENT

This Annex shall be applicable to and form an integral part of all Administration Agreements 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 support work streams the SRSS is or has been involved in.

The Bank and the 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. A Representative 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 shall be discussed and consulted between the Bank and SRSS.

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

The SRSS will facilitate the organisation of a Steering Committee, which will be chaired by the MOLSISS and will include relevant stakeholders, the SRSS and the Bank. The Steering Committee will review the implementation of the activities, will provide strategic guidance on 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 Greek authorities 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.

The Bank shall notify the SRSS without delay on any circumstances likely to adversely affect the implementation and management of the Action 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 (of 24th October 2017), 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 (including staff holding consultant appointments) assigned to perform the activities under this Agreement. The Bank team will be managed by a Bank Task Team Leader with relevant experience, drawing on the expertise of the World Bank Group staff with extensive experience in, among others, design and implementation of social protection and labor policies and programs, business processes, and monitoring and evaluation. The details of the Bank teams' competencies will include in-depth knowledge of EU and country-specific expertise; ability to produce high-quality deliverables; and ability to provide hands-on technical assistance to design and implementation of ALMPs.
## 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>
| **Overall objective:** Provide technical assistance toward delivery of new ALMP model through pilot phase of 'Getting Job-Ready Program' | Redesigned/new ALMPs of the 'Getting Job-Ready program' implemented in a pilot phase | Intermittent availability of ALMPs | Pilot phase of the 'Getting Job-Ready program' implemented | Administrative data | Financial and administrative resources are available to Government of Greece to pilot the 'Getting Job-Ready Program'  
Active participation and support of Ministry of Labor toward implementation of 'Getting Job-Ready Program'  
Work jointly developed with full time dedicated Program Unit |

| **Outcome A:** Support to the design and delivery of the pilot phase of the 'Getting Job-Ready Program' | Relevant conceptual, program, functional and technical specifications finalized | Draft revised Kinofelis guidelines; Guidelines for ad hoc initiatives on employer-led training and wage subsidies | Program document on pilot phase of 'Getting Job-Ready Program' finalized | Technical Reports and WB Missions' Aide Memoires, | Financial and administrative resources are available to Government of Greece to pilot the 'Getting Job-Ready Program'  
Active participation and support of Ministry of Labor toward implementation of 'Getting Job-Ready Program'  
Work jointly developed with full time dedicated Program Unit |

| **Output A.1:** Concept Note for the pilot phase of the 'Getting-Job-ready program' | Draft Concept Note finalized and agreed | No information available | Draft Concept Note prepared | Draft Concept Note and WB Missions' Aide Memoires | Active participation and support of the Ministry of Labor toward implementation of 'Getting Job-Ready Program'  
Work jointly developed with full time dedicated Program Unit |

| **Output A.2:** Program Document for pilot phase of 'Getting-Job-ready program' | Program Document finalized | No information available | Program Document finalized | Program Document and WB Missions' Aide Memoires | Financial and administrative resources are available to Government of Greece to pilot the 'Getting Job-Ready Program'  
Active participation and support of Ministry of Labor toward implementation of 'Getting Job-Ready Program'  
Work jointly developed with full time dedicated Program Unit |
ANNEX 5

INDICATIVE BUDGET FOR THE ANNEX 1 ACTIVITIES

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Average Number</th>
<th>Amount in Euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and consultant services</td>
<td>15</td>
<td>355,500</td>
</tr>
<tr>
<td>Cost of travel</td>
<td>23</td>
<td>67,000</td>
</tr>
<tr>
<td>Training and workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other services including translation</td>
<td></td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td></td>
<td><strong>427,500</strong></td>
</tr>
<tr>
<td>Administration fee (5%)</td>
<td></td>
<td>22,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>450,000</strong></td>
</tr>
</tbody>
</table>

The amount estimated for personnel is calculated taking into account 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 I – 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.
<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>
| **Outcome A.3:** Functional and technical specifications for an MIS for managing training programs | Functional and technical specifications completed, including terms of reference for training program MIS | Inadequate information system to support current training programs | Functional and technical specifications developed Terms of Reference prepared | Report and WB Missions' Aide Memoires | Financial and administrative resources are available to Government of Greece to implement 'Getting Job-Ready Program'  
Active participation and support of Ministry of Labor toward implementation of 'Getting Job-Ready Program'  
Work jointly developed with full time dedicated Program Unit and a dedicated IT team |
| **Outcome B:** Support to the development of an ALMP administration system and a monitoring and evaluation (M&E) system for the MOLSISS | Options for improvement/integration of information systems for ALMPs  
Monitoring and Evaluation Strategy prepared | ALMP Strategic Framework finalized by MOLSSIS | Options for improvement/integration of information systems for ALMPs presented  
Strategy available, finalized | Reports, WB Missions' Aide Memoires | Financial and administrative resources are available to Government of Greece to implement 'Getting Job-Ready Program'  
Active participation and support of Ministry of Labor toward implementation of 'Getting Job-Ready Program'  
Work jointly developed with full time dedicated Program Unit |
| **Output B1:** Blueprint for a system to administer the operation of ALMPs and a M&E system for ALMPs under the 'Getting Job-Ready program' | Options for improvement and/or integration of information systems for ALMPs  
ALMP M&E Strategy finalized | Partial existence of information systems to support operation of ALMPs  
Lack of overall monitoring of ALMPs | Options for improvement/integration of information systems presented.  
ALMP M&E Strategy presented | Reports WB Missions' Aide Memoires | Financial and administrative resources are available to Government of Greece to implement 'Getting Job-Ready Program'  
Active participation and support of Ministry of Labor toward implementation of 'Getting Job-Ready Program'  
Work jointly developed with full time dedicated Program Unit |
| **Output B.2** Technical requirements for the M&E MIS system at the MOLSISS | Functional and technical requirements for the M&E system MIS development finalized | Ongoing review to identify and assess all existing relevant information systems and data bases | Terms of Reference to support construction, implementation, operation and maintenance of the MIS finalized | Reports and WB Missions' Aide Memoires | Work jointly with a full time dedicated Program Unit and a dedicated IT team  
Joint participation in developing relevant proposals/materials by the Ministry of Labor. |