
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 Administration 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 one million Euros (€ 1,000,000) (the “Contribution”) for the Part II Europe 2020 Programmatic Single-Donor Trust Fund, No. TF073353 (the “Trust Fund”) in accordance with the terms of this Administration Agreement.

The estimated total budget of the Trust Fund is one million Euros (€ 1,000,000). 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 the provisions on “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 €500,000
   (B) €400,000 subject to the disbursement of 70% of the preceding instalment
   (C) €100,000 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 90 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 TF073353 (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
Europe and Central Asia Region
The World Bank
17, avenue Marnix, 2nd floor
B - 1000 Brussels
Tel: +32-2-504-0994
abanerji@worldbank.org

For the Donor (the “Donor Contact”):

Eric von Breska
Director
European Commission
Directorate-General for Regional and Urban Policy
BU-5 03/041
1049 Brussels
Belgium
Tel: +32 229-95149
E-mail: Eric.Von-Breska@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: [Signature]

Name: Arup Banerji
Title: Regional Director, Europe and Central Asia Region
Date: 12 SEPTEMBER 2019

EUROPEAN UNION represented by the EUROPEAN COMMISSION

By: [Signature]

Name: Eric von Breska
Title: Director, Directorate Policy
Date: 16/08/2019
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. Activities

The European Commission recognizes that stronger government institutions are at the core of the European Union’s (EU) overarching goal of economic convergence and integration, and that weak public administrations in many of its member countries is the biggest constraint to the effective implementation of its Cohesion Policy. The need for greater government efficiency, in terms of the effective delivery of key public services at a reasonable cost, has also gained importance since the financial crisis, given the large fiscal and employment footprint of the public sector. To this end, the Directorate for Regional and Urban Policy (DG REGIO) has requested the World Bank’s assistance to improve the measurement and evaluation of the personnel dimension of public administration in select EU member states. Better data will help diagnose the key constraints to government capability in these countries and identify contextually-specific reforms; generate evidence on the effectiveness of reforms; and improve the quality of cross-national benchmarks of public administration quality. The research will also contribute to global knowledge on innovations in measurement and determinants of public sector productivity.

The specific objective of the activities is to empirically understand the personnel determinants of, and mechanisms influencing, public administration productivity in three EU member countries over three years. The Bank will analyze the following key research questions:

- What are the characteristics—education qualifications, skills, gender, occupation, and compensation levels—of government personnel? How do we characterize the internal public sector labor market in terms of allocation of staff across functions and jurisdictions, internal pay equity, career progression, and staff turnover?
- What are the core management practices that shape the work of bureaucrats? These include recruitment, promotion, performance orientation, teamwork, and staff involvement, and the extent to which bureaucracies effectively use digital technologies to become more efficient and to innovate.
• What do we know about the attitudes and behaviors of bureaucrats, in terms of their motivation, professional norms, and commitment to serve the public? How do the inputs of the production function—public sector compensation policies and work practices—effect the selection of high ability staff, and correlate with bureaucrats’ levels of motivation?

• How do we measure the productivity of the bureaucracy given that many of its outputs are internal to the government and difficult to quantify?

• How do these elements of the government production function correlate with outputs that businesses and citizens care about?

The Bank will utilize micro-level payroll and human resource management administrative data, and surveys of representative samples of administrators to answer these questions and provide a reform-oriented lens towards identifying feasible areas of change in sectors, topics and countries. The Bank will also use innovative tools in measuring the outputs of the public administration given that these are largely internal to the government—regulations, policy briefs, budgets, and monitoring reports—such as the completion rates of tasks that line ministries committed to in their performance agreements with the center of government.

The selection of the three EU Member states to be assessed will be based on demand and a review of the key public administration challenges, the country data systems, the desire to experiment with reform options, and on-going reforms that would merit a rigorous evaluation. Early data collection will aim to provide a broad assessment of the public administration as a whole. This information will be used to focus country studies on particular sectors and interventions that the broad diagnostics point to as critical bottlenecks in the effective functioning of the administration. The analysis of collected data will encompass multiple perspectives/academic approaches to ensure a robust selection process for focus interventions.

For each selected EU Member State the Bank will aim to evaluate key potential areas for productivity improvements using rigorous impact evaluation methods and will provide a reform-oriented lens towards identifying feasible areas of change in sectors, topics and EU member states. This will entail the conceptualization and measurement of government productivity and associated determinants for those areas through baseline analysis of administrative data (including micro-level payroll and human resource management data), surveys of the public administration, and the measurement of proxies of productivity; an experimental rollout of reform options; and a follow-up assessment of its impacts on key characteristics of public organizations and their productivity. Interventions are likely to build on broader existing choices for reform strategies, such as the improvement of recruitment policies. The ambiguities in the plans for these policies provide ample opportunity for experimental rollouts of various distinct designs.

**Indicative outputs and timeline**

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Introductory workshop that brings together EU member states’ governments to identify the core challenges to their public administrations.</td>
<td>Four (4) months following the signature date of this Administration Agreement</td>
</tr>
<tr>
<td>(2) First EU member state country report on personnel determinants of government productivity</td>
<td>Twelve (12) months following the signature date of this Administration Agreement</td>
</tr>
<tr>
<td>(3) Second EU member state country report on personnel determinants of government productivity</td>
<td>Eighteen (18) months following the signature date of this Administration Agreement</td>
</tr>
<tr>
<td>Outputs</td>
<td>Timeframe</td>
</tr>
<tr>
<td>---------</td>
<td>-----------</td>
</tr>
<tr>
<td>(4) Third EU member state country report on personnel determinants of government productivity</td>
<td>Twenty-four (24) months following the signature date of this Administration Agreement</td>
</tr>
<tr>
<td>(5) Evaluation report summarizing results of the activities</td>
<td>Thirty (30) months following the signature date of this Administration Agreement</td>
</tr>
</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 of 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.
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 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 semi-annual 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, 2022** (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.
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

In order to facilitate the implementation of the activities described in Annex 1 of this Agreement (the "Activities"), the Bank and the Donor will in principle meet bi-annually to discuss the progress of the Activities, discuss next steps and any challenges or issues as they arise. The Bank may invite the Donor to participate in supervision missions related to the Trust Fund, as well as implementation-related meetings and workshops as appropriate. To facilitate the organization and efficiency of such missions, meetings, and workshops the Bank may share with the Donor in a timely manner any relevant documentation in accordance with the Bank's Policy on Access to Information.

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. 2019CE160AT048 and shall be addressed to:

European Commission
Directorate-General for Regional and Urban Policy
Regio Greffe
DG REGIO A3
BU-1 00/172
1049 Brussels
Belgium
### INDICATIVE RESULTS INDICATORS FOR THE ANNEX 1 ACTIVITIES

<table>
<thead>
<tr>
<th>Results chain</th>
<th>Indicators</th>
<th>Baselines</th>
<th>Results goals</th>
<th>Sources and means of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUTPUTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output (1):</strong></td>
<td>Country reports on the personnel determinants of public administration productivity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Holding of a workshop that brings together governments from across DG-REGIO partner states to identify the core challenges to their public administrations</td>
<td>No</td>
<td>Completed workshop</td>
<td>Three (3) country reports by 2021</td>
<td>DG-REGIO counterparts will effectively support engagement of country partners</td>
</tr>
<tr>
<td></td>
<td>Holding of country-level workshops with interested partner states</td>
<td>No</td>
<td>Country-level plans for impact evaluations</td>
<td>Four (4) sets of workshop reports</td>
<td>Diagnostics are coherent with planning and budget cycles</td>
</tr>
<tr>
<td><strong>Output (2):</strong></td>
<td>Selection of three impact evaluation (IE) concept notes as winners of IE program development process</td>
<td>No</td>
<td>Evidence of competitive selection process</td>
<td>IE concept notes</td>
<td>Effective translation of IEs into actionable proposals through support of relevant stakeholders</td>
</tr>
<tr>
<td></td>
<td>Implementation of personnel and organization surveys of public sector institutions and productivity assessments of relevant public agencies involved in the service delivery chain</td>
<td>No</td>
<td>Questionnaires and data sets produced</td>
<td>Three (3) datasets of baseline information by 2021</td>
<td>Data collected are assessed through multiple perspectives/academic approaches</td>
</tr>
<tr>
<td></td>
<td>Corresponding analysis of impact evaluation and production of three policy and research reports</td>
<td>No</td>
<td>Impact evaluation reports produced</td>
<td>Three (3) impact evaluation reports by 2022</td>
<td>IE Policy Briefs are coherent with planning &amp; budget cycle</td>
</tr>
<tr>
<td>Results chain</td>
<td>Indicators</td>
<td>Baselines</td>
<td>Results goals</td>
<td>Sources and means of verification</td>
<td>Assumptions</td>
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<tr>
<td><strong>OUTCOMES</strong></td>
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<tr>
<td><strong>Outcome (1):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased institutional capacity of relevant EC and country officers in use of impact evaluation methods related to the strengthening of public administration</td>
<td>Number of permanent staff within relevant EC, country counterpart and other public agencies trained by WB staff</td>
<td>No</td>
<td>Improved capacity of relevant public officials</td>
<td>Participation in workshops and learning events</td>
<td>Moderate to low staff turnover rates of participants in IE trainings; Availability of relevant staff</td>
</tr>
<tr>
<td></td>
<td>Number of (a) analytical protocols, (b) IE reports, and (c) IE Policy Briefs that are accessible online (EC/Government/WB domains)</td>
<td>(0)</td>
<td>Impact evaluation reports publicly available online</td>
<td>Blogs and other dissemination channels produced</td>
<td>DG-REGIO and country counterparts will effectively support the integration of project findings with their own activities in support of evidence-based policymaking</td>
</tr>
<tr>
<td><strong>Outcome (2):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improvements in the quality of cross-national benchmarks of public administration quality</td>
<td>Holding of WB workshop that brings together relevant stakeholders for sharing of project findings and policy recommendations</td>
<td>No</td>
<td>Completed workshop</td>
<td>Collected information are published in an open data format at suitably aggregated level to ensure anonymity of respondents</td>
<td></td>
</tr>
<tr>
<td>Use of indicators of the quality of public administration of in EC publications and other relevant reports</td>
<td>Evidence of interest from relevant stakeholders</td>
<td>(0)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IMPACTS</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Impact (1):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More data-informed quality of public administration reform in focus countries</td>
<td>Improvements in the quality of cross-national benchmarks of public administration quality</td>
<td>(0)</td>
<td>Benchmarks produced</td>
<td>Micro-founded cross-national benchmarks</td>
<td>DG-REGIO and country counterparts will effectively support country use of evidence-based policymaking in Cohesion Policy</td>
</tr>
<tr>
<td>Data-informed public administration reform proposals prepared by ministries in three (3) EU member countries</td>
<td>No</td>
<td>Proposals produced</td>
<td>Proposals for public administration reforms</td>
<td>Recognition of impact of IE process on quality of reforms</td>
<td></td>
</tr>
<tr>
<td>Results chain</td>
<td>Indicators</td>
<td>Baselines</td>
<td>Results goals</td>
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</tr>
<tr>
<td></td>
<td>Better evidence on whether specific reforms to improve public administrations implemented in the three (3) EU member countries were successful</td>
<td>(0)</td>
<td>Letters from relevant government agencies</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ANNEX 5

INDICATIVE BUDGET
FOR THE ANNEX 1 ACTIVITIES

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Amount in Euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and consultant services</td>
<td>630,000</td>
</tr>
<tr>
<td>Cost of travel</td>
<td>70,000</td>
</tr>
<tr>
<td>Training and workshops</td>
<td>40,000</td>
</tr>
<tr>
<td>Other services including translation</td>
<td>210,000</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>950,000</strong></td>
</tr>
<tr>
<td>Administration fee (5%)</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,000,000</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 amounts indicated in the budget are not binding and reflect the means envisaged for the implementation of the Action.