

Annual Programme Report

**Programme LV04 “Conservation and Revitalization of Cultural and Natural Heritage”**

EEA and Norwegian Financial Mechanisms 2009-2014

## **1. Executive summary**

In the reporting period, the implementation of all Programme activities has been ongoing and by the end of the year 90 % of the projects have been finished. In 2016, the implementation of 2 predefined projects ended, but the remaining 2 will be still ongoing in 2017. Furthermore, under the small grant scheme “Conservation of Cultural Heritage” implementation of 4 projects has been completed and under the small grant scheme “Cultural Exchange” – implementation of 6 projects.

Bilateral relations between Latvia and the Donor States have been facilitated by establishing and sustaining programme and project level cooperation. Two programme level events were organized in the reporting period that have been beneficial not only to inform the society about the respective programme areas and to promote the EEA Grants, but also have contributed greatly to bilateral relations between the countries, at the same time experts exchanging experience. There have also been 13 project level bilateral activities where each activity has contributed to the same objectives.

In the reporting period 83% of the planned outcome and output indicators have been achieved, but some of the planned outcome and output indicators exceeded the targeted value. However, some of the output and outcome indicators should be fully achieved in 2017.

Furthermore, Programme Operator has performed examination and evaluation of the projects’ reports and in total performed 17 on-the-spot checks in 2016.

The following risk mitigation actions were carried out for successful Programme implementation: mitigating risk of implementing insufficient number of qualitative projects in order to absorb all available funding and to achieve outcomes of the Programme; risk of insufficient capacity of financing and human resources to implement projects successfully; risk of incorrect procurement procedures; risk of pertaining to increase of the construction expenses and exhibition formation costs; risk of incapability to attract project partners due to the lack of information, the limited capacity and risk of insufficient capacity of human resources to ensure appropriate programme management (timely implementation of planned activities – assessments, payments, examination of the project’s reports etc.) (see Chapter 9).

The fact that all projects have been implemented in different regions of Latvia has contributed to reducing economic and social disparities in the country. With the help of this Programme, more inhabitants of Latvia have had the opportunity to access culture and cultural goods and services, for it is not always accessible to people living in regions which is one of the factors that drive people to live in bigger cities.

## **2. Programme area specific developments**

In 2016 no significant political, administrative, financial changes have been made related to the Programme areas that could significantly affect the implementation of the

Programme. In 2016 preparation for the Latvia's Centenary celebration is one of the most important factors in such area as culture. The activities pointed out in the celebration plan (released in 2016) will contribute greatly to cultural activities, Latvia's competitiveness, will promote Latvian culture, international cooperation, will improve the participation of the public in cultural events, develop cultural environment. However, this might be more relevant from the moment when the celebration starts in 2017.

In terms of cultural heritage and the situation in the area as of 2016, according to the data provided by the State Inspection for Heritage Protection of the Republic of Latvia (hereinafter SIFHP), the most actively involved entities in protecting cultural heritage (apart from the SIFHP) are Education, Culture and Science Committee of the Saeima, the Ministry of Culture of the Republic of Latvia, monument owners, education and science institutions, restoration enterprises, architects, historians, archaeologists, art historians, craftsmen, representatives of tourism industry and also, quite significantly, heritage users – the society. As of 31 December 2016, there were 8924 cultural heritage objects under the protection of the state, from which 3485 (or 39.1%) were architectural monuments. The data indicate that architectural monuments are of high importance and the improvement of the situation of architectural monuments is highly relevant. However, the annual report has not yet been released; therefore, precise data of how the situation has improved is not available. SIFHP administrates State cultural monument research, rescue, and restoration programme for the year 2017 which is aimed to support immediate rescue of cultural monuments. The programme ensures sustainability of these objects and their restoration according to the principles of restoration of such heritage. The programme also aims at research of cultural monuments, which gives ground to the understanding of the values of cultural history and helps ensure the appropriate manner of conservation of such cultural heritage objects.

### **3. Reporting on outputs**

Analysing the outputs which have been set out in the Programme decision, the Ministry of Culture has identified that all predefined projects, as well as projects under the small grant scheme "Conservation of Cultural Heritage" and "Cultural Exchange" significantly contributed to achievement of the Programme outputs (see *Annex 2*).

A significant progress was achieved in the Programme in 2016. By the end of reporting period 3 of 5 pre-defined projects have been implemented, and all projects of small grant scheme "Conservation of Cultural Heritage" and small grant scheme "Cultural Exchange" have been completed. All planned outputs of the projects are achieved. Kuldiga Old Town Hall, The Great Synagogue of Ludza, The Museum of Jānis Akuraters, The Memorial House "Rainis and Aspazija Summer Cottage", The Museum of Rainis "Tadenava", The Rainis and Aspazija House, Cesis Medieval Castle East Tower, Eleja Manor Tea House, Rezekne Green Synagogue have been renovated/restored and are now opened to public. The Memorial house "Rainis and Aspazija Summer Cottage", The Museum of Rainis "Tadenava", The Rainis and Aspazija House have uniform design, creative and modern solutions for the exhibitions of the museums, for example, in The Museum of Rainis "Tadenava" visitors could derive knowledge about the childhood of Rainis through games. Kuldiga Old Town Hall is significant as an example of a city building as well as place for creating traditional cultural values in Kuldiga. Kuldiga Old Town Hall functions as a cultural institute where cultural products and services are developed and offered. Great attention in the projects was paid to transfer of knowledge and skills in close bilateral cooperation – several theoretical and practical trainings for students, educators, and craftsmen took place, for example, in the process of the restoration of the Rezekne Green Sinagogue, Kuldiga Old

Town Hall. The Ministry of Culture expects that the cooperation between Rezekne and Arendal and Kuldīga and Drobak should continue after the end of the projects. Riga Art Nouveau Centre has created digital database consisting of 1000 units with information on the Art Nouveau cultural heritage (photos of the Art Nouveau objects and Art Nouveau cultural heritage items descriptions in Latvian, English and German). Besides that architecture and art history within the project experts conducted researches on photo art, applied art and design, fashion, architecture and living environment of the Art Nouveau period for the creation of the items of the database. Pre-defined project LV04-0001 "Restoration of the Latvian Ethnographic Open-Air Museum's Port Warehouse" was extended and will be completed till April 2017. Pre-defined project LV04-0002 "Reconstruction of the Museum of Literature and Music" was extended and it was planned that the implementation of the project will be completed on 30 April 2017, but some significant risks of meeting the deadline of the project implementation (see information about the project implementation and identified risks below at the section 3.2.) were identified.

The output "Ensured restoration of Art Nouveau architecture cultural heritage" with output indicator "Number of restored and conserved cultural heritage objects" have not been achieved because of lack of project applications under this indicator. There were no Art Nouveau objects in the received small grant scheme "Conservation of Cultural Heritage" project applications and pre-defined projects.

The output "Ensured accessibility of cultural heritage objects to the public that are restored within the Programme" with output indicator "Number of visitors in the restored cultural heritage object per year" have been achieved partly – the opened restored object Rezekne Green Synagogue was attended by 10 401 visitors in 2016. Implementation of the project "Restoration of Port Warehouse of Ethnographic Open-Air Museum of Latvia" will be finished in March, 2017 and the restored Port Warehouse will be opened to public. The number of visitors will be reported in the final Programme report. Statistically 119 802 visitors attended the Ethnographic Open-Air Museum of Latvia in 2014 and 134 765 visitors attended the museum in 2015. The Ministry of Culture expects that planned output indicator will be achieved after opening of the object in 2017.

Under the small grant scheme "Cultural Exchange" 11 projects were approved and implementation of these projects is finished. Within the projects very different cultural activities with involvement of a broad audience were accepted – for example, folk music and national tradition festivals, artist performances in partner countries, choir and orchestra concerts, travel exhibitions of Jewish art and history as well as exhibitions dedicated to contemporary art and archives. These cultural activities together with researches, workshops, creative labs, lectures, seminars and artists' discussions gave an opportunity to strengthen cultural identity as well as intercultural dialogue by working in international partnerships. Project activities took place in Latvia, Norway and Iceland. In total in all approved projects mobility of 205 specialists working in the sphere of culture was provided and the most valuable gain from the implementation of these projects is the opportunity to create new partnerships and to strengthen existing partnerships. Some of the project's partnerships will continue after the end of the project, for example in project "Joik & daina", "NORTH Creative Network - for open innovation and cultural exchange" "Experimental music lighthouses: Riga-Tromsø", „Film programme exchange between Riga International Film festival and Kristiansand International Children's Film Festival". All expected outputs of these projects were achieved. Detailed information on the Programme outputs please see in Annex 2.

## Summary of the implementation of each pre-defined project

5 pre-defined projects were approved in the *Programme*. All these projects contributed to the achievement of the Programme outputs. Implementation of the pre-defined projects continued and in 2016 implementation of 3 predefined projects “Restoration of the Green Synagogue of Rezekne, Including the Creation of Wooden Architecture Heritage Centre and an Exhibition on the Jewish Cultural Heritage” (LV04-0003), “Restoration of the Museum of Rainis and Aspazija” (LV04-0004) and “Digitization of the Cultural Heritage of the Riga Art Nouveau Centre and Development of Virtual Museum” (LV04-0005) are completed. All expected project outputs were achieved.

- Project “Digitization of the Cultural Heritage of the Riga Art Nouveau Centre and Development of Virtual Museum” (LV04-0005) – As the result of the project, digital database with information on the Art Nouveau cultural heritage 1000 units (photos of the Art Nouveau objects and Art Nouveau cultural heritage items descriptions in Latvian, English and German) has been created. Besides the architecture and art history, within the project, experts conducted research on photo art, applied art and design, fashion, architecture and living environment of the Art Nouveau period for the creation of the items of the database. The digital Art Nouveau exhibition is available for the public from 30 September 2016. The experience exchange event was organized with the project Donor state partners in Norway.
- Project “Restoration of the Museum of Rainis and Aspazija” (LV04-0004) - The Memorial House “Rainis and Aspazija Summer Cottage”, The Museum of Rainis “Tadenava”, The Rainis and Aspazija House have been restored, renovated and opened to the public in summer, 2016. Implementation of the project’s activities concluded on 30 April 2016. The restored and renovated buildings have exhibitions with new design and modern approach to explain the history. Great attention was paid to transfer of knowledge and skills in close bilateral cooperation – theoretical and practical trainings were organized in the Memorial House “Rainis and Aspazija Summer Cottage” with participation of experts and craftsmen from Norway. The practical workshop “Wooden joinery conservation and restoration techniques” at the Memorial House “Rainis and Aspazija Summer Cottage” was organized in May 2015. Restorers and craftsmen from Latvia, craftsman-restorer and students from Riga Building College and experts-craftsmen from Lillehammer Museum participated at the one week long workshop. The restoration of the wooden windows and facade elements of the Rainis and Aspazija Summer Cottage were performed within the workshop. The practical workshop was an opportunity to learn all restoration stages of wooden elements: cleaning of the wooden and metal parts from crumbling paint, surface preparation, priming, painting with linseed oil, replacement of the cracked glass, as well as the replacement of damaged parts.
- Project “Restoration of the Green Synagogue of Rezekne, Including the Creation of Wooden Architecture Heritage Centre and an Exhibition on the Jewish Cultural Heritage” (LV04-0003) - The Rezekne Green Synagogue is renovated and the building was officially opened in January 2016. 10 401 visitors have visited the Rezekne Green Synagogue from the moment it was opened to public. Great attention was paid to transfer of knowledge and skills in close bilateral cooperation – several

theoretical and practical trainings for students and educators took place in Rezekne and in Arendal. 72 students and 23 teachers participated in practical workshops and trainings.

The aim of the implementation of the projects mentioned above was not only to restore, renovate and protect cultural heritage objects but also to create content of these buildings – exhibitions, museums and to ensure functionality of these objects. The society, after the opening of the objects, has an opportunity to increase the knowledge of history, intercultural understanding. These projects helped to create and to strengthen relationship between Donor state partners and local society. For example, relationship between project partners in the project “Restoration of the Green Synagogue of Rezekne, including the Creation of Wooden Architecture Heritage Centre and an Exhibition on the Jewish Cultural Heritage” will continue after the closure of the project. Rezekne City Council organized an official meeting with representatives from Arendal City Council (Norway) and Aust-Agder Municipality (Norway) dedicated to discussing further cooperation, further cooperation models in cultural, social, tourism, wooden restoration and education spheres. Four-sided cooperation agreement between Rezekne District Municipality, Rezekne City Council, Arendal City Council (Norway) and Aust-Agder Municipality (Norway) was signed on 14 September 2016.

Implementation of the project “Restoration of the Latvian Ethnographic Open-Air Museum’s Port Warehouse” (LV04-0001) has been continuing in 2016 and is planned to meet the deadline on 31 March 2017. In the reporting period construction works have been completed and the building meets the requirements of the exploitation. For the project exposition 141 historical chests have been refurbished and renovation of 6 anchors is in the process. The opening of the restored Port Warehouse is planned in March 2017.

The implementation of the project “Reconstruction of the Museum of Literature and Music” (LV04-0002) was continuing in 2016. After the difficulties with the procurement of construction works in 2015, the contract for museum` reconstruction was concluded and massive construction works started in April 2016. On 18 January 2017 the Project promoter - the State Joint Stock Company “State Real Estate” informed about the unexpected technical complications encountered by the Contractor due to discovered much worse conditions of building's foundation which could not have been foreseen with due diligence and in due time. Since additional construction works for strengthening of building’s foundation are necessary requiring also some additional expenses, it triggers further unavoidable delays of the construction works. Unfortunately, it means that the Project would be only partially completed until 30 April 2017. The Project promoter is committed to do the utmost to complete the Project as soon as technically possible but not later than by the end of 2017.

### **Summary of the implementation of small grant schemes**

Two small grant schemes “Conservation of Cultural Heritage” and “Cultural Exchange” have been implemented in the Programme. In the open call project selections under the small grant scheme “Conservation of Cultural Heritage” 5 projects were approved and under the small grant scheme “Cultural Exchange” 11 projects were approved.

Implementation of the projects under the small grant scheme “Conservation of Cultural Heritage” is completed – 1 project was completed in 2015 and 4 projects were completed in 2016. All planned outputs under the small grant scheme “Conservation of

Cultural Heritage” are achieved. After the conclusion of the projects, 5 buildings of cultural heritage value have been restored and are now available to public. The significant common goal of these projects was the restoration of cultural heritage objects and the workshops for the craftsmen in Latvia and Norway. These projects helped to protect and preserve cultural heritage objects for the next generations. All of the restored objects are available to society and they are functioning as historical and cultural objects.

- Project “Restoration of the Great Synagogue of Ludza and Revival of Jewish Spiritual Heritage” (LV04-0017) - the restored and renovated Great Synagogue of Ludza was opened to the public on 1 August 2016, and since the opening 1 600 visitors have visited the object. Ambassador Extraordinary of Norway Mr Steinar Egil Hagen, Ambassador Extraordinary and Plenipotentiary of the State of Israel Ms Lironne Bar-Sadeh, representatives of the Latvian Jewish Community, Ludza Jewish Society, representatives from Israel participated at the opening of the synagogue. The principal activities of the project were restoration of the synagogue, creation of expositions, trainings, and experience exchange for Latvian craftsmen in cooperation with project partners – the Museum Centre in Hordaland (Norway). After the restoration, the synagogue, its original image, architectonic composition of facade, wooden constructions and authentic planning of premises were kept. There were four different expositions created to reflect history, religion and culture of Jewish people who used to live in Ludza - a styled photo workshop devoted to photographer Wolf Frank and his son – world famous documentary film maker Hertz Frank, exhibition of the unique Jewish cult objects dating back to the 18<sup>th</sup> - 19<sup>th</sup> centuries – *Bimah* and *Torah Arc (Aron Kodesh* – the cabinet where Torah scrolls are kept) and the exhibition of the Jewish shop „Hasya Zorde’s Convenience Store”.
- Project “Restoration of the Museum of Jānis Akuraters” (LV04-0018) – project activities were completed on 31 October 2016 and evaluation of the project’s final report is in process. The building of the museum is renovated and meets requirements of the exploitation. The new cultural services created for the museum – cultural programme “Things” “The Look on the Tornkalns” and “The North Dimencions” and the programme for the Jānis Akuraters 140<sup>th</sup> anniversary and for the Latvia 100<sup>th</sup> anniversary. Exchange of experience with Lillehammer Museum Association of the Kingdom of the Norway and its special museums: museum-house of the writer Bjørnstjerne Bjørnson – Aulestad in Follebu and museum-house of the writer Sigrid Undset – Bjerkebæk in Lillehammer were ensured in the project.
- Project “Restoration of Kuldīga Old Town Hall and Improvement of Quality and Accessibility of its Culture Services” (LV04-0007) - The construction works at the Kuldīga Old town hall were finished in March 2016. On March 31, 2016 the official opening of the restored Old Town Hall took place. After the preservation and restoration of the building the environment of masters of applied art studio are improved as well as the accessibility of visitors, the amount and quality of the present culture products by enriching culture supply and by fostering and diversifying development of economic activity forms, encouraging economic activities in Kuldīga. The project aim was to preserve and renew elements: the wooden facade restoration, tile roof repair and construction, foundation reinforcement, waterproofing and drainage, restoration and reconstruction of the premises, window and door restoration, chimney construction, interior utilities replacement and installation (water supply, sewerage, heating, electricity networks), security and fire alarm installation, ventilation systems, the expansion of space, revealing the

building's 2nd floor and creating window construction of the Kuldiga Old Town Hall building. The project envisaged training of the local craftsmen and capacity building as well. The project was in partnership with Akershus Restoration Centre in Drobak, Norway. Akershus Centre experts were involved in the project as local wood restoration craftsmen trainers and in practical workshops on restoration works.

For broader information about outputs, please, see Annex 1.

Implementation of the projects under the small grant scheme “Cultural Exchange” is completed – 2 projects were completed in 2014, 3 projects – completed in 2015 and 6 projects were completed in 2016. All planned outputs under the small grant scheme “Cultural Exchange” are achieved. Under the small grant scheme “Cultural Exchange” 11 projects were implemented and different kind of the cultural events like performances, exhibitions, concerts, workshops, creation of the new musical compositions, festivals were implemented within the projects in Latvia and Donor states were appropriate and meet the outputs of the Programme. All events were addressed for all society and helped to develop a mutual understanding through the culture.

The opportunity to carry out the projects under the small grant scheme “Cultural Exchange” helped to create new partnerships, to strengthen existing partnerships and to develop intercultural relationship and mutual understanding. The Ministry of Culture expected that most of the project’s partnerships should continue after the implementation of the project. It was important that projects were implemented in all regions of Latvia – Riga, Kurzeme, Vidzeme, Latgale, Zemgale and in the donor states – Norway and Iceland. Investments from the Programme through the projects for the regions of Latvia helped to develop cultural and economic situation of the region, because in the implementation phase of the project and after, work opportunities were provided for the local society. Furthermore, under the Programme projects with the focus on Jewish cultural and historical heritage were implemented which helped to increase intercultural understanding between local societies and to preserve the historical heritage.

- Project “Joik & Daina” (LV04-0015) - The project helped to initiate Sami and Latvian musicians, artisans and craftsmen to meet, to exchange, to enrich each other, to deepen their knowledge and receive impulses for new creative works, to allow people with an in-depth knowledge about traditional culture to participate in creative workshops together with local as well as Sami musicians and artisans, thus widening their knowledge about different elements of traditional culture and to inform and involve wider audience. International cooperation and exchange was important to develop the European cultural space. The aim of the project was to promote the exchange of knowledge, experience and creative impulses between representatives of two traditional cultures – Sami and Latvian through two ethno-eco festivals organized in Latvia and Norway. During the festivals public performances and creative workshops, guest artists, craftsmen and musicians from the respective partner country participated. Activities were organised within two years - two ethno-eco festivals SVIESTS in Latvia and two Sami culture festivals ISOGAISA in Norway. All project activities were organized in close collaboration with the project donor partner Foreningen Isogaisa.
- Project “NORTH Creative Network - for open innovation and cultural exchange” (LV04-0014) – the project was implemented by project partners from Latvia, Iceland and Norway and was taking place in all three countries. The project mission was to contribute towards sustainable culture development by designing and building more

accessible routes into the sector of creative industries. Project main activities - Creative WorkLabs for developing creative scenarios on Northern 'renewable futures', including five art and science workshops and 'public shows' introducing the future of water, plant electricity, open source bioart and other innovations and Innovation Festivals for disseminating project ideas and WorkLab results for wider public – features special 'creative showcase' events as well as conference, exhibitions, live performances. The Art-Science WorkLab and North Creative Network Meeting were organized in September 2014 in Riga (Latvia). Melting on Ice WorkLab and collaboration with Raflost Festival were organized in May 2015 in the PIKSLAVERK 2015 FESTIVAL in Reykjavik (Iceland). Art-Science Seminar and Exhibition was organized in the ARTICLE BIENNALE 2016 in March 2016 in Stavanger (Norway). North Transformative Ecologies Exhibition and Performances were held in the RIXC ART SCIENCE FESTIVAL 2015 in October – November 2015 in Riga (Latvia).

- Project "Latvia - Norway. Discover Folk Tradition in Music" (LV04-0013) - Project activities were finished with two concerts in Vidzeme Concert Hall "Cēsis" and Sigulda Concert Hall "Baltais Flīgelis". This project was an excellent opportunity for young musicians from Sigulda and Bergen to get familiar with traditions and culture of the other nation, to learn to work in international environment and to bring joy and motivation to continuous studies of playing music instruments. Sigulda Youth Chamber Orchestra and Sigulda Arts School "Baltais Flīgelis" choir visited Bergen in Norway, where a joint concert program together with Nesttun String Orchestra was performed in GriegHhall. Also Bergen girls and boys choirs took part in the concert. In October, 2015 two concerts in Latvia were prepared and performed with participation of the Nesttun String Orchestra, Sigulda Youth Chamber Orchestra, Sigulda Arts School Choir and Cēsis Elementary School girls choir Con Anima and Cēsis Secondary School choir Volante. More than 200 young musicians from Norway and Latvia took part in the project. Compositions of famous Norwegian composer Edward Grieg were included in the program as well as Norwegian and Latvian national songs arranged for strings and voices. 13 new arrangements of Latvian national compositions were made by composers Emīls Zilberts and Imants Zemzaris especially for this project.

For broader information about outputs, please, see Annex 1.

#### **4. Reporting on Programme outcome(s)**

There were some delays in time schedule of the Programme in 2015 and 2016 which affected implementation period for approved projects. It is foreseen that the outcomes and outputs will be eventually reached, though some of them can be reached later than it was originally planned. 5 of the Programme projects were prolonged until the middle of 2016 and 30.04.2017. See analysis of the approved projects in Chapter 3 and description of the best practise projects.

In reporting period implementation of the project activities are completed in 90% of the approved Programme's projects. Implementation of 2 extended pre-defined projects is still ongoing. In the reporting period 83% of the planned outcome indicators have been achieved, but some of the planned outcomes like "Number of cultural performances held" reached by 270%, "Number of persons taking part in cultural performances" reached by 8894% and indicator "Number of articles published in one country about the other partner country" reached by 170%. Large numbers of these indicators can be explained with the

specificity of the events which were planned in projects under the small grant scheme “Cultural Exchange”, because when planning the baseline indicators the Ministry of Culture could not know what kind of cultural events will be planned in the projects. Such festivals and exhibitions which were organized in the projects, for example, projects “Joik & Daina” (LV04-0015), “NORTH Creative Network - for Open Innovation and Cultural Exchange” (LV04-0014), “Various Forms of Archives. Archive of Contemporary Art. Research, Exhibition and Symposium.” (LV04-0019) and „Film Programme Exchange Between Riga International Film Festival and Kristiansand International Children’s Film Festival” (LV04-0020) contributed in the achievement of the extensive numbers of the outcome indicators, see more detailed information in the Chapter 3.

### **Progress on horizontal concerns**

According to the Programme agreement Ministry of Culture has set selection criteria which reflect the principles of anti-discrimination and tolerance, cultural diversity and intercultural dialogue and were used for assessment of submitted project applications. Projects which promoted anti-discrimination and tolerance, cultural diversity and intercultural dialogue received additional points in assessment.

The majority of the approved projects, including all projects of the small grant schemes “Cultural Exchange” and “Conservation of Cultural Heritage”, are implemented in cooperation with a project partner from the Donor countries, which promote intercultural dialogue and provide a possibility for the project partners to learn from each other, by taking on good practices. As projects are implemented in different cultural spheres, including the conservation of heritage and cultural exchange, the diversity of culture is carried out in different culture sectors.

Promotion of cultural diversity is especially explicit in the cultural exchange projects, for example, the project “Joik & Daina” (LV04-0015), which is implemented by Culture Management Centre “Lauska”. This project underlines the exchange between Latvian and Sami culture, by getting familiar with the music and traditional culture of the partner-country which is based on its own – Latvian or Sami – heritage. The creation of non-traditional music in cooperation with a partner of the donor countries within the project “Experimental music lighthouses: Riga – Tromsø” (LV04-0010), which is implemented by the Association for Adventurous Music and Film Art “Skaņu Mežs”, promotes cultural diversity in the sector of non-traditional art within the framework of which the producing and presenting of a new composition created within the cooperation of the Latvians-Norwegians was implemented in non-traditional music festivals. During the implementation of the project the exchange of culture and knowledge took place, which was also followed by further cooperation after completion of the projects by organizing concerts and workshops with participation of project partners from Norway.

With the help of all the projects implemented in cooperation with project partners, cultural dialogue is strengthened, and it can be especially seen in the projects, the content of which provides the creation of creative works and training which are implemented in the project’s partner country, by providing a broader vision, and allowing familiarisation with other cultures by improving and broadening perception. One such project, where the creation of new products is included, is “Latvia-Norway. Discover Folk Tradition in Music” (LV04-0013), within the framework of which Sigulda Youth Chamber Orchestra and Nestuna String Orchestra made a joint concert programme for stringed instruments and voices which includes elements of Norwegian and Latvian folk music in a modern form understandable to children and youth, thus establishing mutual contacts and strengthening cultural dialogue.

One of the most demonstrative examples of good practice is a summer school implemented within the framework of the project “Restoration of Eleja Manor Premises” (LV04-0006), where during five days 15 students of Zaļenieki Commercial and Craft Secondary School, who are acquiring a restorer assistant trade, had practical training and participated in reconstruction works of Eleja Tea House. Students acquired training with several specialists, including specialists of the Norwegian Institute for Cultural Heritage Research (NIKU). The summer school is an excellent example of how it is possible to transfer existing skills and knowledge to another environment in respect of other objects, and how such a transfer of knowledge ensures the qualitative restoration of objects.

Promotion of anti-discrimination and tolerance has been carried out in several projects approved within the framework of the Programme, by putting an emphasis on the preservation of Jewish cultural heritage. The project “450 Years Together. Jewish Culture in the Latvian Environment – Arts, Music, Education” (LV04-0016) approved within the framework of the small grant scheme “Cultural Exchange” provides a possibility for the society of Latvia and Norway to become familiar with the Jewish culture as well as the significance of it in different time periods. In relation to the preservation of the Jewish heritage, two projects have been approved - “Restoration of the Great Synagogue of Ludza and Revival of Jewish Spiritual Heritage” (LV04-0017) and “Restoration of the Green Synagogue of Rezekne, Including the Creation of the Wooden Architecture Heritage Centre and an Exhibition on Jewish Cultural Heritage” (LV04-0003), which are significant in the overall cultural scene of Latvia and which underline the significance of the Jewish religion for the society of Latvia. Implementation of the projects significantly supplements culture development in Latvia and promotes understanding of the culture on different levels. These projects provide a possibility to open synagogues to wider public and provide a possibility to get acquainted with Jewish life and culture, thus reducing the impact of anti-Semitism in society. The previously mentioned project implementers, with the help of EEA Grants, have provided people with wider knowledge of such fundamental values as the Jewish cultural heritage and its role in the Latvian society. The two essential cultural heritage projects opened this year have contributed greatly to the extension of the awareness towards the multicultural background in Latvia and, thus, generated more tolerance and understanding within the different co-existing cultures in the Latvian society.

## 5. Project selection

There have been no open calls in the reporting period.

## 6. Progress of bilateral relations

**Seminar *Restoration Process and Sustainable Use in Historic Sites*** organized by the SIFHP in cooperation with the Norwegian Directorate for Cultural Heritage took place on 28-29 April 2016 in Latvia. The seminar was intended as a kick-off event for the development of depository and crafts centre for public use with the aim to help craftsmen, owners and managers of historic buildings in finding the right way of preserving and restoring historic buildings. The two-day seminar consisted of lectures of five Norwegian and two Latvian experts and visit of the planned depository and crafts centre on the second day. In total, there were 107 participants present in the seminar on the first day, the majority of them were reported to be representatives of municipalities, owners of cultural heritage objects, restorers and craftsmen, representatives of construction companies, prior EEA Grants supported project implementers and their Norwegian partners (in total 13 specialists),

whereas, 56 participants attended the second part of the event on 29 April, who had actively participated in discussions with Latvian and Norwegian experts. The interest of the targeted listeners, in fact, exceeded the available resources in terms of the available space of the venue; therefore, the seminar offered live streaming and it is now available on *YouTube* channel of the SIFHP [RESTORATION PROCESS AND SUSTAINABLE USE OF HISTORIC BUILDINGS](#). Thus, the number of the actually reached audience is evaluated to have been considerably higher. On the first day of the seminar, the Norwegian and Latvian experts shared their experience and knowledge of cooperation projects, project management and as well as significance of management plans and their application in maintenance and renovation of historic buildings. The second day, on the contrary, was devoted to practical classes, like on-spot renovation of hammered works and wooden elements and the participants attended the residential house of the former manor of Balozī together with specialists, where the State SIFHP in cooperation with the Latvian Ethnographic Open-Air Museum has intended to create a storage of parts and a centre of practical restoration. By organizing this seminar, the cooperation between SIFHP and the Norwegian Directorate for Cultural Heritage has contributed to the bilateral relations in the institutional level between Latvia and Norway and also experts of the field.

**Conference *Restart Museum*** on 18 May 2016. Focusing on synergies of museums and creative industries, the event offered a platform for the exchange of experience and transfer of knowledge in order to encourage *thinking*. Representatives of Latvian and foreign museums and representatives of creative industries shared their experience about innovations and challenges they have faced in the process of *restarting* a museum, for museums act as a catalyst for creativity and growth. In order to cultivate creativity and growth, every museum should be *re-started* from time to time. Such experts as David Fleming (*director of Liverpool National Museum and President of Museum Association in the United Kingdom*), Guðbrandur Benediktsson (*director of Reykjavik City Museum, Iceland*), Urmas Dresen (*director of Estonian Maritim Museum, Estonia*), Leif Plith Lauritsen (*researcher and official at Lolland-Falster museum, Denmark*), Hanna Mellemsether (*research coordinator at Museums of South Trøndelag, MiST, Norway*) participated in the conference, thus sharing their experience on intercultural level. Museum representatives, representatives from the Ministry of Culture of the Republic of Latvia, students, journalists, architects and others participated in this conference, thus making a rather broad audience estimated around 158 participants.

With the help of both programme level events, not only knowledge of the target audience has been raised, but also cooperation between professionals from Latvia and Norway and from other countries has been extended and cultivated. The events have been a considerable platform for knowledge and experience exchange between specialists in the respective programme area, and taking into consideration the initial objectives and the results of both events, as well as all the positive outcomes, it can be concluded that both events have been useful and successful contributions to the improvement of strong bilateral cooperation between Latvia and the donor countries, in particular Norway and Iceland.

As to the project level bilateral initiatives, mutual cooperation in predefined projects and projects of the small grant scheme “Conservation of Cultural Heritage” was mainly ensured by involving donor partners in the project supervision working group and by involving them in the implementation of practical workshops and master classes, thus ensuring the exchange of experience. However, these activities in the majority of cases have finished. Nevertheless, there is already some evidence that indicates that partnerships

established within the EEA projects have been strong enough to be continued in the future. For example, as reported on the web site of Ludza municipality [www.ludza.lv](http://www.ludza.lv) on August, 2016, a contract between Ludza Region Research Museum and The Museum Center in Hordaland has been signed. The Museum Center in Hordaland was the partner of the project "Restoration of the Great Synagogue of Ludza and Revival of Jewish Spiritual Heritage", and after the opening of the Great Synagogue of Ludza a new partnership contract was signed between the two entities. The objective of the contract is to assure further cooperation in the research and maintenance of cultural heritage, to participate in mutual projects and implement activities that include research and society education. Such activities indicate the strength of partnerships established, as well as the fact that these projects have been beneficial for both sides involved.

Since the projects of the small grant scheme "Cultural Exchange" have finished, the possibility to broaden cooperation networks for these project promoters was to apply for the co-financing of the bilateral fund, which in 2016 was a widely used opportunity. However, the success of the bilateral fund will be explained later in this Chapter.

This year can be evaluated as positive, especially in terms of the relatively high number of applications for the co-financing of the bilateral fund. Since the amendments made to Cabinet Regulation, by ensuring advance payments in the amount of up to 90% of the requested amount, the opportunities of the bilateral fund had become more accessible to such project promoters as non-profit organizations. In total, this year 13 bilateral initiatives have taken place in Latvia and outside its borders, where artists, specialists and experts from Latvia and the donor countries have exchanged their experience thus strengthening their cooperation. In addition, in 2016 most projects have been finished, therefore, the project promoters had the capacity to concentrate on boosting the bilateral ties.

One of the most active project promoters in terms of cultivating and developing bilateral relations is Kuldīga District Council who within *Measure B* has implemented two bilateral activities (*Measure B* being activities supported during the implementation of approved projects, such as creation and maintenance of cooperation networks, exchange of experience and knowledge, as well as visiting the Donor partners in their respective countries, attending seminars and conferences related to the objective of the project and the Programme). The first activity consisted of visiting Iceland and such Icelandic organizations as Reykjavik City Museum and the Cultural Heritage Agency of Iceland. The second activity was a visit to Norway, Drobak with such institutions involved as the Norwegian Directorate for Cultural Heritage and „Stiftelsen Akershusmuseet" in cooperation with „Riktig Restaurering Drøbak". The goal of these visits was, firstly, to transfer knowledge and exchange opinions, visits beneficial to both involved parties, as well as to discuss further cooperation possibilities. The reason Kuldīga District Council is considered to be one of the exceptionally good examples of how to maintain cooperation and broaden the cooperation networks is because within *Measure B* this project promoter has two other bilateral activities planned in 2017 with new organizations involved, including Røros Museum in Norway and Liechtenstein Museum. Such number of initiatives indicates that Kuldīga District Council has understood the value of bilateral cooperation with entities they have so much in common with in terms of cultural heritage and there is a very high probability that they might continue to strengthen these links in the future. Kuldīga, in fact, has not only established new partnerships but also maintained strong existing partnership with their project partner Akershus restoration centre.

Furthermore, Jelgava Local Municipality who in 2016 has had one bilateral activity in cooperation with Arendal municipality and University of Agder in Norway with such expert as Michael Fuller-Gee, in particular, is planning another activity in cooperation with the same entities involved, therefore it can be concluded that the cooperation has been established and might continue in the future.

However, bilateral fund has been especially interesting to the project promoters of the small grant scheme “Cultural Exchange”. Nine activities have been carried out within *Measure B* with 13 involved organizations from donor countries in total. For instance, “Lauska”, NGO which has submitted two applications this year, extended their cooperation networks establishing a partnership with such Norwegian organization as Sami National Theatre Beivváš. The two representatives of Sami National Theatre participated in the festival SVIESTS in Latvia, shared their culture with the participants, craftsmen, established contacts with the local craftsmen, provided and participated in demonstrations, thus the cooperation was beneficial to both involved entities. With the help of this project, the traditional Latvian and Sami culture exchange was broadened and provided to other craftsmen and other people interested in Norwegian culture. This is just one of the examples of the bilateral initiatives carried out by the project promoters. The rest of the activities had the same objective – to provide cultural offerings of Latvia and the donor country to wider public at the same time broadening the cooperation networks.

Regardless of the specific examples mentioned before, it can be concluded that with the help of bilateral fund all the activities implemented (both programme and project level) have been a considerable contribution to strengthening cultural and historic ties and general knowledge, contribution to improving the understanding and public awareness about the other country, the ties existing between them, as well as shared values.

<p><b>1. Extent of cooperation</b></p>
<p>Within the Programme, various partnerships have been established. Partnerships that have had a significant role in the implementation of the project with the help of experts from donor countries. The partnerships established within the projects (especially projects under small grant scheme “Conservation of Cultural Heritage” and predefined projects) have a potential to continue and some of them will continue, since new partnership agreements have been signed.</p> <p>The seminar organized by SIFHP on 28-29 April 2016 in Latvia was a platform that not only informed wider public about the Programme area, but also played a significant role for the partnership with the Norwegian partner – the Norwegian Directorate for Cultural Heritage. Both institutions have widened their cooperation and, as a result of the successful outcome of the seminar, are planning another bilateral event in 2017.</p>
<p><b>2. Shared results</b></p>
<p>Transfer of knowledge was especially important in the projects under the small grant scheme “Cultural Heritage” and predefined projects, for the area is very specific and only specialists that have the particular knowledge of such matters can give valuable assets in terms of</p>

transfer of knowledge and experience. It has been mutually beneficial, according to the conclusions set forth in the focus group discussions organized with the project promoters in October 2016.

On 1<sup>st</sup> and 2<sup>nd</sup> September a conference was organized by Latvian Ethnographic Open-Air Museum that covered such topics as preservation of wooden heritage, process of its restoration and conservation and also included experts exchanging practical experience while restoring the Latvian Ethnographic Open-Air Museum's Port Warehouse. This was an important exchange of experience within a group of experts both from Norway and Latvia, thus also informing wider public.

### **3. Improved knowledge and mutual understanding**

After the focus group discussions, the project promoters acknowledged the high importance of the project partners and that in all of the projects it was an essential aspect. The partnerships were, indeed, beneficial for all the parties involved in one way or another. The partnerships have helped to promote different cultures, to ensure the accessibility of each country's culture in the other country, which would not have been possible if not EEA Grants. The bilateral cooperation has ensured the people involved in the projects to see above their daily lives and get to know other cultures. The presence of the donor partners in the implementation and the opening events of the cultural heritage projects proved the close ties between the countries that Latvians had little or no knowledge of. Furthermore, the interest and involvement of the donor partners showed that preserving the cultural heritage is an issue addressed inside and outside the borders of Latvia and has a high importance.

Sigulda School of Arts "Baltais Flīgelis" (a project promoter under the Small grant scheme "Cultural Exchange") visited their project partners Nesttun String Orchestra in Bergen, Norway in June, 2016 to participate in a concert within Hanseatic Days in Bergen. The participants performed the joint concert program for strings and voices, including Norwegian and Latvian modern folk music elements created within the project "Latvia-Norway. Discover Folk Tradition in Music". The goal of the bilateral activity was not only to continue and improve the intercultural ties between the youth of Latvia and Norway, but also to increase the understanding and tolerance for the values of both nations. Such activities have brought together young talented musicians and given them the opportunity to have international experience.

### **4. Wider effect**

Almost all projects of the Grant Schemes "Cultural Exchange" and "Conservation of Cultural Heritage" have had a Norwegian and/or Icelandic project partner and after the end of the projects some partnerships have been officially continued with new contracts, as for example, a new contract between Ludza Region Research Museum and The Museum Center in Hordaland has been signed. In addition, the extent of cooperation has been broadened with the help of bilateral fund. With the help of bilateral fund, project promoters have had the opportunity to broaden their cooperation networks with the same or other donor partners. A

good example of broadening cooperation networks can be considered Kuldiga District Council who within the respective EEA Grants Programme have had two bilateral activities in the year 2016 and will be having two more in 2017. In May, 2016 Kuldiga district council visited Reykjavik City Museum and the Cultural Heritage Agency of Iceland. The goal of the visit was to get acquainted with the experience of the involved Icelandic entities with the conservation and restoration of cultural heritage objects, with the experience of the involvement and education of the local society, as well as to share the experience of Kuldiga on the same matters. In addition, in the meeting Kuldiga emphasized several topics on which all entities involved could collaborate in the future.

### **Complementary action**

In September 2016, representatives from the Ministry of Culture participated in annual meeting of Programme operators for the Programme Area 17 in Poland.

The objective of the meeting was to share experiences regarding the achieved results of the Programmes as well as to discuss plans for the new programming period of the EEA and Norway Grants for 2014-2021. The final conference of Polish Cultural Programmes (PL09 and PL08) was held on the first day (27<sup>th</sup> of September), where the results of the Polish cultural exchange and investment Programmes were presented. The second day was devoted to the annual meeting of the Programme operators, where discussions in thematic groups were held. The following questions were discussed:

- 1) *Needs of the Beneficiary Countries vs. Future of the Financial Mechanisms;*
- 2) *International Cooperation in projects – challenges.*

## **7. Monitoring**

In 2016 inspections of project procurement plans were ensured – 9 inspections; inspections of the documentation and progress of procurement procedures carried out within the project – 5 inspections in total; inspections of the submitted reports (technical progress and financial) were carried out by conducting inspections of 100% of the expenses included in the report – by ascertaining whether expenses included in the report were eligible. In 2016 the inspection of 73 submitted reports was ensured and expenses in the amount of 5 089 322 EUR were examined. By examining the submitted reports financial corrections were made in the projects where the infringements in project administration cost calculations were established or expenses initially not intended for the project were included in the project expenses or the project's expenditures incurred after the final date of the project implementation period.

By evaluating the documentation submitted in the reports and project risks, as well as the consumed staff resources for the performance of inspections of the project reports, 17 on-the-spot controls were performed. Where the infringements in the provision of the publicity and ensuring of accessibility of the project documentation were established all of the necessary documentation had been presented during the inspection or after the inspection. The project promoters rectified the infringements. Survey of the construction objects has been carried out in the second inspection; infringements were not established at the time of inspection.

Programme Operator ensured participation in project events of the project promoters with a view to ascertain the conformity of the event with that planned in the project and the provision of publicity.

In 2 projects the Ministry of Culture carried out additional monitoring by participating in the supervision committee meetings and organising meetings with the programme manager.

See Projects Monitoring Plan for 2017 in Annex No 4.

## **8. Need for adjustments**

Based on the success of bilateral activities in 2016, the Ministry of Culture plans to make amendments in the Programme with aim to reallocate the amount of leftovers from the projects to the bilateral fund.

## **9. Risk management**

In the reporting period the following risk mitigation actions were carried out:

- risk mitigation of insufficient capacity of financing and human resources to implement projects successfully, previous experience of potential project applicants and project promoters of pre-defined projects in project implementation as well as available human resources and their qualification, and available financial resources for project implementation were assessed. According information provided by beneficiaries about approved project management, there are enough human resources within pre-defined projects;
- The public procurement plan checks were carried out within all projects;
- risk mitigation of pertaining to increase of the construction expenses and exhibition formation costs before project implementation agreements within the pre-defined projects were concluded, project estimate was assessed in the projects as per cost commensurability and price compliance to market prices. Pre-defined projects provide cost reserve of 5% out of construction and exhibition formation costs in total sum of eligible costs;
- operational risk mitigation of insufficient capacity of human resources to ensure appropriate programme management (timely implementation of planned activities – open calls, assessments, payments, elaboration of reports etc.) in order to ensure appropriate management of the programme after the programme approval additional employees were attracted to ensure carrying out of timely and qualitative fulfilment of the Programme Operator functions regarding planning, monitoring and payment realisation. Five employees were attracted to carry out Programme Operator functions. There were established an appropriate management and control system, which was accepted by the Audit Authority.

Within the Programme to the cohesion (Programme) outcomes time frame risk was identified, which has a direct impact on reaching the project objective (risk mitigation actions described in Annex 3), but after the extension of the 5 Programme projects, risk is low. Within the Programme to the bilateral outcomes two risks were identified: not achieved planned number of joint initiatives created in the result of cooperation between institutions involved in the implementation of projects in Latvia and in the donor states, lack of partners in bilateral cooperation and partners in the donor country refuses from

cooperation within the framework of the project (risk mitigation actions described in Annex 3). Information about the identified risk in the project “Restoration of the Museum of the Literature and Music” (LV04-0002) and risk mitigation actions please see in Chapter 3.

Risk of insufficient capacity of human resources to ensure appropriate programme management (timely implementation of planned activities – open calls, assessments, payments, elaboration of reports etc.), which previously were identified like cohesion (Programme) outcome risk, now is moved to operational issues risk, because, it has impact on Programme operational ensuring. Please find risk assessment for next reporting period in Annex 3.

## 10. Information and publicity

In the reporting period regularly updated information related to implementation of the Programme was provided in Latvian and English in the web page of the Ministry of Culture and Facebook.

More importantly, in 2016 such projects as “Restoration of Kuldiga Old Town Hall and Improvement of Quality and Accessibility of its Culture Services”, “Restoration of the Great synagogue of Ludza and revival of Jewish spiritual heritage”, “Digitization of cultural heritage of Riga Art Nouveau Centre and Development of Virtual Museum”, “Restoration of the Green Synagogue of Rezekne, including the creation of Wooden Architecture Heritage Centre and an exhibition on the Jewish cultural heritage”, “Restoration of the Museum of Rainis and Aspazija” were finished. The opening ceremonies of the objects have earned a wide resonance, thus promoting EEA financial mechanism, its contribution to various areas of culture in Latvia, as well as to the socio-economic development of Latvia. These events have promoted the importance of cultural heritage, as well as the importance of the cultural exchange between Latvia and the donor countries. Furthermore, the opening events were widely discussed in media (both in Latvian and Norwegian media), thus promoting the results of the projects implemented within the EEA Grants and contributing to the publicity of the financial mechanism. The opening ceremonies of projects which promoted Jewish cultural heritage have earned especially wide publicity in Norwegian media.

In addition, in 2016 Rezekne Green Synagogue reached semi-finals of the annual national competition of Latvian Architecture Awards. The aim of the competition is to identify and promote the best accomplishments of Latvian architecture and stimulate the development of high-quality architecture and it is the largest event in Latvian architecture, recognized as a nationally significant occasion. Furthermore, two EEA Grants projects have received Latvian Construction Awards of the year 2015 – 1<sup>st</sup> place to Cesis Medieval Castle and 3<sup>rd</sup> place to Rezekne Green Synagogue, both of which were nominated in the “Restoration” class. The participation in such competitions and the high evaluation has contributed to the publicity of the project and the EEA Grants.

On September 2016, there were three focus group discussions held (two of them with the presence of project promoters of predefined projects, as well as of small grant schemes “Conservation of Cultural Heritage” and “Cultural Exchange” and one internal discussion with 5 representatives of the Ministry of Culture and 2 representatives of SIFHP). The purpose of the discussions was to hear out different opinions regarding the Programme, to understand its strengths and weaknesses, as well as to listen to suggestions in terms of the future EEA Grants periods. Several conclusions have been made in terms of the contribution of the implemented projects. The results of the focus groups will be published on the web page of Ministry of Culture to inform the society about:

- how the implemented projects contributed to reaching the Programme objectives;
- to what extent the supported activities corresponded with Programme objectives and project promoters' visions and ideas;
- examples of qualitative results – what changes can be observed;
- the factors that helped and were burdensome in reaching the Programme objectives;
- suggestions in terms of the development of possible programmes planned in the future;
- the importance of the bilateral cooperation.

In addition, the two previously mentioned programme level bilateral events (see Chapter 6) also contributed to the publicity of the Programme and the EEA financial mechanism as such. The seminar *Restoration Process and Sustainable Use in Historic Sites* (with 107 participants present and others listening live) and the conference *Restart Museum* (with 158 participants present) promoted the values and objectives of the Programme, as well informed the society about the existing cooperation between Latvia and donor countries.

### Publicity plan for 2017

Activity	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII
Independent Programme evaluation	x	x	x	x	x	x	x	x	x			
Programme Closing conference									x			
Book to be launched reflecting on the results achieved within predefined projects and projects of small grant scheme "Conservation of Cultural Heritage"									x			
Programme amendments	x	x	x									
Programme level bilateral events after Programme amendments	x	x	x	x	x	x	x	x	x	x	x	x
Seminar organized by State Inspection for Heritage Protection												
Opening of the Latvian Ethnographic Open—Air			x									

Museum												
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### Work plan for 2017

Activity	I-III	IV-VI	VII-IX	X-XII
1. Implementation of projects	x	x	-	-
2. Implementation of Complementary actions	-	x	x	-
3. Meetings of Cooperation Committee	-	-	x	-
4. Monitoring of projects (risk assessment, verification of expense report etc.)	x	x	x	x
5. On the spot checks	-	x	x	-

### 11. Cross-cutting issues

The Programme operator has ensured that principles of good governance, environmental considerations, economic sustainability, social sustainability, and gender equality have been followed throughout the entire granting period and have remained unchanged. However, two particular projects finished and opened to public in 2016 can be pointed out that have contributed to economic sustainability. These projects offer new expositions and new services, thus increasing the interest of inhabitants of the specific region and tourists, which will eventually cultivate the regional economic growth. Two of the cultural heritage objects (Rezekne Green Synagogue and Ludza Great Synagogue) are located in the Eastern part of Latvia with approximately 25 km distance in between. The two objects can be considered as two potential sites for the visitors, who have intention to visit Latgale (the Eastern part of Latvia). Such economic stimulus is especially important for this region. The success story of these projects very distant from the capital of Latvia might serve as an example of good practise to other regions.

### 13. Attachments to the Annual Programme Report

Annex 1 "Programme outcomes"

Annex 2 "Programme outputs"

Annex 3 Annex 4 "Risk assessment"

Annex 4 "Monitoring plan for 2017 year"

## PROGRAMME OUTCOMES

## Programme Expected Outcome

#	Outcome	Indicator	Description	Indicator value				
				Baseline value	Target value	Achieved Value on 31.12.2016.	% achieved from planned target value on 31.12.2016.	Comments
1	<b>Cultural heritage restored, renovated and protected</b>	Number of buildings of cultural heritage value restored or rehabilitated	<p>The Programme is directed to conservation and revitalization of cultural heritage as essential factor of high quality human life, thus providing preservation of cultural and historical values created for centuries to the next generations.</p> <p>Taking into account that within the Programme restoration of cultural heritage objects is envisaged in the framework of the predefined projects and conservation of cultural heritage activity, the target value is set as a minimal number of restored objects, considering results of the predefined projects and available financing for the Small grant scheme "Conservation of Cultural Heritage" and available financing per project.</p>	0	8 <sup>1</sup>	8	100%	1) Cesis Medieval Castle East tower (LV04-0009); 2) Eleja Manor Tea House (LV04-0006); 3) Kuldīga Old Town Hall (LV04-0007); 4) The Great Synagogue of Ludza (LV04-0017) 5) The Museum of Jānis Akuraters (LV04-0018); 6) The Memorial house "Rainis and Aspazija summer cottage" (LV04-0004) 7) The Museum of Rainis "Tadenava" (LV04-0004) 8) The Rainis and Aspazija House (LV04-0004)

<sup>1</sup> Target value of indicator of outcome **Cultural heritage restored, renovated and protected** includes the buildings restored under two pre-defined projects: "Reconstruction of the Museum of Literature and Music" and "Restoration of the Museum of Rainis and Aspazija" (1 building and 3 groups of buildings) as well as the cultural heritage objects restored and protected within the Small grant scheme "Conservation of Cultural Heritage" that are planned to be four according to available funding.

								The remaining outcome of the project LV04-0002 planned to achieve in 2017.
2	<b>Cultural heritage made accessible to the public</b>	Number of items of cultural heritage value converted to an electronic format	The Programme envisages digitization of cultural heritage values that allows making countless cultural heritage objects more available in electronic format, visiting and researching of those would be complicated or time-consuming heretofore.	0	1000 <sup>2</sup>	1000	100%	Pre-defined project No LV04-0005. Created Riga Art Nouveau Centre database with information on the Art Nouveau cultural heritage 1000 units (photos of the Art Nouveau objects and Art Nouveau cultural heritage items descriptions in Latvian, English and German).
		Number of buildings of cultural heritage value opened or reopened to the public	Technical condition of many state and municipalities owned cultural monuments are critical or unsatisfactory, thus accessibility of those objects is limited and the public is forbidden to acquaint itself with richness of Latvian cultural heritage to full extent. Museums are located at some of those objects, whose operation is endangered due to poor technical condition. Chosen indicator will allow evaluating contribution to facilitation of object accessibility, involving it to modern circulation, thus raising awareness about Latvian cultural heritage.	0	2 <sup>3</sup>	1	50%	1) Rezekne Green Synagogue (LV04-0003)  The remaining outcome of the project LV04-0001 planned to achieve in 2017.
3	<b>Contemporary art and culture presented and</b>	Number of cultural performances held	Every country has its own cultural traditions and specific expressions that make a culture richer in total. To acquaint oneself with cultural life of other countries and bring culture of Latvia and the donor	0	20 <sup>4</sup>			<b>Events in 2014:</b>  1) festival SVIESTS 2014 in Latvia (LV04-0015);

<sup>2</sup> Target value of indicator No.1 of outcome **Cultural heritage made accessible to the public** includes values of cultural heritage digitized within pre-defined project “Digitization of the cultural heritage of the Riga Art Nouveau Centre and creation of the virtual museum” and integrated in a virtual museum, in its turn.

<sup>3</sup> Target value of indicator No.2 of outcome **Cultural heritage made accessible to the public** includes restored building of synagogue in the result of pre-defined project “Restoration of Rezekne Green Synagogue” and restored port warehouse in the result of pre-defined project “Restoration of the Latvian Ethnographic Open-Air Museum’s port warehouse”. Both buildings will be made accessible to the public after restoration.

<sup>4</sup> Target value of indicator No.1 of outcome **Contemporary art and culture presented and reaching a broader audience** includes expected outcomes of the projects implemented under the Small grant scheme “Cultural Exchange”, assuming that 10 projects will be implemented within this Small grant scheme at an average and at least 2 cultural or art exchange events will be organized within each project.

	<p><b>reaching a broader audience</b></p>		<p>states abroad and to facilitate exchange of experience and further cooperation between Norway, Iceland, Liechtenstein and the Beneficiary states, the Small grant scheme will be implemented for cultural exchange within the Programme. Selected indicator allows quantifying outcome and extent of cooperation established in the result of the grant scheme implementation directly related to achievement of the grant scheme objective.</p> <p>Number of organised cultural events will provide information not only about number of successfully established cooperation, but also about the publicity related to organisation of these events and project results availability to public. Moreover when evaluating this indicator not only quantitative but also qualitative information will be taken into account – quality and accessibility of the event, scope of the cooperation, as well as sustainability.</p>			<p>54</p>	<p>270%</p>	<p>2) festival ISOGAISA 2014 in Norway (LV04-0015);</p> <p>3) festival Vides dejas 2014 (LV04-00012);</p> <p>4) festival “Enviromental manufactures” in Latvia (LV04-0011);</p> <p>5) Lighth festival in Drobak (LV04-0011);</p> <p><b>Events in 2015:</b></p> <p>6) Norwegian documentary program about life in Norway, shown in Riga and Cesis (LV04-0008);</p> <p>7) Latvian documentary film program for the life of Latvian, shown at the Berlin International Film Festival, Norway (LV04-0008);</p> <p>8) Travelling exhibition in Bergen, Norway (LV04-0008);</p> <p>8) Riga International Film Festival Nordic children's and youth film program, Latvia (LV04-0020);</p> <p>10) Norwegian choreographer Heine Awdal / Fieldwork productions "Distant Voices" tour in the International Festival of Contemporary Theatre "Homo Novus" (LV04-0021);</p> <p>11) Adventurous Music Festival Skaņu Mežs 2015 - <b>4</b> concerts in Riga and <b>1</b> workshop (LV04-0010);</p> <p>12) Norwegian electronic music festival Insomnia 2015 - <b>3</b> concerts in Norway, Tromso (LV04-0010);</p> <p>13) 2 February 2015 Sigulda Youth Chamber Orchestra, Sigulda Art School "White Grand Piano" choir, string orchestra and Nestunda Bergen boys</p>
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							<p>and girls copra concert in the Grieg Hall, Bergen (Norway) (LV04-0013);</p> <p>14) October 8, 2015 concert concert Cesis Vidzeme (LV04-0013);</p> <p>15) Concert on October 9, 2015 in Sigulda concert hall "Baltais Flīgelis" (LV04-0013);</p> <p>16) 25.09.2015., 27. 28.09.2015. Creative laboratories (LV04-0014);</p> <p>17) Symposium "Northern water future" (LV04-0014);</p> <p>18) '05.2015. Creative Workshops and R.Šmite's exhibition "Melting on Ice" Reikjavik (Island) in Pikslaverk partner festival Raflost. Lecture of R.Šmits (LV04-0014);</p> <p>19) '11.2015. Festival "Piksel" - creative workshops and performances (LV04-0014);</p> <p>20) '10.2015. RIXC art and science festival "Art+Communication" (LV04-0014);</p> <p>21) '2015. International conference „Renewable future" (LV04-0014);</p> <p>22) festival SVIESTS 2015 Latvia (LV04-0015);</p> <p>23) festival ISOGAISA 2015 Norway (LV04-0015);</p> <p>24)26.05.-29.06.2015. exhibition of paintings of Josif Kuzkovsky in Riga Ghetto museum (LV04-0016);</p> <p>25) 19.11.-13.12.2015. artist's Felikss Mostovich paintings exhibition "Memories from the Past" in Riga Ghetto museum (LV04-0016);</p>
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								<p>26) 26.11.2015. Concert of Klezmer band "Urban Tunells" in Riga, club "Music Factory A Nice Place" (LV04-0016);</p> <p>27) 20.10.2015. lecture "Latvian Jews" in Oslo Jewish Museum, Norway (LV04-0016) ;</p> <p>28) 13.10.2015. Exhibition ""Jews in Norway and Latvian. Unexpected Crossroads" , Riga Ghetto Museum (LV04-0016);</p> <p>29) 15.12.2015. Children creative work exhibition "My family and I story" at the Riga Ghetto Museum.</p> <p>Other outcomes and outputs planned to achieve in 2016(LV04-0016 );</p> <p><b>Events in 2016:</b></p> <p>30) 27.02.2016. performance – installation “Carry on” in Rucka, Latvia; Haine Avdal / Yukiko Shinozaki (NO/BE/JP) in collaboration with Elīna Lutce (LV) (LV04-0021);</p> <p>31) 24.03.2016. “Last Supper”, a performance-walk in Cīrava, Latvia by Steinunn Knutsdottir (Iceland)and Rebekka Ingimundardottir (Iceland) in collaboration with Kristīne Brīniņa (Latvia) (LV04-0021);</p> <p>32) 21.04.2016. Lecture and discussion dedicated to the dance community development, with practical steps and solutions "A Step Forward. Dance Community Development Examples in Iceland and Latvia " by Ausa Rikardsdottir (Iceland) in Latvia (LV04-0021);</p> <p>32) 5 travelling exhibitions “Lost in the Archive” in Latvia (LV04-0019);</p>
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								<p>33) 23.03.2016. Symposium 'Lost (and found) in the Archive", Latvia (LV04-0019);</p> <p>34) Film program at Kristiansand International Children's Film Festival (Norway) '04. 2016 – demonstration of 6 films (LV04-0020);</p> <p>35) '03.2016. creative laboratory „Electrofusion Chamber” at the festival “Article Biennale” (Norway) (LV04-0014);</p> <p>36) '03.2016 exhibition and workshops at the festival the festival “Article Biennale” (Norway) (LV04-0014);</p> <p>37) travelling exhibition “Life in Motion” in Latvia (LV04-0008);</p> <p>38) travelling travelling exhibition “Life in Motion” in Norway (LV04-0008);</p>
	Number of persons taking part in cultural performances	Number of persons who take part in cultural events is an indicator that directly reflects a scope of the cultural exchange, thus facilitating achieving one of the objectives of the Programme.	0	1000 <sup>5</sup>	88 943	8 894%	<p><b><u>In 2014:</u></b></p> <p>1) Project LV04-0015 festival SVIESTS 2014 in Latvia attended by approximately 3000 visitors and festival ISOGAISA 2014 in Norway attended by approximately 400 visitors</p> <p>2) Project LV04-0012 festival "Dance in Nature 2014" attended by approximately 500 visitors</p> <p>3) project LV04-0011 performances attended approximately by 50000 visitors</p> <p><b><u>In 2015:</u></b></p>	

<sup>5</sup> Target value of indicator No.2 of outcome **Contemporary art and culture presented and reaching a broader audience** includes outcomes of the projects implemented within the Small grant scheme “Cultural Exchange”, presuming that on average 100 persons take part in one cultural performance.

								<p>4) project LV04-0008 performances attended by approximately 6180 visitors;</p> <p>5) project LV04-0021 events attended by 150 persons;</p> <p>6) project LV04-0013 events attended by 2700 persons;</p> <p>7) project LV04-0014 events attended by approximately 2500 persons;</p> <p>8) project LV04-0015 events in 2015 attended by approximately 3600 persons;</p> <p>9) project LV04-0016 events attended by approximately 1330 persons</p> <p>10) project LV04-0010 Adventurous Music Festival Skaņu Mežs 2015 attended by approximately 3500 persons and Norwegian electronic music festival Insomnia 2015 attended by approximately 1560 persons;</p> <p><b><u>In 2016:</u></b></p> <p>10) project LV04-0021 events attended by 300 persons;</p> <p>11) project LV04-0019 events attended by approximately 6463 persons;</p> <p>12) project LV04-0020 events attended by approximately 5010 persons;</p> <p>13) project LV04-0014 events attended by approximately 250 persons;</p>
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								14) project LV04-0008 performances attended by approximately 1500 persons;
4	<b>Knowledge and mutual understanding</b>	Number of articles published in one country about the other partner country	Number of articles published in one country about the other partner country is indicator that reflects a contribution of projects implementation to the knowledge and awareness about donor states and beneficiary state, the EEA grants and contribution of these grants as well as collaboration between these countries.	0	10 <sup>6</sup>	17	170%	Indicator value achieved in projects: 1) LV04-0015 2) LV04-0010 3) LV04-0013 4) LV04-0002 5) LV04-0004 6) LV04-0005 7) LV04-0003 8) LV04-0009 9) LV04-0007 10) LV04-0017 11) LV04-0006 12) LV04-0021 13) LV04-0019 14) LV04-0012 15) LV04-0011

<sup>6</sup> Target value of indicator **Knowledge and mutual understanding** includes expected number of articles about cultural heritage, cultural and art life in the donor states and beneficiary state, as well as about contribution of the EEA grants published in the mass media of Latvia or donor states, presuming that at least one article will be published within each pre-defined project and approximately 5 articles in total will be published within the projects selected through open calls (conservation of cultural heritage and cultural exchange).



Programme outputs

Outcome	Output	Output indicator	Indicator value				Comments
			Baseline value	Target value	Achieved Value on 31.12.2016	% achieved from planned target value on 31.12.2016.	
<b>Cultural heritage restored, renovated and protected</b>	Ensured restoration of wooden architecture cultural heritage	Number of restored and conserved cultural heritage objects	0	5 <sup>7</sup>	6	120%	1) Kuldīga Old Town Hall (LV04-0007); 2) The Great Synagogue of Ludza (LV04-0017) 3) The Museum of Jānis Akurāters (LV04-0018); 4) The Memorial house “Rainis and Aspazija Summer Cottage” (LV04-0004) 5) The Museum of Rainis “Tadenava” (LV04-0004) 6) The Rainis and Aspazija House (LV04-0004)

<sup>7</sup> Target value of the first output No.1 indicator includes wooden objects of cultural heritage restored under pre-defined project “Restoration of the Museum of Rainis and Aspazija” (3 groups of buildings) and two wooden objects of cultural heritage restored in the result of implementation of the Small grant scheme “Conservation of Cultural Heritage”.

	Ensured restoration of Art Nouveau architecture cultural heritage	Number of restored and conserved cultural heritage objects	0	1 <sup>8</sup>	0	0%	Output would not be achieved because of lack of the project application under this indicator. There were no Art Nouveau cultural heritage objects in the received Small grant scheme "Conservation of cultural heritage" project applications.
	Ensured conserved cultural heritage objects	Number of restored and conserved cultural heritage objects	0	2 <sup>9</sup>	2	100%	1) Cesis Medieval Castle East tower (LV04-0009); 2) Eleja Manor Tea House (LV04-0006);  The remaining output of the project LV04-0002 planned to achieve in 2017.
<b>Cultural heritage made accessible to the public</b>	Collected and electronically available information about Art Nouveau cultural heritage in Latvia	Developed electronic data base on cultural heritage	0	1 <sup>10</sup>	1	100%	Pre-defined project No LV04-0005. Created Riga Art Nouveau Centre database with information on the Art Nouveau cultural heritage 1000 units (photos of the Art Nouveau objects and Art Nouveau cultural heritage items descriptions in Latvian, English and German).

<sup>8</sup> Target value of output No.2 indicator includes a cultural heritage of Art Nouveau restored in the result of implementation of the Small grant scheme "Conservation of Cultural Heritage". (forecast).

<sup>9</sup> Target value of output No.3 indicator includes restoration of museum building under pre-defined project „Reconstruction of the Museum of Literature and Music” and restoration of one cultural heritage object under the Small grant scheme "Conservation of Cultural Heritage”..

<sup>10</sup> Target value of output No.1 indicator includes the data base developed within the pre-defined project "Digitization of the cultural heritage of the Riga Art Nouveau Centre and creation of the virtual museum”.

	Ensured accessibility of cultural heritage objects to the public that are restored within the Programme	Number of visitors in the restored cultural heritage object per year	0	115,000 <sup>11</sup>	10 401	9%	Rezekne Green Synagogue (LV04-0003) was opened to the public on 21/01/2016 and since the opening restored cultural heritage object was attended by 10 401 visitors.  The remaining output of the project LV04-0001 planned to achieve in 2017 and will be reported in Programme Final report.
<b>Contemporary art and culture presented and reaching a broader audience</b>	Promoted larger cultural cooperation opportunities, created common cooperation networks between Latvia and donor states	Number of a newly established and promoted existing partnerships	0	10 <sup>12</sup>	23	230%	23 partnership agreements concluded within projects
	Promoted mobility of employees working in the sphere of culture	Number of employees working in the sphere of culture and art whose mobility is promoted in the result of the Programme implementation	0	100 <sup>13</sup>	205	205%	<b><u>In 2014:</u></b>  1) project LV04-0015 festival SVIESTS 2014 in Latvia and festival ISOGAISA 2014 in Norway participated 22 musicians from Latvia (in Norway 12 musicians) and from Norway (In Latvia 10 musicians);  2) project LV04-0012 festival "Dance in Nature 2014 participated by 17 dancers, musicians, choreographers (from Norway-5, from Czech Republic - 10, from Ireland - 1, from USA - 1)  3) project LV04-0011 participated 33 participants (17 from Norway, 8 from Iceland,

<sup>11</sup> Target value of output No.2 indicator includes expected number of visitors of the restored cultural heritage buildings within two pre-defined projects: "Restoration of Rezekne Green Synagogue" and „Restoration of Port Warehouse of Ethnographic Open-Air Museum of Latvia" per year.

<sup>12</sup> Target value of output No.1 indicator includes a number of partnerships established or improved within the Small grant scheme "Cultural Exchange".

<sup>13</sup> Target value of output No.2 indicator includes expected number of employees working in the sphere of culture and art (involved in the project implementation as project promoters and partners) whose mobility is promoted within the Small grant scheme "Cultural Exchange", presuming that at least 10 persons participate in one project of cultural or art exchange (Calculation: 10 persons x 10 projects)

						<p>5 from Lithuania, 3 from France)</p> <p><b><u>In 2015:</u></b></p> <p>4) project Nr.EEZLV04/GSKA/2013/32 participated 6 persons from Norway and 6 persons from Latvia (photographers and anthropologists);</p> <p>5) project LV04-0021 ensured mobility of 16 artists;</p> <p>6) project LV04-0013 ensured mobility of 12 employees working in sphere of culture and musicians;</p> <p>7) project LV04-0014 involved 1 artist from Iceland and 1 artist from Norway;</p> <p>8) project LV04-0015 2 musicians from Norway participated in events in Latvia and 3 musicians from Latvia participated in events which were held in Norway;</p> <p>9) project LV04-0016 ensured mobility of 6 persons of sphere of culture;</p> <p>10) project LV04-0010 ensured mobility of 48 musicians;</p> <p>11) project LV04-0020 ensured mobility of 3 specialists in the sphere of culture and art;</p> <p><b><u>In 2016:</u></b></p> <p>13) project LV04-0008 ensured mobility of 2 specialists in the sphere of culture and art;</p> <p>15) project LV04-0014 ensured mobility of 8 specialists in the sphere of culture and art;</p> <p>16) project LV04-0019 ensured mobility of 2 specialists in the sphere of culture and art;</p> <p>17) project LV04-0020 ensured mobility of 4 specialists in the sphere of culture and art;</p>
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							18) project LV04-0021 ensured mobility of 13 artists;
<b>Knowledge and mutual understanding</b>	Promoted various forms of cooperation between project promoters in Latvia and partners in the donor states	Number of joint initiatives created in the result of cooperation between institutions involved in the implementation of projects in Latvia and in the donor states	0	10	23	23	23 partnership agreements concluded within projects
	Established long term cooperation between institutions involved in the realisation of functions of the Programme operator and the Donor programme partners	Number of long term partnerships created during implementation of Programme	0	2	2	100%	Indicator achieved – the PO created partnership with the Arts Council Norway and the Norwegian Directorate of Cultural Heritage for the implementation of the Programme LV04.

## RISK ASSESSMENT OF THE PROGRAMME

Programme #	Type of objective <sup>14</sup>	Description of risk	Likelihood <sup>15</sup>	Consequence <sup>16</sup>	Mitigation planned/done
LV04 „Conservation and Revitalization of Cultural and Natural Heritage”	Cohesion (Programme) outcomes:	Insufficient capacity of financing and human resources to implement projects successfully	2	2	<p><u>Mitigation actions done:</u> The work of volunteers of project administrative personnel is acceptable within the project and the work of volunteers could be assessed in monetary terms and be as a part of the co-financing. In cases when the change of the project’s personnel was necessary project amendments were accepted in shortest terms. Compliance to the post was checked by assessing the person’s CV.</p> <p><u>Mitigation actions planned:</u> All mitigation actions carried out in 2016 will be continued in 2017.</p>
		Risk of incorrect procurement procedures	2	2	<p><u>Mitigation planned and done:</u> The public procurement plan checks were carried out within all pre-defined projects and projects of the small grant schemes. Pre-controls of project procurement documentation and project procurement procedures were carried out and all these checks were performed in collaboration with the Procurement Monitoring Bureau.</p> <p>PO detected that in projects LV04-0001 “Restoration of the Latvian Ethnographic Open-Air Museum’s Port</p>

<sup>14</sup> The risks should be categorised in one of 3 ways, depending on whether it poses a risk to the cohesion objective, the bilateral objective, or is more of an operational issue.

<sup>15</sup> Each risk should be described as to whether it poses a risk to the cohesion outcomes (programme outcomes), the bilateral outcome or crucial operational issues 4 = Almost certain (75 – 99% likelihood); 3 = Likely (50 – 74%);

2 = Possible (25 – 49%); 1 = Unlikely (1 – 24%)

<sup>16</sup> Assess the consequence(s) in the event that the outcomes and/or crucial operations are not delivered, where 4 = severe; 3 = major; 2 = moderate; 1 = minor; n/a = not relevant or insignificant.

			<p>Warehouse” and LV04-0002 “Reconstruction of the Museum of Literature and Music” are delays with the announcement of the procurement procedures for the creation of the exhibitions. In the project LV04-002 a problem that procurement closed without any results because of lack of the proposals had been identified. These problems with procurements have had an impact to the implementation of the projects. Taking into account that both projects have delays in project implementation schedule, the PO has had discussions with the project promoters about managing of the procurement procedures in accordance to the regulation and implementation of the projects on time.</p> <p><u>Mitigation actions planned:</u> The monitoring of projects procurement plans, procurement documentation and procurement procedures will be carried out within the projects LV04-0001 and LV04-0002.</p>
Risk pertaining to increase of the construction expenses and exhibition formation costs	4	4	<p><u>Mitigation actions planned and done:</u> In 2016 it was identified that in projects LV04-0004 and LV04-0002 additional construction works were needed for the restoration of the objects and total expenses of construction works were increased. PO accepted the additional construction works and usage of the financial reserve for the additional construction works. PO has assigned an official responsible for <b>monitoring</b> for each project to ensure monitoring of the project and who follows how activities have been implemented under the project and does the implementation is proper. In 2016 additional funding from programme surplus funding was not necessary.</p> <p><u>Mitigation actions planned:</u></p> <p>If the costs increases during the implementation of the projects, the following actions are anticipated:</p>

			<p>1) review of the costs of construction and/or exhibition creation;</p> <p>2) to redistribute funding from other activities where funding balance occurs (if necessary for the fulfilment of the project outputs and outcomes).</p>
Non-qualitative technical documentation and/or non-qualitative restoration and renovation work resulting in lost authenticity of the object	2	2	<p><i>Mitigation actions planned and done:</i> Project promoters have to ensure regular monitoring, for example, for some pre-defined projects a Project's Managing Committee with representative from the State Inspection for Heritage Protection of Latvia are invited to participate, as well as if necessary, involved experts from the donor state partner for the elaboration of documents and implementation of activities. Within some projects expertises of the technical projects for the construction works were performed to verify that the technical project for the construction works have been prepared in compliance with the requirements of the regulation for the construction. Each of the technical projects for construction works have been accepted by the State Inspection for Heritage Protection of Latvia and the Construction Board. The PO performed on-the-spot checks of the projects in collaboration with State Inspection for Heritage Protection, furthermore, no significant incompliance were detected in the projects.</p> <p><i>Mitigation action planned:</i></p> <p>The PO will ensure monitoring of the projects in collaboration with State Inspection for Heritage Protection or to attract experts for the expertise of the construction works, if it is necessary.</p>

	Projects will not be finished until 30/04/2017	4	4	<p><u>Mitigation actions planned and done:</u> PO performed regular monitoring of the projects, to control if the project is being implemented according to the planned timetable by checking project reports and asking additional information about project implementation within high risk projects. PO had meetings with project promoters of the predefined projects LV04-0002 "Reconstruction of the Museum of Literature and Music" and LV04-0001 "Restoration of the Latvian Ethnographic Open-Air Museum's Port Warehouse" to analyse the risks of the projects' implementation in the defined time frame and risks of the projects regarding to the project implementation planning, as well as time schedule of the projects' activities implementation. In monitoring process of the project "Restoration of the Latvian Ethnographic Open-Air Museum's Port Warehouse" supervisor of the project participated at the Project Monitoring Committee meetings for resolving the problems regarding the project implementation plan. Implementation of 2 pre-defined projects LV04-0001 "Reconstruction of the Museum of Literature and Music" prolonged until 30/04/2017 and LV04-0001 "Restoration of the Latvian Ethnographic Open-Air Museum's Port Warehouse" is prolonged until 31 March 2017. The representative of the PO participated at the constructors meetings in project LV04-0002 and organized meetings with project promoter for the monitoring of the construction works and mitigation of the risk of project fulfilment until 30 April 2017.</p> <p><u>Mitigation actions planned:</u> Monitoring of the project LV04-0001 and LV04-0002 will be carried out by checking project reports and asking additional information if it will be necessary. On-the-spot checks will be carried out. For the project LV04-0001 which has</p>
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				extension and will be completed on 31 March 2017, after additional analysis and checks will be extended if necessary. Implementation of the project LV04-0002 will be completed as soon as possible but no later than until 31 December 2017. Regular meetings with the project promoter and following up of the project progress will be performed.
Cohesion (Programme) outcomes:	Lack of adequate reporting and communicating on results and achievements	2	4	<p><u>Mitigation actions planned and done:</u> In monitoring process additional supporting documents were asked or explanations regarding the reported expenditures.</p> <p><u>Mitigation actions planned:</u></p> <p>The letters of reminder should be sent to the project promoters if there will be some delays in submitting the projects reports. Unplanned on-the-spot checks will be carried out if the project promoter will not report or communicate to the PO. Project supervisor will take part in project meetings, if necessary.</p> <p>If identifying problems regarding the quality or lack of supporting documentation within the projects, the PO will check the project reports using individual and case-by-case approaches.</p>
Bilateral outcome(s):	Not achieved planned number of joint initiatives created in the result of cooperation between institutions involved in the implementation of	2	1	<p><u>Mitigation actions planned and done:</u> PO ensured the availability of the information and the provision of advice on the exchange of experience and cooperation projects. Involved the DPP to help find cooperation partners. Organised the partnership seminar to help find cooperation partners in projects before the beginning of the projects selection.</p> <p><u>Mitigation actions planned:</u></p> <p>No mitigation actions needed.</p>

	<p>projects in Latvia and in the donor states.</p> <p>Lack of partners in bilateral cooperation</p>			
	Partners in the donor country refuses from cooperation within the framework of the project	2	1	<p><u>Mitigation actions planned and done:</u> PO ensured the availability of the information and the provision of advice on the exchange of experience and cooperation projects. Involve the DPP to help find cooperation partners. Organised the partnership seminars to help find cooperation partners in projects. All project partners implemented projects as planned.</p> <p><u>Mitigation actions planned:</u></p> <p>No mitigation actions needed.</p>
Operational issues:	Insufficient capacity of human resources to ensure appropriate programme management (timely implementation of planed activities – open calls, assessments, payments, elaboration of reports etc.)	2	1	<p><u>Mitigation actions planned and done:</u> The PO's personnel participated in trainings on project procurements and other issues related with implementation of the foreign financial assistance etc.</p> <p><u>Mitigation actions planned:</u> PO will continue to improve competences of human resources involved in the Programme's implementation by participation in trainings.</p>

## MONITORING PLAN FOR YEAR 2017

Institution that carried out monitoring visit	Time of monitoring visit	Project promoter, title of project	Objective of monitoring visit
Programme Operator in calibration with The State Inspection for Heritage Protection	'04.2017.	Latvian Ethnographic Open-Air Museum "Restoration of the Latvian Ethnographic Open-Air Museum's port warehouse"	To gain confidence that that implementation of the project in accordance with the rules of the Programme and legal acts
Programme Operator in calibration with The State Inspection for Heritage Protection	'07.2017.	State Joint-Stock Company "State Real Estates" "Reconstruction of the Museum of Literature and Music"	To gain confidence that that implementation of the project in accordance with the rules of the Programme and legal acts