OFFICIAL DOCUMENTS


This Administration Agreement is concluded under Indirect Management in the context of the Framework Agreement between the World Bank Group and the European Commission dated April 15, 2016 (the “Framework Agreement” or “2016 Framework Agreement”) which sets the general conditions for this Administration Agreement. The Framework Agreement shall be applicable and form an integral part of this 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 five million Euro (Euro 5,000,000) (the “Contribution”) for the Guatemala Strengthening Government Human Resources Management Capacity and Systems Single-Donor Trust Fund (No. TF072875) (the “Trust Fund”), in accordance with the terms of this Administration Agreement.

2. The Contribution shall be used to finance the activities set forth in the “Guatemala Strengthening Government Human Resources Management Capacity and Systems 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.

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

(A) Promptly following countersignature – Euro 3,000,000
(B) By June 30, 2018 Euro 1,000,000
(C) By June 30, 2019 Euro 1,000,000

The period for payment of further Instalments shall be 90 days. The period for payment of the balance shall be 90 days.

4. The Contribution is being provided in Installments on the basis of financial needs of the Trust Fund. If the Bank determines, on the basis of the speed of the implementation of the activities and availability of funds in the Trust Fund, that it is necessary to either bring Installments forward or delay them, the Bank and the Donor will discuss and agree to revise the Installment schedule, as confirmed by the Bank to the Donor in writing.

5. 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 TF072875 (the Guatemala Strengthening Government Human Resources Management Capacity and Systems Single-Donor Trust Fund), the Commission internal reference number and the date of the Administration Agreement, and 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
6. 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”):

Alberto Leyton  
Lead Public Sector Specialist  
Governance Global Practice  
The World Bank  
1850 I Street NW, Washington, DC 20433, USA  
Tel: 1-202-473-9396  
E-mail: aleyton@worldbank.org

For the Donor (the “Donor Contact”):

Tomás Pallás Aparisi  
Head of Cooperation  
European Union Delegation to Guatemala  
5a. avenida 3-55 zona 14, Europlaza Torre II, Nivel 17, Guatemala City, Guatemala  
Tel: (502) 2300-5900  
E-mail: tomas.pallas@eeas.europa.eu

7. 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. When making any deposit, the Bank shall 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 Bank in relation to TF072875 (the Guatemala Strengthening Government Human Resources Management Capacity and Systems Single Donor Trust Fund), and the date of the deposit. The Bank shall provide a copy of such information to the Donor.

8. (a) Pursuant to Article 13.3 (b) of the Framework Agreement, the Bank shall charge an Indirect Rate (as defined in Annex I to this Administration Agreement) of 17% of direct costs of their personnel and consultants directly assigned to the Bank-executed activities, for which the Bank has operational responsibility, as described in Section 2.1 of Annex I to this Agreement.

(b) Bank-executed Trust Fund expenditures listed in Annex I to this Agreement relate only to those Bank-executed activities for which the Bank has operational implementation responsibility under the Trust Fund. They do not include the cost of Bank corporate services in support of the work carried out by its operational units implementing trust funds.

9. An indicative budget shall be available at the World Bank's Trust Funds Donor Center secure website and shall be used for monitoring and reporting purposes only and shall not be binding and may be
revised from time to time by the Bank provided the Action is carried out as described in Annex 1 and the Donor is informed beforehand.

10. Expected results and corresponding indicators (including baselines, result goals and sources of data) are set out in the indicative results framework of the Trust Fund and shall be available in Annex 4 to this Agreement and at the World Bank's Trust Funds Donor Center secure website. Any modifications and/or updates to the indicative results framework shall be reflected in the at World Bank's Trust Funds Donor Center secure website. The expected results and indicators shall be used for monitoring and evaluation purposes only and shall not be binding. Progress against such indicative results framework shall not be taken into account to determine the final amount of the Contribution to the Trust Fund by the European Commission.

11. The Implementation Period shall start on: the date following that on which the last of the two parties signs.

12. Individual procurement and grant contracts under this Administration Agreement shall be signed by the International Bank for Reconstruction and Development no later than thirty-six (36) months.

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

14. All annexes hereto and the Framework Agreement 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.

15. 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: CHRISTIAN PETER
Title: Acting Country Director
Date: July 12, 2017

EUROPEAN COMMISSION

By: STEFANO GATTO
Name: Stefano Conte
Title: Head of Delegation
Date: 7.7.2017
Guatemala Strengthening Government Human Resources Management Capacity and Systems

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: (a) to support the Republic of Guatemala in its effort to update and clean-up the public employees records for the central government and selected decentralized agencies; and (b) to integrate the existing human resource management systems in order to enhance their human resources management capacities and improve quality and effectiveness of selected public employment related policies and controls.

2. Activities

The activities to be financed by the Trust Fund are:

2.1 Bank-executed activities, for which the Bank has implementation responsibility:

(a) Supporting the Republic of Guatemala’s public entities, particularly the Office of the Civil Service, the National Institute of Statistics, and the Ministry of Finance, in their effort to collect and update its public sector workers data through, inter alia: (i) the provision of recommendations on the design, methodology and data collection tools for a public sector workers survey; (ii) upon acceptance of the Bank’s recommendations under section (i) above by the Republic of Guatemala’s responsible entity, carry out the public sector workers survey and the collection of the data in selected central administration and decentralized entities; (iii) the tabulation, analysis and verification of data and the secure transfer of verified data to the relevant entities of the Republic of Guatemala; and (iv) the preparation and dissemination of a report analyzing the data collected. Data collected will be classified by gender, age and ethnicity among other variables.

(b) Supporting the Republic of Guatemala’s strengthening of its human resources management practices, including permanent and non-permanent staff and other contractual personnel, through, inter alia (i) the provision of recommendations for the improvement of human resource management processes and controls; (ii) the provision of recommendations for the expansion and integration of its human resources management information systems including GuateNominas, Sistema Integrado de Recursos Humanos (SIARH), GuateEmpleos and any other relevant system used by other Ministries or participating decentralized entities; (iii) the provision of recommendations for the design of a short-term contracts management and control information technology module; (iv) the provision of recommendations for the design of a business intelligence reporting system, analytical tools, and a data warehouse to enhance capabilities to analyze and use human resources management information; and (v) the provision of technical assistance to Guatemalan relevant entities for the implementation of recommendations under (a) and (b) above, once such recommendations have been accepted by the pertinent Guatemalan authority.
(c) Supporting the Republic of Guatemala’s strengthening of its human resources management institutional framework model through, inter alia: (i) the analysis of applicable human resources management regulations and legislation for effective updating, maintenance and use of information; and (ii) the provision of recommendations and carrying out capacity building activities to strengthen the civil service’s capacities to develop human resources management public policies.

It is expected that activities under (a), (b) and (c) above will contribute to increase the efficiency and transparency of public expenditure, strengthen the fight against corruption and improve the country’s competitiveness.

(d) Management and administration activities for the Trust Fund, including but not limited to, supporting Trust Fund related meetings; supporting the governance arrangements of the Trust Fund; planning and executing work plans and budgets; managing communications, donor visibility requirements and conducting outreach; disseminating lessons learned; reporting on progress; and monitoring and evaluating the activities.

2.2 Recipient-executed activities, for which one or more Recipients (as defined in Annex 2) have implementation responsibility:

(a) Developing, installing and maintaining: (i) software integration components among Sistema Integrado de Recursos Humanos (SIARH), GuateNominas and GuateEmpleos and any other relevant system; and (ii) a short-term contracts management module linked to the existing human resource management information systems.

(b) Acquiring and installing the hardware infrastructure required for the operation and expansion of the software described in (a) above.

(c) Carrying out capacity building activities related to the implementation of activities included in (a) and (b) above.

3. Eligible Expenditures

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

(a) contractual services;
(b) equipment and office premises lease cost;
(c) media, workshops, conferences and meetings;
(d) travel expenses;
(e) short-term consultants and temporaries; and
(f) staff costs (excluding short term consultants and temporaries).

3.2 For purposes of this section: (i) “staff costs (excluding short term consultants and temporaries, and also excluding extended term consultants and temporaries)” includes salaries, benefits and indirect rates charged to the Trust Fund as applicable under Bank policies and procedures; and (ii) “short term consultants and temporaries” includes fees and indirect rates charged to the Trust Fund as applicable under Bank policies and procedures.
3.3 The “Indirect Rate” means the indirect rate, defined as a percentage of personnel costs and available at the World Bank’s Donor center secure website, as such rate may be revised from time to time by the Bank and applied to this Trust Fund, in accordance with its policies and procedures.

3.4 For Recipient-executed activities, the Trust Fund funds may be used to finance eligible expenditures in accordance with the Bank’s applicable policies and procedures.

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.
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, 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, including its annexes, and shall not be subject to any other duties or responsibilities to the Donors, 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’s 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 Donors acknowledge 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 a 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 Dollars (the “Holding Currency”).

2.3 Donors agree to deposit their Contributions in the Contribution Currency stated in their 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 credit all income from such investment to the Trust Fund to be used for the same purposes as the Contributions.

3. **Accounting and Financial Reporting**

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

3.2 The Bank shall furnish to the Donors 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 which will be updated quarterly. 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 Donors via the World Bank’s Trust Funds Donor Center secure website.

3.3 The Bank shall provide to the Donors 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.

3.4 If a 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.

3.5 The Bank shall make available to the Donors copies of all financial statements and auditors’ reports received by the Bank from Recipients pursuant to any Grant Agreements (as defined below) in accordance with the Bank’s Access to Information Policy.

4. **Progress Reporting**

4.1 The Bank shall provide the Donors with semi-annual written progress reports by June and December each year. The progress reports shall be provided with reference to the results framework agreed by the Bank and the Donors, as such results framework may be reviewed by the Parties from time to time. Within six (6) months of the End Disbursement Date (as defined below), the Bank shall provide to the Donors with a final narrative report for the Trust Fund.

4.2 Any Donor may review or evaluate activities financed by the Trust Fund at any time up to closure of the Trust Fund. 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.

5. **Disbursement; Cancellation; Refund**

5.1 It is expected that the funds deposited in the Trust Fund will be fully disbursed by the Bank by December 31, 2020 (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 Donors) after such date to the extent such date is changed in accordance with amendments made to the Administration Agreements of all the Donors. Following the End Disbursement Date, the Bank shall return any remaining balance of the Trust Fund to each 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 all Donors, all calculated as Holding Currency amounts.

5.2 Any Donor may cancel all or part of such Donor’s pro rata share, and the Bank may cancel all or any Donors’ pro rata shares, 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 paragraph 2.2. of this Annex 2; unless otherwise agreed between the Bank and the Donor.

6. **Disclosure; Dispute Resolution**

6.1 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 Donors consent to such disclosure of their respective Administration Agreements and such related information.

6.2 The Donors 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.

7. **Grants to Recipients**

7.1 The Bank shall, as administrator of the Trust Fund on behalf of the Donors, enter into one or more grant agreements (the “Grant Agreements”) with recipients (the “Recipients”) consistent with the purposes of this Administration Agreement and on the terms and conditions set forth in the Grant Agreements. Grant Agreements may be entered into up to the maximum amount of the Contributions that all Donors have agreed to make available under the Administration Agreements between the Bank and the Donors.

7.2 The Bank shall be responsible for the supervision of the activities financed under any Grant Agreements. Subject to the consent of any relevant Recipients, representatives of the Donors may be invited by the Bank to participate in Bank supervision missions related to the Trust Fund.

7.3 The Bank shall promptly inform the Donors of any significant modification to the terms of any Grant Agreements and of any contractual remedies that are exercised by the Bank under any Grant Agreements. To the extent practicable, the Bank shall afford the Donors the opportunity to exchange views before effecting any such modification or exercising any such remedy.
8. Trust Fund Fee

8.1 The Bank shall calculate a fee each time funds (the “Grant Amount”) from the Trust Fund become committed under a Grant Agreement. Such commitment shall occur when such Grant Agreement is fully countersigned (the “Calculation Date”). The fee so calculated by the Bank shall be based on the cumulative total of funds from the Trust Fund committed under all Grant Agreements that have been fully countersigned on or prior to the Calculation Date (the “Cumulative Grant Total”). The calculated fee shall depend on where the Cumulative Grant Total stands as the Grant Amount is added and shall be determined in accordance with the following schedule:

(i) 5% of any portion of the Grant Amount that results in a Cumulative Grant Total below or equal to US$ 50 million or equivalent; plus

(ii) 4% of any portion of the Grant Amount that results in a Cumulative Grant Total above US$ 50 million or equivalent and below or equal to US$ 500 million or equivalent; plus

(iii) 3% of any portion of the Grant Amount that results in a Cumulative Grant Total above US$ 500 million or equivalent and below or equal to US$ 1 billion or equivalent; plus

(iv) 2% of any portion of the Grant Amount that results in a Cumulative Grant Total above US$ 1 billion or equivalent.

8.2 Following each Calculation Date, the Bank shall deduct from the Trust Fund, and retain for its own account, the fee as set forth above. Grant Amounts may not exceed the balance of uncommitted funds in the Trust Fund net of the related fee.
ANNEX 3

Governance

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. **Steering Committee**

1.1 A committee comprising representatives from the Republic of Guatemala, including a representative from its National Civil Service Office (ONSEC), the Guatemalan National Institute of Statistics (INE), Ministry of Finance, the Donor and the Bank, as well as of the Ombudsman’s Office and civil society (the representative of civil society will be selected by consensus between the Government of Guatemala, the Donor and the Bank) will be established to support the Trust Fund (the “Steering Committee”). The chair of the Steering Committee will be the Bank.

1.2 The Steering Committee will have the following functions:

(a) Discuss and oversee the implementation of activities set forth in this Agreement providing the necessary guidance and orientation.

(b) Review the Progress Reports prepared by the Bank pursuant to Section 4.1 of Annex 2 to this Agreement.

(c) Regularly monitor the performance of the Trust Fund.
### INDICATIVE RESULTS FRAMEWORK INDICATORS

<table>
<thead>
<tr>
<th>Expected Results (logic of intervention)</th>
<th>Indicators</th>
<th>Baselines</th>
<th>Result goals</th>
<th>Sources of data</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impact</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More effective human resource management policies and controls in public sector entities</td>
<td>Evidence-based policies effectively adopted by the government</td>
<td>None</td>
<td>Policies on career development; compensation; and gender equality policies adopted</td>
<td>Bank assessment</td>
<td>Government adopts recommendations on development policies</td>
</tr>
<tr>
<td></td>
<td>Improved controls for personnel hiring and management</td>
<td>Partial controls based on manual procedures</td>
<td>90% of hiring in the central government and selected decentralized entities implemented with automatic controls and cross-checks</td>
<td>Integrated HRM information systems</td>
<td>Systems are fully adopted and used</td>
</tr>
<tr>
<td><strong>Outcome(s)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthened capacity for formulation of evidence-based policy</td>
<td>Number of staff trained and capable of developing evidence-based policies</td>
<td>None</td>
<td>At least 20 staff in ONSEC and Ministry of Finance trained</td>
<td>Bank assessment</td>
<td>The Government has the ability to retain trained staff</td>
</tr>
<tr>
<td>Effective controls in place to prevent mismanagement of human resources</td>
<td>Number of information systems and databases effectively used for cross-checking human resource information</td>
<td>SIARH, GuateNomina and GuateEmpleos are partially integrated and do not include short-term contractors.</td>
<td>SIARH, GuateNomina and GuateEmpleos are fully integrated including short-term contractors and cross-checks developed with</td>
<td>Integrated HRM information systems</td>
<td>Recommendation for business intelligence and data warehouse tools are implemented</td>
</tr>
<tr>
<td>Updated human resource information</td>
<td>Number of entities covered under the improved HRM information system</td>
<td>other systems</td>
<td>Integrated HRM information systems</td>
<td>Data updating protocols are adopted by the government</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
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<td>--------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>All central government agencies and at least 10 decentralized entities</td>
<td>None</td>
<td>Integrated HRM information systems</td>
<td>Data updating protocols are adopted by the government</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output(s)</th>
<th>Development of evidence-based policy recommendations</th>
<th>Integration of human resource management systems</th>
<th>Collection and updating of human resource records for the public sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of HRM policies</td>
<td>None</td>
<td>Partial integration of SIARH, Guatemonomis and Guateempleo</td>
<td>Percentage of public sector workers in central government and selected decentralized entities surveyed</td>
</tr>
<tr>
<td>New systems and modules designed and developed</td>
<td>Partial integration of SIARH, Guatemonomis and Guateempleo</td>
<td>New modules for SIARH integration, short-term contractors management module developed, and business intelligence and data warehouse tools designed</td>
<td>0%</td>
</tr>
<tr>
<td>At least three policies developed</td>
<td>Bank assessment</td>
<td>Bank assessment</td>
<td>90%</td>
</tr>
<tr>
<td>New modules for SIARH integration, short-term contractors management module developed, and business intelligence and data warehouse tools designed</td>
<td>Bank assessment</td>
<td>Bank assessment</td>
<td>90%</td>
</tr>
<tr>
<td>Information is available for policy development</td>
<td>Software development and acquisition of hardware infrastructure is completed on time</td>
<td>INE report</td>
<td>Political support is sustained for the completion of the public sector workers survey</td>
</tr>
</tbody>
</table>

The results framework is indicative and is subject to change without the need for further amendment to this Administration Agreement. Modifications to the results framework shall be reflected in the World Bank’s Trust Funds Donor Center secure website. The results framework is for monitoring and evaluation purposes only and progress against it shall not be taken into account to determine the final amount of the Contribution to the Trust Fund by the European Commission.