



DETAILED PROJECT DESCRIPTION

23EL34 – Improving the quality of multi-level governance and strengthening the resilience of island economies of Croatia, Greece, and Sweden

REFORM/OECD CONTRIBUTION AGREEMENT

REFORM/IM2023/xxx

TABLE OF CONTENTS

1. BACKGROUND INFORMATION	3
1.1 Beneficiary EU Member State(s) authority(-ies), target groups and other Stakeholders.....	3
1.2 Contracting Authority.....	3
1.3 Context of the Project.....	3
2. OBJECTIVE, PURPOSE AND IMPLEMENTATION OF THE PROJECT.....	5
2.1 Objective	5
2.2 Purpose	6
2.3 Implementation of the Project: outputs and activities	6
3. LOCATION, INDICATIVE TIMETABLE AND LANGUAGE.....	14
3.1 Location.....	14
3.2 Indicative timeline for the activities	14
3.3 Language	15
4. ORGANISATIONAL SET-UP.....	15
4.1 Organisation of the Project.....	15
4.2 Coordination with DG REFORM.....	17
5. PROJECT-SPECIFIC RISKS AND MITIGATION MEASURES	17
6. PUBLICATION AND DISSEMINATION OF MATERIALS	17
ANNEX 1. INDICATIVE LOGICAL FRAMEWORK MATRIX	18

1. BACKGROUND INFORMATION

1.1 Beneficiary EU Member State(s) authority(-ies), target groups and other Stakeholders

Greece has requested support from the European Commission under Regulation (EU) 2021/240 establishing a Technical Support Instrument ("TSI Regulation").¹ The request for technical support was assessed by the European Commission in accordance with the criteria and principles referred to in Article 9 of the TSI Regulation and was selected for funding.

The national authority(ies) that requested technical support and will benefit from this Project is the Special Office of the Secretary General for Aegean & Island Policy, Ministry of Maritime Affairs and Insular Policy, Greece.

As a multicounty request, Greece has submitted this request on its behalf and on behalf of: (i) the Ministry of Regional Development and EU Funds, Directorate for Islands, Republic of Croatia; and (ii) Region Gotland, Sweden.

1.2 Contracting Authority

The Contracting authority is the Directorate-General for Structural Reform Support (DG REFORM). The mission of DG REFORM is to promote and the European Union's economic, social and territorial cohesion by supporting EU Member States' efforts to implement reforms.

1.3 Context of the Project

Islands are a key feature of the national territory of many EU countries. Sweden (267,570 islands) has the most islands in the world, while Greece (3,054) and Croatia (1,244) rank 16th and 22nd respectively. Many other EU countries have important communities and resources on island territories. Islands counts about 4.6% of the entire population of the EU-27. In Croatia island population makes up 3.3% of the country's total population (around 130,000 people) and occupies almost 6% of its territory. In Greece, islands constitute almost 18% of its territory and over 15% of its population; Greek island economies and maritime-related sectors counts almost 25% of the national GDP. In Sweden, island corresponds to 3% of Sweden's entire land area. Only 0.01% of the population (about 93,000 inhabitants) lives on islands without a permanent mainland connection. Gotland, located in the Baltic Sea is the largest island and a large proportion of the mentioned population lives there. It is also the only territory in Sweden that has both regional and municipal administrative responsibilities.

The characteristics of islands vary greatly, depending on location, distance from the mainland, size of the territory and population, and institutional setting. However, islands have additional specific characteristics, which are also common and permanent, and which clearly distinguish them from other territories. In general, long-term development perspectives are fragile even on high performing islands, because of the predominance of low value-added activities based on the exploitation of often-scarce resources. Archipelagos and other situations of double insularity brings extra levels of complexity: islands that face double insularity issues are often less accessible compared to more standard islands and face critical issue related to e.g. access to markets and to (essential) services and labour market shortages that extend beyond

¹ Regulation (EU) 2021/240 of the European Parliament and of the Council of 10 February 2021 establishing a Technical Support Instrument, OJ L 57, 18.2.2021, p. 1–16. <http://data.europa.eu/eli/reg/2021/240/oj>

individual islands. These bottlenecks and a lack of economic diversity accentuate the vulnerability of island economies to fluctuations in macroeconomic conditions and to global megatrends, (especially globalisation, population ageing and migration, digitalisation and technological change, and climate change).

The challenges that islands face in **Croatia, Greece, and Sweden** are spawning across sectors and policy areas, such as: competitiveness and the social dimension, multi-level governance, digital and green transition, regional policy, data and indicators. Furthermore, many islands have a geopolitically strategic position in terms of maritime security and surveillance (e.g. with regard to defence and international migration flows) which can be an opportunity, but more often it represents a burden. The lack of critical mass of people, competence, and capital, as well as the lack of administrative capacity and alignment and integration of sectorial policies constitutes structural barriers for the realisation of national and EU ambitions of sustainable development and the European Green Deal. The possibilities to connect stakeholders on cross-border and multi-level governance platforms to work together on adapted interventions for green transition, digitalisation, and skills supply is also limited and consequently missed opportunities due to the same territorial difficulties. At the same time, the underlying demographic challenges of migration (e.g. including outbound and inward flows, both domestic and international including seasonality), ageing and lack of skilled labour is increasing across the islands. The challenge for small and micro companies on many islands to remain competitive without accessibility to research and innovation expertise and venture capital persists and become more difficult over time.

Islands face unique policy challenges that require tailored solutions. However, they also present opportunities for policymakers to unlock their growth potential and leverage their natural and cultural resources, particularly in the context of the ongoing transitions to cleaner energy and digital technologies. The governments of **Croatia, Greece, and Sweden** recognize this potential and are actively exploring policy measures to enhance the resilience and competitiveness of their island regions. This includes identifying best practices for maximizing the performance of island economies and developing targeted policies that can support the sustainable development of these regions, both at the local and national levels.

Croatia recognizes the importance of its islands as a valuable asset for the country's economic growth and development. To support the economic development of the islands and ensure their long-term sustainability, the government has implemented specific policies and legislation, including the Island Act and the National Island Development Plan 2021-2027. These policy measures aim to diversify the economy of the islands beyond the tourism sector and provide support for the development of other industries. The Island Act defines the implementation of island development policy, strategies, and subsidies for inhabitants and businesses on the islands, while the National Island Development Plan provides a framework for developing programs, measures, and activities related to the islands. Furthermore, the preparation of the Integrated Territorial Programme (ITP) is a significant step towards the implementation of the government's policies, with planned interventions in the areas of green and blue infrastructure, energy efficiency, and business infrastructure. The ITP will be financed through EU Structural Funds, providing significant support for the development of the islands. However, islands in Croatia are not considered a separate statistical unit in the country's administrative system. This lack of a distinct classification make it difficult to obtain and analyse structured data and indicators specifically related to the islands, limiting the ability to compare their performance with each other or with the mainland.

In **Greece**, islands and island regions face a multitude of challenges that require targeted policies to promote their economic development and overcome various obstacles. The decline in GDP per capita, limited technological advancement, and inadequate public and private services and transportation networks are just some of the challenges that hinder the growth of these regions. The newly introduced national framework for the islands emphasizes the importance of the Maritime Economy, Insularity, and Sustainable Blue Growth. The National Strategy on Integrated Maritime Policy on Islands, adopted with Laws 4770/20231 & 4832/2021, recognizes the unique features of islands and aims to revamp island policies, with a focus on promoting blue growth, maritime spatial planning, maritime surveillance, and sea basin strategies. To achieve these goals, several strategic steps have been taken, including the creation of maritime and islands-

specific financial instruments to promote green public investments in insular areas, the establishment of the first Greek Maritime/Blue Fund to support sustainable entrepreneurial business models, and the setting up of the National Registry for Maritime/Blue Affairs Stakeholders. Additionally, the Ministry of Maritime Affairs and Insular Policy provides support to small island municipalities for preparing local projects within EU funds, and supports training initiatives and provides technical assistance.

In **Sweden**, insularity is a significant challenge for sustainable economic and social development in many island communities, yet, while islands issues are dealt with in regional development policy, which includes both rural and urban policy, insularity is not given enough consideration in national steering documents for regional development. The economic performance of **Gotland** was recently benchmarked against other remote and island regions by an OECD Territorial Review of the region. The review revealed that while Gotland outperformed many other remote rural areas and islands, it still fell behind mainland Swedish regions in terms of productivity and population growth. The review emphasized the significance of evidence-based policies to tackle the challenges of insularity in Swedish island communities.

To address the challenges faced by islands in **Croatia, Greece, and Sweden**, governments should prioritize policies that foster economic growth, diversification, and competitiveness. These policies should aim to address the low productivity levels on islands, reduce the high dependency on the public sector, mitigate the effects of an aging and shrinking population, address the significant mismatches between available skills and production needs, and allocate public and private resources to sustain sectors with a competitive advantage. Governments should also prioritize the delivery of public and other vital services such as health and education, and work towards strengthening multilevel governance and policy coordination mechanisms. To support evidence-based policymaking, governments should prioritize the development of structured and comparable data and indicators for islands. By addressing these challenges, governments can help create an environment that enables islands to realize their potential as vibrant and sustainable communities.

Through this Project on island economies, the participating national and island governments of Croatia, Greece, and Sweden will collaborate with the OECD and the EC to develop integrated solutions to address common challenges and opportunities, while also creating new, comparable data and indicators to measure the performance and well-being of island regions. The information obtained through the project will enable policymakers to implement place-based policies for islands and island regions that align with the economic, social, and environmental priorities of their respective countries and the European Union.

2. OBJECTIVE, PURPOSE AND IMPLEMENTATION OF THE PROJECT

2.1 Objective

The general objective of this Project is to support **Croatia, Greece, and Sweden** in their efforts to implement reforms, which could encourage investment, increase competitiveness, and assist in achieving sustainable economic and social convergence, resilience and recovery. This should also strengthen their institutional and administrative capacity, including at regional and local levels, to facilitate socially inclusive, green and digital transitions, to effectively address the challenges identified in the country-specific recommendations and to implement Union law.

The specific objective of this Project is:

- to support **Croatia, Greece, and Sweden** to design, develop and implement reforms.

The achievement of the objective of this Project will depend on the follow-up actions undertaken by [Croatia, Greece, and Sweden](#).

2.2 Purpose

The technical support will be provided in the areas of [Sustainable Growth & Business Environment](#), as well as [Governance & Public Administration](#), with the purpose of *supporting Greece, Croatia, and Sweden to improve their multi-level governance system as well as to design, develop and implement efficient strategies to develop the islands' economy, including advancing the twin green and digital transition, and improve citizens' well-being* under the conditions set in the Contribution Agreement [REFORM/IM2023/xxx](#) (hereinafter “the Agreement”).

Implementation of the Project contributes to the ongoing reform on [economic governance processes and reform priorities to support recovery, sustainable economic growth, job creation and enhance resilience in Croatia, Greece, and Sweden](#).

The expected long-term effects of this Project (**impact**) are *“Improved multi-level governance system for island development” and “Improved foresight, resilience, and economic performance of islands” in the three beneficiary countries*.

In addition, the Project is expected to produce additional effects in short and / or medium term (**outcome**). The outcomes are the following: *“Recommendations and draft action plans to address island socio-economic development and multi-level governance produced and adopted in national and/or regional and/or local strategies” in the three beneficiary countries*.

[Croatia, Greece, and Sweden](#) will be responsible for achieving the outcomes contributing to the long-term impact of this Project, by following the necessary actions to ensure the implementation of the outputs linked to this Project and subsequent enforcement of wider policies, which remain outside the responsibility of the European Commission and the OECD. [Croatia, Greece, and Sweden](#) therefore remains in control of their national structural reform, and of the adoption and implementation of the required policy options and legislation needed to achieve it.

2.3 Implementation of the Project: outputs and activities

OUTPUT 1: KICK-OFF MEETING

A kick-off meeting will be organised with the Advisory Group (AG)². The objective of this meeting is to discuss all relevant operational aspects of the Project in accordance with provisions of the Agreement and this DPD (this may include, for example, activities and their timing, focus areas, identified risks and mitigation measures, etc.) with the view to ensure clear understanding of the Project among the participants. In addition, any other point relevant for implementation of this Project could be presented and further discussed.

² According to Annex I attached to the Agreement “an Advisory Group will be established at the beginning of each project and will be composed of representatives of the relevant EU Member State beneficiary authority(-ies), DG REFORM and OECD. This Advisory Group will convene regularly to take stock of the status of activities, review output progression and advice on the implementation of the relevant project”.

The OECD will prepare the meeting – this will include preparing agenda and presentation, liaising with the participants, and, following the meeting, drafting short minutes for distribution to the AG.

OUTPUT 2: INCEPTION REPORT

Following the kick-off meeting, the OECD will take stock of the starting point of the Project, review relevant documents produced to date and lead an assessment of activities considering these elements. No later than three months after the Project commencement date, the OECD will produce an inception report, which will include: (i) a preliminary methodology and indicators, with a preliminary analysis of the situation; (ii) a brief account of meetings /discussions held with Project counterparts /stakeholders, (if deemed relevant); (iii) an updated work-plan and timeline; (iv) an updated account of possible Project risks and remediation approaches, if applicable.

Activity 2.1 Drafting the inception report

The OECD will:

- Gather information in discussions with the beneficiaries.
- Review existing relevant documents.
- Lead an assessment of activities considering these elements.
- Develop a methodology and indicators.
- Draft an inception report (e.g. about 10-20 pages) that will be presented and shared with the beneficiaries of the Project and DG REFORM.

OUTPUT 3: DIAGNOSTIC REPORT OF THE FACTORS HOLDING BACK GROWTH AND PRODUCTIVITY OF ISLAND ECONOMIES IN CROATIA, GREECE, AND SWEDEN

This work package will target Croatia, Greece, and Sweden at national and sub-national level. Work at the regional and local level will be developed through case studies involving selected (pilot) island-regions (or regions containing islands or island municipalities) within each beneficiary country. Namely:

- **two** island-regions (or regions containing islands or island municipalities) selected by Croatia in agreement with the OECD;
- **two** island-regions (or regions containing islands or island municipalities) selected by Greece in agreement with the OECD;
- **the island-region of Gotland and one region containing islands or island municipality selected by Sweden in agreement with the OECD.**

This work package will produce three reports (one for each beneficiary country: Croatia, Greece and Sweden) with analysis/assessment and a discussion of what works and what does not work in terms of strategies, policies and multi-level governance for island economies. Each report will include:

- Diagnostic of the main socio-economic conditions and trends, and gap analysis in the (selected) islands /island-regions (including identification of indicators for island development and estimation of “insularity costs” (e.g. econometric analysis of factors affecting the development of insular regions).
- Identification of barriers to: (i) foster growth and productivity on islands (including by reviewing barriers to innovation, green and digital transition, economic diversification); (ii) improve the quality-of-service provision on islands (e.g. transport infrastructure, ICT-digitalisation, social, health, education), also in relation to current and future demographic challenges.
- Identification of weaknesses and blockages related to the overall quality of multi-level governance system, including: (i) policy planning and policy coordination processes and practices impacting on island economies; (ii) good practices on multi-level governance affecting island economic performance.

Activity 3.1 Drafting one diagnostic report for Croatia

The OECD will:

- Select in cooperation with Croatia **two** island-regions (or regions containing islands or island municipalities) which will be discussed as case study
- Identify in cooperation with Croatia relevant stakeholders and consult with them in all phases of the diagnosis.
- Develop desk research, analysis and preparation of a Project questionnaire to better understand the socio-economic context as well as the main local and regional development challenges, policy responses and the institutional and governance settings in each of the pilot regions and at national level. Diffusion of the questionnaire and response coordination will be assisted by the national Project team.
- Conduct **three 1-3/days** (tbd) study visits/fact finding missions, one for each of the two selected island-regions and in the national capital city, with the aim to gather data and exchange experiences and good practices in policymaking on key topics of importance for the Project. During the missions, the OECD team will interview policymakers, key actors and stakeholders from the national, regional and local levels, as well as private sector and civil society representatives, who will be selected and invited to participate in the meetings.
- Draft one report with diagnostic/analysis/assessment and a discussion of what works and what does not work in terms of multi-level governance, strategies, and policies for island economies in Croatia (as described above).

Activity 3.2 Drafting one diagnostic report for Greece

The OECD will:

- Select in cooperation with Greece **two** island-regions (or regions containing islands or island municipalities) which will be discussed as case study
- Identify in cooperation with Greece relevant stakeholders and consult with them in all phases of the diagnosis.
- Develop desk research, analysis and preparation of a Project questionnaire to better understand the socio-economic context as well as the main local and regional development challenges, policy responses and

the institutional and governance settings in each of the pilot regions and at national level. Diffusion of the questionnaire and response coordination will be assisted by the national Project team.

- Conduct **three 1-3/days** (tbd) study visits/fact finding missions, one for each of the two selected island-regions and in the national capital city, with the aim to gather data and exchange experiences and good practices in policymaking on key topics of importance for the Project. During the missions, the OECD team will interview policymakers, key actors and stakeholders from the national, regional and local levels, as well as private sector and civil society representatives, who will be selected and invited to participate in the meetings.
- Draft one report with diagnostic/analysis/assessment and a discussion of what works and what does not work in terms of multi-level governance, strategies, and policies for island economies in Greece (as described above).

Activity 3.3 Drafting one diagnostic report for Sweden

The OECD will:

- Select in cooperation with Sweden **one** island-regions (or regions containing islands or island municipalities) which will be discussed as case study in addition to Gotland.
- Identify in cooperation with Sweden relevant stakeholders and consult with them in all phases of the diagnosis.
- Develop desk research, analysis and preparation of a Project questionnaire to better understand the socio-economic context as well as the main local and regional development challenges, policy responses and the institutional and governance settings in each of the pilot regions and at national level. Diffusion of the questionnaire and response coordination will be assisted by the national Project team.
- Conduct **three 1-3/days** (tbd) study visits/fact finding missions, one for each of the two selected island-regions and in the national capital city, with the aim to gather data and exchange experiences and good practices in policymaking on key topics of importance for the Project. During the missions, the OECD team will interview policymakers, key actors and stakeholders from the national, regional and local levels, as well as private sector and civil society representatives, who will be selected and invited to participate in the meetings.
- Draft one report with diagnostic/analysis/assessment and a discussion of what works and what does not work in terms of multi-level governance, strategies, and policies for island economies in Sweden (as described above).

OUTPUT 4: RECOMMENDATIONS AND DRAFT ACTION PLANS TO IMPROVE THE QUALITY OF MULTI-LEVEL GOVERNANCE FOR ISLANDS AND ADDRESS THE ECONOMIC PERFORMANCE AND WELLBEING ON ISLAND ECONOMIES IN CROATIA, GREECE, AND SWEDEN

Based on the diagnostic and policy analysis, consolidated in the three reports on Croatia, Greece and Sweden described in Output 3, this work package will produce for each of the three countries one report containing:

- recommendations to improve the quality of multi-level governance for island economies, through:
(i) enhanced capacities to plan and implement coordinated policies and measures for strengthening

island economies; (ii) enhanced foresight capacity, and (iii) better management of available national and EU funds.

- recommendations to address the economic performance of island economies and the well-being of their citizens through: (i) increased economic diversification and innovation in entrepreneurship, taking advantage of opportunities stemming from the green, digital and energy transitions: (ii) improved service provision (e.g. transport, digitalisation, social, health).
- one “action plan” to implement the recommendations on multi-level governance and on performance of island economies. The action plan will include: (i) implementation responsibility /involvement of coordinating bodies; (ii) timeline /priorities for implementation; (iii) definition of monitoring/supervision mechanism.

Activity 4.1 Recommendations and action plan for Croatia

The OECD will:

- Identify in cooperation with Croatia relevant stakeholders and consult with them in all phases of the preparation of the recommendations and action plan, also through the organisation of virtual consultation workshop(s).
- Draft one report with recommendations to foster multi-level governance and to improve the economic performance of island economies (including better management of available national and EU funds) and well-being of citizens.
- Draft one action plan to implement the recommendations.
- Organise one high level event (virtual or in presence -tbd) to discuss and facilitate the buy in of the action plan.

Activity 4.2 Recommendations and action plan for Greece

The OECD will:

- Identify in cooperation with Greece relevant stakeholders and consult with them in all phases of the preparation of the recommendations and action plan, also through the organisation of virtual consultation workshop(s).
- Draft one report with recommendations to foster multi-level governance and to improve the economic performance of island economies (including better management of available national and EU funds) and well-being of citizens.
- Draft one action plan to implement the recommendations.
- Organise one high level event (virtual or in presence -tbd) to discuss and facilitate the buy in of the action plan.

Activity 4.3 Recommendations and action plan for Sweden

The OECD will:

- Identify in cooperation with Sweden relevant stakeholders and consult with them in all phases of the preparation of the recommendations and action plan, also through the organisation of virtual consultation workshop(s).
- Draft one report with recommendations to foster multi-level governance and to improve the economic performance of island economies (including better management of available national and EU funds) and well-being of citizens.
- Draft one action plan to implement the recommendations.
- Organise one high level event (virtual or in presence -tbd) to discuss and facilitate the buy in of the action plan.

OUTPUT 5: REPORT ON SUPPORT TO THE IMPLEMENTATION OF THE DRAFT ACTION PLANS AND POLICY TOOLKIT

This work package will support Croatia, Greece, and Sweden with the implementation of proposed action plans through:

- bilateral technical /ad hoc workshops (virtual or in person -tbd) between the OECD and each beneficiary country. If/when deemed appropriate, multilateral sessions could also be organized involving the three beneficiary countries. Experts and peers e.g. from the European Commission and/or from other EU or OECD countries may also be invited to integrate the OECD team when considered appropriate.
- one pilot implemented for each beneficiary country (to be selected depending on the availability of each country) to implement the recommendations/action plan in one selected (agreed) policy areas (such as for example: to improve EU funds' performance, or improve evidence-based decision making through data and indicators, or support the replicability of good ongoing projects).

The work package will also produce one “policy toolkit” to support the implementation of recommendations and address key challenges and opportunities facing island economies in the three countries.

Activity 5.1 Workshops to support implementation of recommendations /action plan in Croatia, Greece and Sweden

The OECD will:

- identify in cooperation with the beneficiary countries relevant stakeholders and consult with them in all phases of the organisation of this activity.
- conduct at least 2 bilateral workshops (virtual or in person -tbd) with selected representatives of each beneficiary country to discuss and support the implementation of recommendations and the action plan.

Activity 5.1 One pilot in each beneficiary country

The OECD will:

- identify in cooperation with the beneficiary countries relevant stakeholders and consult with them in all phases of the organisation of this activity.
- discuss with beneficiary countries and select one island /island-region in each beneficiary country as well as one thematic area where to conduct the pilot.
- support each country/region/island that volunteered, to implement the pilot by organising dedicated discussions and workshops with peers and experts.

Activity 5.3 Policy toolkit for island economies

The OECD will:

- Draft one “policy toolkit” to address key challenges and opportunities facing island economies in the three countries.
- Identify in cooperation with the beneficiary countries relevant stakeholders and consult with them in all phases of the preparation of toolkit, also through the organisation of virtual consultation workshop(s).

OUTPUT 6: CAPACITY BUILDING SEMINARS FOR PEER-LEARNING

This work package will develop three cross-country (Croatia, Greece, Sweden) capacity building seminars to design and put in place “island proofed” policies and processes, strengthen multilevel governance and policy coordination mechanisms.

The seminars will serve to exchange of knowledge and lessons learned through peer-learning across OECD and EU island regions facing similar challenges. They will also contribute to create regional networks to foster long term cooperation in the thematic areas holding back the regions that are facing barriers to their development.

The seminars may be virtual or organised in each beneficiary country (tbd). Each seminar may involve up to 40 participants (delegates from national, regional and local/city governments, public and private institutions and organisations) selected according to criteria to be decided by the OECD and the beneficiary countries. The seminars will be conducted by the OECD. Peers from other OECD Member countries and European Commission officers may also be invited to participate and take an active role.

Activity 6.1 Three capacity building seminars

The OECD will:

- identify in cooperation with the beneficiary countries relevant stakeholders and consult with them in all phases of the organisation of the seminars.
- design and implement three one-day capacity-building seminars for policymakers and delegates from national, regional and local governments, public and private institutions and organisations to discuss solutions to support island development, multilevel governance and key policy topics (to be selected) such as the green and digital transitions. The organisation of the capacity-building seminars will include selecting the topics, designing the agenda, selecting and liaising with speakers, coordinating the preparation of an appropriate participant list, and handling communications before and after the seminar.

OUTPUT 7: PROJECT DESCRIPTION SUMMARY

The project description summary will not exceed 800 words and follow a standard structure presenting the project and outlining the context, the outputs achieved, and the support delivered.

Activity 7.1 Drafting of a Project description summary

The OECD will:

- draft a summary description of the Project, In accordance with point 17 of Annex VI – Communication and Visibility Plan attached to the Agreement.
- prepare a PowerPoint presentation providing an overview of the Project.

OUTPUT 8: FINAL REPORT

The preparation of a final report, synthesising the main aspects of the analysis, evaluations, discussions, and recommendations stemming from the work developed throughout all the Project Outputs (listed above) will conclude the Project.

The final synthesis report will be launched in an event to present the main findings and results of the Project. The event will be designed to be attended by a wide audience including representatives from beneficiary countries (Croatia, Greece and Sweden), delegates from other EU and OECD Member countries, the European Commission and the OECD.

In addition, the OECD will develop communication materials (e.g. using LinkedIn, Twitter, video) that can be used for various communication purposes to ensure appropriate visibility and awareness of the Project. This material will be produced in accordance with Annex VI (Communication and Visibility Plan) attached to the Agreement.

Activity 8.1 Preparation of a Project synthesis report and diffusion of results

The OECD will:

- Prepare the Project final synthesis report.
- Present and discuss the final synthesis report at a session of the OECD Regional Development Policy Committee (RDPC) or at its Working Party on Rural Policy, in which representatives of OECD Member countries and the European Commission sit.
- Publish the final synthesis report in line with Annex VI (Communication and Visibility Plan) attached to the Agreement.
- Organise a launch event (virtual or physical) at the end of the Project to discuss and disseminate Project Outputs. This will include designing the agenda, liaising with speakers, compiling an appropriate participant list, coordinating and providing support to speakers and participants, communicating before the event, etc.

Activity 8.2 Use of social media and development of a video

The OECD will:

- Use of social media (e.g. Twitter, LinkedIn) in the context of the Project, as and when deemed it appropriate (e.g. post texts to celebrate milestones of the Project or to signal important workshops or events).
- Draft social media text prepared in the context of the Project (e.g. minimum 2 draft unpublished Twitter and/or LinkedIn post texts) to celebrate, for example, an important milestones of the Project, or to signal important workshops or meetings with Member States or stakeholders.
- Prepare a short video (e.g. 1-2 minutes) presenting the results of the Project.

3. LOCATION, INDICATIVE TIMETABLE AND LANGUAGE

3.1 Location

The activities will be carried out by the OECD Project Team located in [Paris, France](#).

Presentations, workshops, conferences, and / or any other meetings where physical presence of the OECD Project Team is required are to take place in [Croatia, Greece, and Sweden](#). Host cities will be selected case by case by the OECD in agreement with the beneficiaries of the Project. Selected activities and/or meetings (agreed upon by the OECD with the beneficiaries of the Project and DG REFORM) might be carried out at the OECD Headquarters in Paris (France) or at the European Commission Headquarters in Brussels (Belgium).

In case of changing sanitary conditions or emerging travel restrictions, the meetings, where the presence of the OECD Project Team is required, might be organised via multimedia tools for audio-, videoconferencing agreed with DG REFORM and the authorities.

3.2 Indicative timeline for the activities

The operational implementation period of the Project is expected to last 24 months. [The operational implementation period is measured from the date of approval of the DPD by the Steering Committee. Project activities as outlined in section 2.3 of this document will begin no earlier than 11 September.](#)

The schedule of the activities and outputs is set out as indicated in the following table (indicative timeline) assuming continued support and commitment by [Croatia, Greece and Sweden](#) and assuming no delays in establishing meetings with stakeholders, accessing relevant policy, legal and regulatory documentation and organising relevant presentations, workshops and conferences, including the availability of participants for the events.

Indicative timetable

Result	The month of the implementation period																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Output 1																								
Activity 1.1																								
Output 2																								
Activity 2.1																								
Output 3																								
Activity 3.1																								
Output 4																								
Activity 4.1																								
Output 5																								
Activity 5.1																								
Output 6																								
Activity 6.1																								
Output 7																								
Activity 7.1																								
Output 8																								
Activity 8.1																								

3.3 Language

All meetings and technical (including preparatory meetings) discussions will be conducted in [English](#).

Simultaneous interpretation into [English](#) will be provided by [Croatia](#), [Greece](#) or [Sweden](#), if required.

All outputs under the Project will be produced in [English](#).

[Croatia](#), [Greece](#), [Sweden](#) will take care of the translation of the final report in their own language in case they deem it necessary, subject to a separate agreement between the OECD and the country(s) concerned on the modalities, according to OECD standard terms.

4. ORGANISATIONAL SET-UP

4.1 Organisation of the Project

The Project is organised in the following way:

4.1.1 OECD

The OECD team is responsible for coordinating and administering the Project, as well as for consulting with DG REFORM and with the Project team from [Croatia, Greece and Sweden](#), on the Project's activities and outputs.

The OECD team directly dedicated to the implementation of the Project will work under the leadership of the Deputy Director of the Centre for Entrepreneurship, SMEs, Regions and Cities (CFE) and of the Head and Deputy Head of the OECD Regional Development and Multilevel Governance Division (RDG). It will be composed of Senior Policy Analysts, Economists/Policy Analysts, and Senior and Junior Advisors, as needed.

The Deputy Director and the Head and Deputy Head of Division will comment on the draft reports at various stages and potentially participate in the missions or launching event of the report. The Head and Deputy Head of Division or the OECD Senior officials will lead the expert meetings and consultations with policymakers, Project beneficiaries and stakeholders, be in direct contact with the beneficiaries and European Commission representatives, and ensure the quality of the Project activities and reports. The Senior Policy Analysts and Economist/Policy Analysts will carry out project activities leading to project outputs, including project management activities, under the direction of OECD Senior management.

The Senior and Junior Advisors will review and comment on the substantive outputs. Their work will aim to ensure quality control and consistency across projects, that the Project is on track of meeting predefined objectives and that key corporate priorities of the OECD are mainstreamed in its realisation. Both advisors will also be helping to prepare the substantive inputs for the launches of the reports or other outputs, which may involve senior officials.

The OECD Project team will include OECD communication and administrative staff members who will support the implementation of the Project, including communication and publication processes.

4.1.2 Resources to be outsourced

The OECD will outsource additional resources for implementation of this Project. The resources outsourced for implementation of this Project will be done in accordance with the OECD rules.

4.1.3 Resources to be made available by [Croatia, Greece and Sweden](#)

[Croatia, Greece, and Sweden \(Gotland\)](#) will constitute a Project team. They will also appoint a Project team leader who will act as main contact point for the activities and ensure coordination with the OECD and with other national and regional/local stakeholders.

The outputs and activities of the Project will be carried out by the OECD with the support of the countries Project team. [Croatia, Greece, and Sweden](#) will provide all necessary equipment, its experts and any documents, data and information necessary for the implementation of the Project. [Croatia, Greece, and Sweden](#) will also provide full support of technical equipment to the OECD, including available rooms for meetings, presentations, workshops and conferences in their premises, internet access, teleconference facilities and organisation of the meetings with other stakeholders. [Croatia, Greece, and Sweden](#) will take care of the translation of all relevant documents necessary for the performance of the Project into English.

4.2 Coordination with DG REFORM

Coordination of work with DG REFORM will be done in line with the provisions of Section 4.4 of Annex I to the Agreement.

The OECD and DG REFORM shall have regular (e.g. monthly or as deemed more appropriate case by case) exchanges on the progress of the Project and schedule of Project activities for the following month(s), including missions.

An Advisory Group (AG) will be established at the beginning of the Project. The AG will be composed of representatives of Croatia, Greece and Sweden (Gotland), DG REFORM, other European Commission services and the OECD and will convene (virtually) quarterly to take stock of the status of activities, review output progression and advise on the implementation of the Project.

5. PROJECT-SPECIFIC RISKS AND MITIGATION MEASURES

Section 6.2 of Annex I to the Agreement identifies risks associated with the implementation of the Agreement in general and proposes relevant mitigation measures. These risks and mitigation measures shall be taken into account for implementation of this Project.

The following specific risks and mitigation measures have been identified as relevant for the implementation of this Project.

Risk	Mitigation measure
Lack of co-operation and/or uptake of the recommendations by the appropriate levels of government.	The project will provide recommendations to different levels of government, as needed. The OECD and DG REFORM will support national, regional and local authorities in engaging with the project and in implementing the recommendations resulting from the Project.

6. PUBLICATION AND DISSEMINATION OF MATERIALS

Dissemination and / or publication of any materials (including outputs) produced under this Project shall respect the relevant provisions of the Communication and Visibility plan (Annex VII of the Agreement).

The overall communication objective under this project is to raise awareness, ensuring appropriate visibility and demonstrating its impact, as well as to raise the profile of the OECD and the EU as supporters of sound investment policies and reforms. Within the beneficiary countries where the Project is implemented, key audiences for communications activities include: national and subnational governments, authorities and bodies responsible for planning and implementing regional and cohesion policies and strategies; other

relevant stakeholders at the national, regional and local levels, including business, research and civil society organisations; and the private sector.

Publications and other outputs to be formally published	
Official OECD publication and other outputs to be formally published	[for example – “ <i>Output 5.3</i> ”] [see point 6 of Annex 6 on the respective requirements]
Other written materials	
Other written materials not to be formally published	[for example – “ <i>Output 1</i> ”, “ <i>Activity 2.3</i> ”] [see point 7 of Annex VII on the respective requirements]
Communication activities	
Events	[for example – “ <i>Activity 5.2</i> ”] [see point 8 of Annex VII on the respective requirements]
Social media	[for example – “ <i>Activity 5.2</i> ”] [see points 9 and 16 of Annex VII on the respective requirements]
Supporting visuals	[for example – “ <i>Activity 5.2</i> ”], [see point 10 of Annex VII on the respective requirements]
Websites	[for example – “ <i>Activity 5.2</i> ”] [see point 11 of Annex VII on the respective requirements]
Other	[for example – “ <i>Activity 5.2</i> ”]

ANNEX 1. INDICATIVE LOGICAL FRAMEWORK MATRIX

[All outputs, outcomes and impact as identified in section 2 of this DPD **must** be reflected in the logical framework matrix and the wording of the outputs, outcomes and impact **must be consistent** throughout the DPD and is in line with the HLD – Annex I to the Agreement]

	Intervention logic	Indicator	Values of reference (per indicator)		Sources and means of information	Assumptions
			Baseline (incl. source and reference date)	Target (incl. reference date)		
Impact	Insert the impact as described in the HLD of the Project – Annex I to the Agreement.	Insert the indicator as described in the HLD of the Project – Annex I to the Agreement.	Baseline represents a starting value of the indicator at a specific point of time (reference date) before the start of	Target represents a desired change of the baseline that will occur at a specific point of time (reference	Sources that would be used for measuring progress in achievement of the set target. Please note that it is recommended	

			the Project. Baseline should be precise and measurable.	date) <u>after</u> completion of the Project and follow-up actions taken by the Member State. Target should be precise and measurable.	to use the same type of source for both determining the baseline and measuring progress in achievement of the set target.	
Outcome(s)	Insert the outcome(s) as described in the HLD of the Project – Annex I to the Agreement.	Insert the indicators as described in the HLD of the Project – Annex I to the Agreement.	Please refer to the guidance above.	Please refer to the guidance above.	Please refer to the guidance above.	
Output 1	Kick-off meeting					
Output 2	Inception report					
Output [...]						
Output [...]						
Output X	Project description summary					
Output Y	Final report [OR project public brief if there is no planned final report suitable to be disseminated to the public for an individual project]					