

# Template Annual Programme Report

## Programme “Conservation and Revitalization of Cultural and Natural Heritage”

EEA and Norwegian Financial Mechanisms 2009-2014

### **1. Executive summary**

In the reporting period implementation of all the Programme activities has been started and ongoing. Implementation of 1 of 5 predefined projects ended on 31/12/2015, but other 4 are ongoing. 5 projects within the Small Grants Scheme “Conservation of Cultural Heritage” were implemented in 2015 and implementation of 1 project is ended. 3 additional projects were approved and grant agreements were signed within the Small Grant Scheme “Cultural exchange” in 2015. The total number of projects which were implemented under the Small Grant Scheme “Cultural exchange” in year 2015 - 11.

Bilateral relations between Latvia and the Donor States have been facilitated by cooperation with the Donor programme partners and by implementation of activities within the Bilateral fund. Within the Bilateral fund the midterm evaluation and experience exchange event for project promoters and project partners including partners from the Donor states as well as three experience exchange visits were organised in the reporting period in order to facilitate bilateral cooperation, experience exchange and transfer of the best practise between Latvia and the Donor States.

As implementation of projects and activities was hardly started no values of indicators of expected outcomes and outputs have been reached partially in the reporting period. However there are no significant risks that any of outcomes or outputs will not be achieved in the result of the Programme implementation. Some changes in the reaching time of values of several indicators have been made in the reporting period but it will not affect achievement of objectives of the Programme, after the extension of the Programme implementation period.

The risk mitigation actions for successful Programme implementation and for mitigating risk of 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 planed activities – open calls, assessments, payments, elaboration of reports etc.) were carried out and several new risks were identified (broader information in chapter 9).

Programme Operator performed checks of the project reports and performed 2 on-the-spot checks in year 2015. Most of the project on-the-spot checks planned to perform in 2016.

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

In year 2015 no significant political, financial or administrative changes have been made related to the Programme areas and could adversely affect the implementation of the Programme. On the first half of year 2015 Latvia held the Presidency of the Council of the European Union, which gave a positive impact on the processes of Latvian cultural policy and allowed to continue projects started within European Capital of Culture "Riga 2014", as well as contributed to a

variety of ongoing cultural activities, thus promoting Latvian culture, promoting international cooperation and raising public awareness of cultural diversity.

Several regional multifunctional centers, whose construction has been financed from EU Funds, have been opened during last year's which have affected quantity and diversity of cultural activities. Development of multifunctional centers in the regions has not only provided accessibility of cultural activities to regional population, but also contributed to the development of these regions, which are also reflected in the projects implemented. Many of the events within the projects have taken place in the regions listed above or close to them. Thanks to conditions listed, it is expected that the attendance on concerts and theaters in year 2015 could have remained at the level of year 2014, while the museum visit could even be increased.

In the field of cultural heritage in line with recent year tendencies, status of heritage is gradually improving and, according to data of year 2015, in good condition is approximately 33.6% of cultural monuments, which is almost 3% increase compared with year 2014. While almost two thirds of the heritage status is still only satisfactory, while about 7% of monuments are still unsatisfactory. One of the main reasons why large part of the cultural heritage objects are not properly maintained and is in a degraded condition is that there is still lack of resources, as well as awareness and lack of knowledge about the importance of cultural heritage, conservation and socio-economic use. Education of the public and especially cultural heritage owners is still remaining one of the most important tasks to be implemented in the field of cultural heritage preservation.

According to the information specified in Programme Report 2014 cultural processes in year 2014 were provided in accordance with the set priorities and policy lines within the approved guidelines for cultural policy which were topical also in year 2015 and will be up to date in the coming years. In addition, based on these guidelines, in year 2015 various strategies of cultural industries were approved, several of which are also developed in relevance to the Programme areas, such as cultural heritage protection strategy, museum strategy etc.

Objectives and tasks set in the strategies goes in line with Programme objectives and focuses on the development of cultural capital, evolution of creativity, development of cultural heritage values and diverse cultural life, thus providing everyone with better quality of life and promoting the growth and competitiveness of regions.

Given topics are discussed both within the projects implemented, as well as within events organized with help of Bilateral Fund.

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

Analyzing activities planned within the predefined projects as well as project applications received within the open call for conservation of cultural heritage significant risk is envisaged that target values of indicators of the expected outcome "Cultural heritage restored, renovated and protected" and outcome "Cultural heritage made accessible to the public" will not be achieved. For resolving of this risk Programme Operator asked for extension of 4 projects – 3 predefined projects and 2 Small Grant Scheme projects and all these projects will be end on 2016 and 2017. After prolonging of these projects no risk is envisaged that target values of indicators of the expected outcome "Cultural heritage restored, renovated and protected" and outcome "Cultural heritage made accessible to the public" will not be achieved.

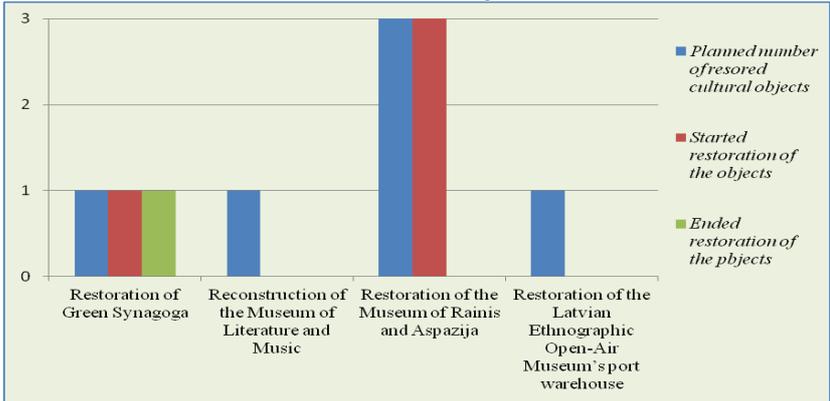
5 predefined projects were implemented in 2015 and implementation of 1 of the predefined project "Restoration of the Green Synagogue of Rezekne, including the creation of Wooden Architecture Heritage Centre and an exhibition on the Jewish cultural heritage" is ended on 31/12/2015. Although the implementation of the project is ended Programme Operator do not have received final report of the project and there no evaluated all outputs and outcomes of the

project, which could be possible in 2016, after the closing of the project. However cultural heritage made accessible to public and 1 building of cultural heritage value opened or reopened to the public.

However due to delays related to the long-term project evaluation process and late announcement of the open calls expected reaching time of values of one indicator of the Programme outcome “Cultural heritage made accessible to the public” and two indicators of the Programme outcome “Contemporary art and culture presented and reaching a broader audience” has to be postponed. These changes will not affect final results of the Programme implementation. Detailed information on the Programme outcomes and expected reaching time please see in Annex 1.

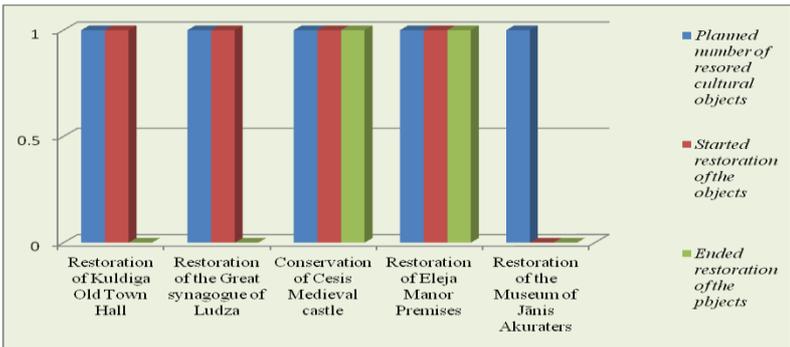
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Cultural Heritage protection Project Implementation Chart  
Pre-defined Projects



5 Small Grant Scheme projects were implemented in 2015. From 5 projects implementation of 2 projects ended on 31/12/2015, but Programme Operator did not received projects final reports and do not have evaluated outcomes and outputs of the projects, which could be possible in 2016, after the closing of the project.

Cultural Heritage protection Project Implementation Chart  
The Small Grant Scheme „Conservation of cultural heritage” Projects



Apparently from charts above from 11 planned restored cultural heritage objects (buildings) 3 buildings are restored. Considering that 5 projects of the programme have extension of the project implementation ending time all Programme outcomes and outputs will be fully reached until 30/04/2017.

There are no serious risks no risk is envisaged that target values of indicators of the expected outcome “Cultural heritage restored, renovated and protected” will not be achieved.

In the Small Grant Scheme “Cultural Exchange” were implemented 11 projects. 3 of these projects were approved and grant agreement were signed in 2015. 2 of the Small Grant Scheme “Cultural Exchange” projects ended in 2014, but projects were closed in 2015. Reached outcomes:

- 1) Project "Dance in nature 2014" 1 cultural performance was held in Latvia, Ropaži - festival „Dance in nature 2014” which was attended by about 500 persons, who participated in cultural performances (attended festival). Within the festival were held These outcomes are related to Programme output “Promoted larger cultural cooperation opportunities, created common cooperation networks between Latvia and donor states” indicator “Number of a newly established and promoted existing partnerships” because within the project 1 partnership were created with Norway partner “Siri & Snelle Produksjoner” and related to output “Promoted mobility of employees working in the sphere of culture” indicator “Number of employees working in the sphere of culture and art whose mobility is promoted in the result of the Programme implementation” because 17 persons who working in the sphere of culture arrived to Latvia and participated in project activities.

Within this project could be better results if the project promoter had closer connection and partnership with project partner from Norway and if within the project will be planned cultural exchange event in Norway what could give broader understanding and strengthening relations between Latvian and Norwegian dancers, but project reached all planned results.

- 2) Project "Environment Manu-factures" 2 cultural performances were held – 1 in Latvia within the Kuldiga city festival 2014 and 1 in Norway, Drobak – “Light festival”. Both festivals attended about 50 000 persons.

These outcomes are related to Programme output “Promoted larger cultural cooperation opportunities, created common cooperation networks between Latvia and donor states” indicator “Number of a newly established and promoted existing partnerships” because within the project 3 partnerships were created with Norway partner “Frogn Municipality Department of culture”, Iceland partner “Youth centre "Hitt Husitt" department of culture” and Lithuanian partner VO "Menininku klubas". And project outcomes related to Programme output “Promoted mobility of employees working in the sphere of culture” indicator “Number of employees working in the sphere of culture and art whose mobility is promoted in the result of the Programme implementation” because 33 persons who working in the sphere of culture participated in project activities, 17 from Norway, 8 from Iceland, 5 from Lithuania and 3 participants from France.

Project reached all planned results and expected that partnership, especially with partner from Iceland should continue.

There no risks identify that some of outcomes could not be reached within the Small Grant Scheme projects “Cultural Exchange”.

Considering that all Programme projects were approved at the end of 2013 (predefined projects) and in the middle of 2014 (the Small Grant Scheme projects) all Programme outcomes and outputs will be reached in 2016 and 2017.

In order to ensure that all expected outcomes and outputs of the Programme will be reached in the end of the Programme implementation the Programme operator will regularly assess risks related to deviations of project's timetable and will control implementation of risk mitigation activities within the projects (please see Annex 4). The mid-term evaluation event with participation of project promoters and project partners by Programme Operator were organised on November 2015 for evaluation of progress of the projects and in order to ensure that all expected outcomes and outputs for the Programme will be reached in the end of the Programme implementation.

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

Selection of projects within the Programme was completed in 2014. No more open calls are planned within the Programme.

In result of projects selection **5** projects were approved within the Small Grant Scheme "Conservation of Cultural Heritage" (amount of Programme co-financing allocated to projects – almost 1 236 442 *euro*) and **8** projects were approved within the Small Grant Scheme "Cultural Exchange" (amount of Programme co-financing allocated to projects almost 634 195 *euro*). Till the end of the year 2014 all project contracts between Project promoters and Programme operator were signed. 3 additional projects were approved within the Small Grant Scheme "Cultural Exchange" (amount of Programme co-financing allocated to projects almost 151 126 *euro*). Additional projects agreements were signed in August 2015.

There were some delays in time schedule of the Programme in 2015 which affected implementation period for approved Project. 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 31.03.2017. See analyse of approved projects in The Section 3 and description of the best practise projects.

In reporting period only some of planned outcome indicators were achieved – partly, but some of planned outcomes like "Promoted mobility of employees working in the sphere of culture reached by 118% and outcome "Promoted various forms of cooperation between project promoters in Latvia and partners in the donor states reached by 230%. Some of outcome's indicators are not completely reached because the implementation of predefined projects are ongoing, ended only 1 project and implementation of the Small Grant Scheme projects started in July 2014 and August 2015. 5 of the Small Grant Scheme "Cultural Exchange" projects were completed on 31.12.2015. (see more detailed information in the Section 3). Within the Small Grant Scheme "Conservation of Cultural Heritage" 2 projects were completed on 31.12.2015. All achieved indicators and comments see in Annex No 2.

See risk analysis and risk mitigation actions done and planned in the Section 9.

#### **Progress on horizontal concerns**

According to the Programme agreement the Programme operator has set selection criteria which reflect the principles of anti-discrimination and tolerance, cultural diversity and intercultural dialogue and which will be used for assessment of submitted project applications. Projects which will promote anti-discrimination and tolerance, cultural diversity and intercultural dialogue will receive additional points in assessment. However particular influence of the Programme to horizontal concerns could be analysed just after approval of the project applications.

The Programme LV04 has an influence on special concerns – anti-discrimination and the promotion of tolerance, cultural diversity and intercultural dialogue. Firstly, the largest part 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 donor countries, which promotes intercultural dialogue and provides 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. Five projects have received extensions; therefore it will be possible to determine the further influence of these projects after completing the main activities.

Promotion of cultural diversity is especially explicit in the cultural exchange projects; for example, the project “Joik & daina”, which is implemented by the foundation “Culture Management Centre “Lauska””, 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”, which is implemented by the Association for Adventurous Music and Film Art “Skaņņu 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.

With the help of all the projects, which are implemented in cooperation with the project partners, a culture dialogue is strengthened, and it can be especially seen in the projects, the content of which provides for 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”, 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”, 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, antisemitism 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” 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 Jewish culture as well as the significance of it in different time periods. In relation to the preservation of Jewish heritage two projects have been approved - “Restoration of the Great synagogue of Ludza and revival of Jewish spiritual heritage” and “Restoration of the Green Synagogue of Rezekne, including the creation of the Wooden Architecture Heritage

Centre and an exhibition on Jewish cultural heritage”, which are significant in the overall cultural scene of Latvia and 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 the wider public and provide a possibility to get acquainted with Jewish life and culture, thus reducing the impact of antisemitism on society.

## **5. Project selection**

Given the major interest from Project Applicants as well as established balances within the grant schemes, in year 2015 it was decided to reallocate funds between activities of the Programme in order to provide support to additional projects within small grant scheme „Cultural Exchange”. After the approval of the redistribution evaluation of reserve projects was carried out which resulted in three additionally approved projects covering a variety of cultural fields - contemporary dance and theater, contemporary art and cinema? All projects are implemented in cooperation with project partners from Donor countries.

Thus, within the framework of the small grant scheme "Cultural exchange" as a total 11 projects were approved, with planned amount of 785 320 EUR assigned to the implementation. Within small grant scheme "Cultural heritage" in year 2015 projects were not additionally approved.No more open calls are planned within the Programme.

## **6. Progress of bilateral relations**

On the programme level one event was implemented within the framework of the Bilateral Fund. In November 2015 a mid-term evaluation event took place in Latvia, where the significance of bilateral cooperation was concurrently underlined, and the possibilities offered by the Bilateral Fund were mentioned again. Project promoters and project partners took part in this event and presented the outcomes achieved in the course of the project and the implementation of the activities and further cooperation plans to the Programme Operator, Programme Donor Partners, Focal Point, State Inspection for Heritage Protection in Latvia and Royal Embassy of the Kingdom of Norway in Latvia. Within the framework of the event the time for individual meetings between the project promoters and project partner was given which provided the possibility to also meet with those project promoters and partners, the projects implemented by whom have already ended, in order to talk about the establishment of further cooperation networks and the maintenance thereof, as well as to exchange existing experience and knowledge related to the objective of the project and the Programme. The Programme Donor Partners participated in the event, as well as provided their vision for the possibilities of further bilateral cooperation, by giving several presentations to the project promoters on this subject. This event was evaluated as successful; during it the cooperation between project promoters and project partners was strengthened. After the mid-term evaluation event the Programme Operator received intense interest regarding the Bilateral Fund.

In order to promote the up-take of the Bilateral Fund, several amendments have been made to Cabinet Regulation No. 162 of 26 March 2013, Procedures for Implementation of the Programme “Conservation and Revitalization of Cultural and Nature Heritage” for 2009-2014 of the European Economic Area Financial Mechanism, firstly, by ensuring advance payments in the amount of up to 90% of the requested amount. An amendment has been made on the basis of the request by project applicants, because some of the project applicants are non-profit organisations which do not have sufficient financial resources in order to implement bilateral cooperation

events by carrying out complete payment from their own resources. Secondly, amendments have been made by repealing restrictions related to the number of the participants of the involved institutions in bilateral cooperation events, and thirdly, restrictions have been repealed which are related to the amount of financing which is intended for the implementation of one event.

The project promoters are informed on a regular basis regarding the possibilities offered by the Bilateral Fund and the rest of the financing; they receive consultations regarding the conditions for the granting of financing. Repeated informing is carried out through official correspondence, electronically and by phone; information regarding the Fund is available on the website of the Programme Operator, as well as additional presentations are carried out within the framework of the mid-term evaluation event and informative seminars.

Mutual cooperation in the projects under the supervision of the Ministry of Culture is promoted by giving an opportunity to provide the financing in the project directly for the implementation of mutual cooperation and joint activities. 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, ensuring the exchange of experience. The predefined project “Restoration of the Green Synagogue of Rezekne, including the creation of the Wooden Architecture Heritage Centre and an exhibition on Jewish cultural heritage”, can be mentioned as an example of good practice, in which the project promoter had close cooperation with Norwegian partners, by organising several experience exchange event during the project implementation, as well as by ensuring that the students of Latvia and Norway jointly participated in the performance of restoration works of the Green Synagogue of Rezekne. Cooperation commenced during the referred to project could continue not only on the project level, but also on the local government level, as well as winners from cooperation in the project is not only representatives of Latvia, but also Norwegian students, who had a great possibility to carry out practical restoration work in a historical object and to acquire new knowledge.

Cooperation within the framework of the Small Grant Scheme “Cultural Exchange” was ensured for the project promoters and project partners by creating artistic works, by organising joint cultural events in the form of master classes and creative workshops, for example, by sharing their cultural traditions. The project “Latvia – Norway. Discover Folk Tradition in Music” can be mentioned as an example of good practice, in which winners were both the project implementer and the Norwegian partner Nestunna string orchestra, because participants had a great possibility to jointly prepare for and perform in the concerts in Latvia and Norway. Cooperation between partners will be continued and negotiations will be carried out regarding joint participation in the International Orchestra Festival in Bergen in 2018, in Norway, joint participation in the Song and Dance Celebration in 2018, in Latvia, and participation in joint master classes and festivals in France and Germany. The partnership established within the framework of the project “Experimental music lighthouses: Riga – Tromsø” can also be mentioned as an example of good practice, because equal possibilities have been given for both the project promoters and Donor Partners in this project. The Norwegian musicians had a possibility to perform creative work in Latvia and participate in the festival “Sound Forest 2015” in Latvia. The partnership established within the framework of the project will also be continued in the future, by broadening cooperation networks and involving other experimental music festivals and producers from Oslo (Norway), All Ears and Bergen (Norway), Lydgalleriet. Cooperation will be continued in other projects, for example, in the project financed by the EU 16 experimental music platform SHAPE (Sound, Heterogeneous Art and Performance in Europe) and the intercontinental experimental network ICAS (International Cities of Advanced Sound) that enlists more than 30 European, American and Australian festivals and producers.

All projects of the Small Grant Schemes “Cultural Exchange” and “Conservation of Cultural Heritage” are implemented in cooperation with a partner from Norway or Iceland; in several cases the projects have several official partners, thus creating cooperation between several donor countries and beneficiary countries. Establishment of a wider cooperation network is also promoted within the framework of the bilateral cooperation fund which is used by the project promoters in order to reach new potential cooperation institutions in donor countries. Project promoters mostly look after cooperation partners from the same sector in which they are dealing, thus broadening cooperation between public and private sector institutions. The project promoters are planning further cooperation with project partners in the future, by planning to use both European Economic Area grant assistance where possible, and the assistance of other European financing sources. In all projects, which are implemented in a partnership with a representative of donor countries, the involvement of both parties takes place in order to achieve the most qualitative final result. Training carried out and student involvement shall be underlined and supported in the field of cultural heritage because it creates a situation where not only is the beneficiary country the acquirer, but the significance of the activity is increased through the transfer of practice and participation in experience exchange; and it is actually not only within the context of Latvia, but also within the context of donor countries. The basis of cultural exchange projects is joint cooperation and joint creation of a new cultural product or cultural exchange between countries, thus in several projects, for example “Environment manufactures”, it can be explicitly seen that the preparation of activities already takes place by joint forces at the beginning of the project, by creating joint artistic works, by inviting a project partner to participate in the preparation of a new cultural product or service, and later also in the demonstration thereof. The projects of cultural heritage promote the development of the field of cultural heritage, by solving unresolved problems with cultural monuments in the country, as well as provide a vision for the creation of strategies for the development of cultural heritage objects. Bilateral cooperation and joint initiatives have brought together the staff of the project promoters and project partners; the daily work thereof takes place by maintaining regular, mutual communication and by strengthening existing cooperation. In the result of cooperation high quality projects have been implemented that in total have promoted the recognisability of the EEA grants and solved different problems related to the subject of the project. Joint cooperation within the framework of the projects has helped to establish new contacts, maintain existing contacts and has deepened understanding regarding different cultures, and such cooperation should also be continued in the future. Cooperation between institutions has also been broadened due to the implementation of previously determined activities; new ideas arise during the preparation thereof, which are developed regardless of the initially planned minimum. The range of the present activities is enlarged by adding new activities, events orientated towards the more successful implementation of the project and promoting the achievement of qualitative outcomes. The foundation “Lauska” can be mentioned as an example, whereby implementing the present activities has established contact with particular societies and groups which were invited to Latvia for promoting further cooperation, by holding a concert within the framework of this event. The event was implemented as a supplement to already previously approved activities and was implemented with the help of the bilateral cooperation fund. Thus it is obvious that newly-established contacts are used for the achievement of the project objective and help to implement the ideas established during the course of joint cooperation.

Conditions for applying have been made as flexible as possible from the side of the Programme Operator, and the project promoters are constantly reminded on a regular basis regarding the possibilities offered by the Bilateral fund. More efficient use of the fund is expected in II quarter of 2016 when the largest part of the projects will be finished and according to the reduction of the workload within the project the project promoters could focus on the maintaining of results and further cooperation with project partners. It is intended that the

Bilateral fund will be taken up, however closer cooperation by the Programme Operators in the implementation of joint events is desirable that would allow the attraction of specialists from donor countries, by concurrently training as large a range of beneficiaries as possible (for example, restoration training).

### **Complementary action**

In September 2015 representative from the Programme Operator participated in 12th meeting of European members of IFACCA, hosted by the Arts Council Norway. In this event participants from different countries got acquainted with recent developments in Norwegian cultural policy, freedom of expression, provoking art in public space and children and youth engagement in the arts and took part in European Cultural Policy seminar (optional) organised within the framework of the Ultima-Festival.

In October 2015 representatives from Programme Operator participated in annual meeting of Programme operators for the Programme Area 17 in Prague, Czech Republic. In the meeting questions which are especially important for selection and implementation of the projects as well as strategic use of bilateral funds at national and programme level and good practice and examples in publicity of EEA grants at project were discussed. During the meeting the new period of EEA Grants 2014-2021 including potential overlaps with EU funds, setting of the programmes and new challenges was discussed as well.

## **7. Monitoring**

In 2015 inspections of project procurement plans were ensured – 13 inspections; inspections of the documentation and progress of procurement procedures carried out within the project – 23 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 2015 the inspection of 69 submitted reports was ensured and expenses in the amount of EUR 2 208 304.00 were examined. By examining the submitted reports a financial correction was made in 1 case regarding a procurement carried out inappropriately, in other cases infringements in project administration cost calculations were established or expenses initially not intended for the project were included in the project expenses.

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, 2 inspections were performed at the project implementation sites in 2015. Infringements in the provision of the publicity and ensuring of accessibility of the project documentation were established in one inspection – not all of the necessary documentation had been presented during the inspection. The project promoter 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 8 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 Programme Operator carried out additional supervision by participating in the supervision committee meetings and organising meetings with the programme manager.

See Projects Monitoring Plan for 2016 in Annex No 4.

## **8. Need for adjustments**

The amendments in the Programme agreement related to reallocation of fund from the budget position “Programme management” to the Small Grant Scheme “Cultural Exchange” in order to approve 3 more projects from the reserve list as well as amendments related to the extension of projects were done in the year 2015.

## 9. Risk management

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

- for mitigating risk 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 projects management, there are enough human resources within pre-defined projects;
- for mitigation risk of incorrect procurement procedures during informative seminar on 28.08.2015. requirements for procurements were explained to newly accepted project promoters. The public procurement plan checks were carried out within all projects;
- for mitigation risk 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;
- for mitigation operational 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.) in order to ensure appropriate management of the programme after the programme approval additional employees were attracted to ensure carrying out 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 appropriate management and control system, which were accepted from Audit Authority.

Within the Programme to the cohesion (Programme) outcomes were identified time frame risk, which have direct impact on reaching of 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 identified two risks: 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).

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 have impact on Programme operational ensuring.

Please find risk assessment for next reporting period in Annex 3.

## 10. Information and publicity

In the reporting period promoters of the additional projects of the Small Grant Scheme „Cultural Exchange” were provided with information about conditions and requirements in the process of project implementation, in such way reducing possible risks for ineligible costs and inadequacies. In addition consultations related to publicity and visibility requirements for all project promoters were ensured.

In order to facilitate the acquisition of Bilateral Fund, the project promoters were provided with information on the opportunities of Bilateral Fund procedures to apply for funding electronically via e-mail as well as during the midterm evaluation event. During the event emphasis to importance of local and international publicity was put as well.

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

In order to inform society about the Programme and cultural activities realized within the Small Grant Scheme “Cultural Exchange” a contract on production of video stories of projects was signed and 4 video stories created and published in web page and Facebook.

In year 2015 a number of project publicity events as well as projects closing events took place.

## 11. Cross-cutting issues

The Programme operator has ensured that principles of good governance are integrated in the implementation of the Programme. Transparency, accountability, compliance to normative acts and other principles of good governance was ensured in the following ways:

- purchasing the goods and services according to the national public procurement legislation;
- ensuring transparency and accountability in the management of the Programme;
- establishing management and control system of the Programme;
- including responsibility to ensure implementation of the projects according to legislation and other requirements for ensuring good governance (project contracts);
- involving independent experts in the decision making process (selection of projects);
- preventing conflict of interests in the process of assessment and decision-making etc.

The environmental considerations were facilitated by ensuring that any residual or extracted material from the construction is reused, recycled, treated and/or deposited in an environmentally sound manner. The Programme operator included a special requirement related to the disposal of construction waste in the statement which had to be submitted along with the project application. Such requirement was included in the project contracts signed with the predefined project promoters and will be included in the project contracts which will be signed with project promoters within the Small Grant Schemes as well.

The economic aspects of sustainable development will be facilitated in the following ways:

- restoration of cultural heritage objects will ensure economic and social development of respective territories, especially in remote regions (predefined projects: “Restoration of the Museum of Rainis and Aspazija” (Tadenava), “Restoration of the Green Synagogue in Rezekne, including the establishment of a wooden architecture heritage centre and creation of an exhibition of Jewish cultural heritage” (Rēzekne)), and will serve as examples of good practise for other regions;
- new ways of exploitation of renewed cultural heritage objects (all predefined projects) including diversification of services offered to tourists thereby facilitating economic activity in those regions, more effective use of resources and creation of new work places.

The social aspects of sustainable development will be facilitated by:

- experience exchange conferences, visits and trainings of local restoration experts and students thus facilitating the preservation and good maintenance of wooden architecture that has an effect on the development of social culture environment;
- adapting restored space for disabled persons thus satisfying the needs for culture of the part of society whose opportunities have been so far denied due to technical reasons;
- ensuring accessibility to materials of the cultural heritage, a continuous cultural education of the society and the development of the social environment are guaranteed.

Particular Programme has no significant influence to gender equality however the Programme operator has ensured that principles of gender equality are taken into account during the Programme and projects implementation. Employees involved in implementation of the Programme and project are chosen by their qualification and experience in the respective field.

## **12. Attachments to the Annual Programme Report**

Annex 1 “Programme outcomes”

Annex 2 “Programme outputs”

Annex 3 “Breakdown of Small Grant Schemes’ project applications”

Annex 4 “Risk assessment”

Annex 5 “Monitoring plan for 2015 year”

## PROGRAMME OUTCOMES

## Programme Expected Outcome

#	Outcome	Indicator	Description	Indicator value				Comments
				Baseline value	Target value	Achieved Value on 31.12.2015	% achieved from planned target value on 31.12.2015.	
1	<b>Cultural heritage restored, renovated and protected</b>	Number of buildings of cultural heritage value restored or rehabilitated	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. 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.	0	8 <sup>1</sup>	3	37,5%	1) Cesis Medieval castle East tower; 2) Rezekne Green Synagogue; 3) Eleja manor tea house Other outcomes planned to achieve in 2016
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>	0	0	Outcomes planned to achieve in 2016.

<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.

<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.

		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 Other outcomes planned to achieve
3	<b>Contemporary art and culture presented and reaching a broader audience</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 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. 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.	0	20 <sup>4</sup>	28	140%	Events in 2015: 5) Norwegian documentary program about shown in Riga and Cesis (proj. Nr.EEZLV04/GSKA/2013/32); 6) Latvian documentary film program for the Latvian, shown at the Berlin International Film Festival Norway(proj.Nr.EEZLV04/GSKA/2013/32) 7) Travelling exhibition in Bergen, Norway 8) Riga International Film Festival Nordic youth film program, Latvia (proj. Nr.EEZLV04/GSKA/2013/22); 9) Norwegian choreographer Heine Awdal productions "Distant Voices" tour in the International Festival of Contemporary Theatre "Homo Norvegicus" (proj.Nr.EEZLV04/GSKA/2013/04); 10) Adventurous Music Festival Skaņu Mežs (proj.Nr.EEZLV04/GSKA/2013/10); 11) Norwegian electronic music festival Insomnia (proj.Nr.EEZLV04/GSKA/2013/10); 12) 2 February 2015 Sigulda Youth Chamber Orchestra and Nestunda Bergen boys and girls' choir concert in the Grieg Hall, Bergen (Norway)

<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>Nr.EEZLV04/GSKA/2013/24);  13) October 8, 2015 concert concert Cesis V  Nr.EEZLV04/GSKA/2013/24);  14) Concert on October 9, 2015 in Sigulda  "Baltais Flīgelis" (proj. Nr.EEZLV04/GSKA/2013/24);  15) 25.09.2015., 27. 28.09.2015. Creative lab  (proj. Nr.EEZLV04/GSKA/2013/29);  16) Symposium "Northern water future" (proj. Nr.EEZLV04/GSKA/2013/29);  17) '05.2015. Creative Workshops and R.Šmits  "Melting on Ice" Reikyavik (Island) in Pilsdomeņu  festival Raflost. Lecture of R.Šmits (proj. Nr.EEZLV04GSKA/2013/29);  18) '11.2015. Festival "Piksel" - creative workshops and  performances (proj. Nr.EEZLV04GSKA/2013/29);  19) '10.2015. RIXC art and science festival  "Art+Communication"(proj. Nr.EEZLV04GSKA/2013/29);  20) '2015. International conference „Renewal of  (proj. Nr.EEZLV04GSKA/2013/29);  21) festival SVIESTS 2015 Latvia  (proj.Nr.EEZLV04/GSKA/2013/15);  22) festival ISOGAISA 2014 Norway  (proj.Nr.EEZLV04/GSKA/2013/15);  23)26.05.-29.06.2015. exhibition of painting by  Kuzkovsky in Riga Ghetto museum;  24) 19.11.-13.12.2015. artist's Felikss Mostovskis  exhibition "Memories from the Past" in Riga Ghetto  museum;  25) 26.11.2015. Concert of Klezmer band "The  in Riga, club "Music Factory A Nice Place"  26) 20.10.2015. lecture "Latvian Jews" in Oslo  Museum, Norway;  27) 13.10.2015. Exhibition "“Jews in Norway  Unexpected Crossroads” , Riga Ghetto Museum  28) 15.12.2015. Children creative work exhibition  family and I story" at the Riga Ghetto Museum  Other outcomes and outputs planned to achieve</p>
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		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>	70360	7036%	<p><b>In 2014:</b></p> <p>1) Project Nr.EEZLV04/GSKA/2013/15 festival "Latvian Folk Festival 2014 in Latvia" attended by approximately 3000 visitors;  2) Project Nr.EEZLV04/GSKA/2013/16 festival "Latvian Folk Festival 2014 in Norway" attended by approximately 400 visitors;  3) Project Nr.EEZLV04/GSKA/2013/21 project "Latvian Folk Festival 2014 in Latvia" attended by approximately 50000 visitors</p> <p><b>In 2015:</b></p> <p>4) project Nr.EEZLV04/GSKA/2013/32 project "Latvian Folk Festival 2015 in Latvia" attended by approximately 6180 visitors;  5) project Nr.EEZLV04/GSKA/2013/04 project "Latvian Folk Festival 2015 in Latvia" attended by approximately 150 persons;  6) project Nr.EEZLV04/GSKA/2013/24 project "Latvian Folk Festival 2015 in Latvia" attended by approximately 2700 persons;  7) project Nr.EEZLV04/GSKA/2013/29 project "Latvian Folk Festival 2015 in Latvia" attended by approximately 2500 persons;  8) project Nr.EEZLV04/GSKA/2013/15 project "Latvian Folk Festival 2015 in Latvia" attended by approximately 3600 persons;  9) project Nr. EEZLV04/GSKA/2013/02 project "Latvian Folk Festival 2015 in Latvia" attended by approximately 1330 persons (data could not be received upon receiving of project final report)</p>
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>	3	30%	<p>1) Project Nr.EEZLV04/GSKA/2013/15 project "Latvian Folk Festival 2014 in Latvia" attended by approximately 3000 visitors;  2) Project Nr.EEZLV04/GSKA/2013/10 project "Latvian Folk Festival 2014 in Norway" attended by approximately 400 visitors;  3) Project Nr.EEZLV04/GSKA/2013/24 project "Latvian Folk Festival 2014 in Latvia" attended by approximately 50000 visitors</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.

<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 31.12.2015	% achieved from planned target value on 31.12.2015.	
<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>	1	20%	3) Eleja Manor tea house  Other outputs planned to achieve in 2016 and 2017.
	Ensured restoration of Art Nouveau architecture cultural heritage	Number of restored and conserved cultural heritage objects	0	1 <sup>8</sup>	0	0%	Outputs planned to achieve in 2016 and 2017.

<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".

<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).

	Ensured conserved cultural heritage objects	Number of restored and conserved cultural heritage objects	0	2 <sup>9</sup>	0	0%	Outputs planned to achieve in 2016 and 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>	0	0%	Outputs planned to achieve in 2016 and 2017.
	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>	0	0%	Outputs planned to achieve in 2016 and 2017.
<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>	118	118%	<b>In 2014:</b> 1)Project Nr.EEZLV04/GSKA/2013/15 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 Nr.EEZLV04/GSKA/2013/16 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 Nr.EEZLV04/GSKA/2013/21 participated 33 participants (17 from Norway, 8 from Iceland, 5 from Lithuania, 3 from

<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”.

<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)

							France) <b>In 2015:</b> 4) project Nr.EEZLV04/GSKA/2013/32 participated 6 persons from Norway and 6 persons from Latvia (6 photographers un 6 anthropologists); 5) within the project Nr.EEZLV04/GSKA/2013/04 ensured mobility of 9 artists; 6) within project Nr.EEZLV04/GSKA/2013/24 ensured mobility of 12 employees of the sphere of culture; 7) project Nr.EEZLV04/GSKA/2013/29 involved 1 artist from Iceland and 1 artist from Norway; 8) Within the project EEZLV04/GSKA/2013/07 5artists from Norway and 6 artists from Norway participated in event which was held in Norway.
<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	1	50%	2014 and 2015 achievement of the indicators provided in part, because of the action by a long-term partnership to ensure the implementation

## 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>Mitigation actions done: Previous experience of potential project applicants and project promoters of pre-defined projects and projects of small grant schemes in project management and implementation as well as available human resources and their qualification, and available financial resources for project implementation was assessed according to information provided by beneficiaries in project applications. Assessment were provided at projects selection stage. Within projects expenditure for the project administrative stuff and for the human sources who will implement activities of project are acceptable. This reduces risk of cpaacity of human sources to the minimum.The work of volunteers of project administrative personel 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. But these all actions did not reduce the human source capacity risk to the minimum, because in some projects changing of the project administration stuff were needed.In this cases amendments in project applications were done in shortest terms.</p> <p>Within the projects selection financial solvency and ability of co-financing of project aplicants were assessed. But in 2015 promoter of the pre-defined projects State Joint-Stock Company “State Real Estates” a project “Reconstruction of the Museum of Literature and</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>Music” and the project “Restoration of the Museum of Rainis and Aspazija” had neceserity to change project managers and project manager who is responsible for construction works. Amendments in tehese projects were made in shortest time. In the projects of the Small Grants scheme "Conservation of Cultural Heritage" in some projects were neceserity to change project stuff - amendments were made in shot time. In all cases compliance to the post were checkd using persons CV. There were no financial insufficiency for projects implementation detected in 2015. All co-financing of the projects is planned in that ways that advance payment deletion will be at the end phase of the project implementation.</p> <p>Mitigation actions planned:  Programme Operatore will monitoring projects implementation proceses and if will be necessary find individual approach for each project promoter to solve problems with changing of project stuff or co-financing, if it could be possible in accoradans to EEA financing rules. Amendments in project applications regarding to project stuff will be made in short time.</p>
Risk of incorrect procurement procedures	4	4	<p>Mitigation planned and done:  During informative seminar on 30/10/2014 requirements for procurements were explained to project promoters, pre-defined project promoters and project partners. 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 will continue in cooperation with the Procurement Monitoring Bureau. In the pre-defined project "Restoration of the Museum of Rainis and Aspazija" despite to procurement plan checks were case of insufficient procurement</p>

			<p>procedure and financial corrections within project were made. In order to avoid such occurrences in future if will be made changes in the project procurement plan will be asked additional explanations for the amendments of the plan.</p> <p>Mitigation actions planned: The monitoring of projects procurement plans, procurement documentation and procurements procedures will be carried out within the all projects of programme.</p>
Risk pertaining to increase of the construction expenses and exhibition formation costs	4	4	<p>Mitigation actions planned and done: Before conclusion of project implementation agreements within open call, a project budgets were assessed in the projects as per cost commensurability and price compliance to market prices. For open call, a construction cost reserve of 5% out of total construction costs is anticipated in eligible costs.</p> <p>During implementation of projects in 2015 was one situation when detected additional works within projects and expenses of construction works were increased. Apart from that a Monitoring council or committee for each project is assigned supervisor of the project who ensure monitoring of each project of programme and who follows how activities will be implemented under the project.</p> <p>In 2015 additional funding from programme surplus funding was not necessary.</p> <p>Mitigation actions planned: During implementation of projects if cost increase occurs, the following actions are anticipated: review amounts of construction and/or exhibition formation, use costs reserve of 5% (has to be accepted by the Programme Operator), and redistribute funding from other pre-defined projects where funding balance occurs, redistribute funding from other activities where funding balance occurs.</p> <p>Apart from that a Monitoring council or committee will be established for every pre-defined project, which will follow activities to be implemented under the project, including procurement procedures.</p>

Incapability to attract project partners due to the lack of information, the limited capacity of the partners or due to the language barrier	2	1	During the Programme implementation the partnership seminars will be organised for searching partners, as well as the Donor programme partners will provide support in searching partners and establishing contacts. In addition within projects expenses of translation works will be eligible that are related to project implementation and partnership in project.
Non-qualitative technical documentation and/or non-qualitative restoration and renovation work resulting in lost authenticity of the object	2	2	Mitigation actions planned and done: Project promoters have to ensure regular monitoring establishing, for example, a Monitoring council or committee in which cultural heritage supervision institutions from Latvia and the donor states are invited to participate, as well as if necessary, involving experts of the donor states in elaboration of documents and implementation of activities. Within some projects experts conclusion for the technical project of the construction works were issued an opinion on compliance with the requirements of the construction norms. The Programme Operator carried out on-the-spot checks of the projects in collaboration with State Inspection ForHeritage Protection. Gaps were identified in 1 of 2 inspected objects of restoration , but they were prevented. Mitigation action planned: The Programme Operator ensured monitoring and construction inspection for projects.
Lack of skilled restorers to ensure qualitative restoration of objects of cultural heritage	2	4	Mitigation actions planned and done: Selection of restorers were carried out considering the Public Procurement Law. In order to ensure qualitative restoration works within the project, when preparing procurement technical specifications special attention were drawn to qualification requirements of restorers. At the same time within projects the Programme cooperation with donor institutions working in the sphere of conservation of cultural monuments were facilitated thus exchange of experience and knowledge, consultations and training of restorers were promoted, especially taking into consideration significant

				<p>input of Norwegian side and experience in conservation of cultural monuments within project of Rezenke Green Synagoga.</p> <p>Mitigation actions planned: Selection of restorers will be carried out considering the Public Procurement Law. In order to ensure qualitative restoration works within the project, when preparing procurement technical specifications special attention will be drawn to qualification requirements of restorers. At the same time within projects the Programme cooperation with donor institutions working in the sphere of conservation of cultural monuments will be facilitated thus exchange of experience and knowledge, consultations and training of restorers will be promoted, especially taking into consideration significant input of Norwegian side and experience in conservation of cultural monuments.</p>
	Time frame is too short for project implementation and do not reach project objective	4	4	<p>Mitigation actions planned and done: The projects were evaluated does the timeframe of project is adequate. Some changes regarding to timeframe of projects within selection process were made. Regular project monitoring of project implementation, to check out: does the project implementation occurs according the planned timetable were carried out by checking project reports and asking additional information about project implementation within high risk projects. With project promoters of the predefined projects "Reconstruction of the Museum of Literature and Music" and "Restoration of the Latvian Ethnographic Open-Air Museum's port warehouse" had meetings where was analysed implementation and risks of the projects regarding the project implementation planning and time schedule of the implementation of the projects activities. 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</p>

				<p>regarding the project implementation plan. In 5 of the Programme projects - 3 pre-defined projects ("Reconstruction of the Museum of Literature and Music", "Restoration of the Latvian Ethnographic Open-Air Museum's port warehouse" and "Digitalisation of cultural heritage of Riga Art Nouveau Centre and Development of Virtual Museum") and 2 Small grant scheme projects ("Restoration of the Great synagogue of Ludza and revival of Jewish spiritual heritage" and "Restoration of the Museum of Jānis Akuraters"), 4 projects in field of conservation, restoration, reconstruction and 1 project of digitalisation of cultural heritage have problems in projects (results of the procurement procedure were appealed, problems with technical project of the object and procurement procedure, problems regarding the premises of the object were needed construction works which are connected to programme projects) and detected lack of time for project implementation till 30/04/2016. For all these project Programme Operator asked for extension of the project implementation to National Focal Point and to Donors. There were made amendments in the projects agreements and projects now are prolonged.</p> <p>Mitigation actions planned: Monitoring of projects 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. The time for project implementation will be extended for projects which implementation planned to end before 30/04/2016, if it will be necessary. For projects which have extension and end of the project is planned before 30/04/2017, after additional analyse and checks will be extended if it will be necessary.</p>
Cohesion (Programme) outcomes:	Lack of adequate reporting and communicating on results and	2	4	Mitigation actions planned and done: Within project agreement is rules and actions which will be held by Programme Operator if the project promoter will not communicate or will not report about project progress, for example,

	achievements			<p>to stop the financing of the project. Some delays within some projects with terms of project reporting were detected. Project promoter was informed that they need to information about problems with projects reporting in time. Meetings with project promoters and participation in projects monitoring committees meetings were done in 2015. In monitoring process were asked additional supporting documents or explanations regarding the expenditure.</p> <p>Mitigation actions planned: The letters of remanding will be sent to project promoters if will be some delay regarding the terms of projects reporting. Non planned on-the-spot checks will be carried out if the project promoter will not reporting or communicating. Project supervisor will take a part in project meetings if it will be necessary.</p> <p>Identified problems with quality or luck of supporting documents within the projects. PO using individual and case by case approaches, but some of project beneficiaries does not understand rules of bookkeeping and support documentation. There identified risk of financial flow - it is not possible to reimburse money if beneficiary can't approve with documents that money spend for project activities, spend correctly and by the best way. PO will use individual and case by case approach for beneficiaries for building understanding of bookkeeping rules in Latvia. From project partners side -there are no problems with supporting documents - sometimes we only asking for clarifications of the documentation, because all documents are in Norwegian.</p>
Bilateral outcome(s):	Not achieved planned number of joint initiatives created in the result of cooperation between institutions	2	4	To ensure 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. To organise the partnership seminars to help find cooperation partners in projects.

	involved in the implementation of projects in Latvia and in the donor states. Lack of partners in bilateral cooperation			
	Partners in the donor country refuses from cooperation within the framework of the project	2	4	To ensure 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. To organise the partnership seminars to help find cooperation partners in projects.
Operational issues:	Insufficient capacity of human resources to ensure appropriate programme management (timely implementation of planned activities – open calls, assessments, payments, elaboration of reports etc.)	2	2	Mitigation actions planned and done: In order to ensure appropriate management of the programme after the programme approval additional employees were attracted to ensure carrying out 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, but there was problems with staff regarding to monitoring division, but at the second half of 2015 problem was solved and now Programme Operator have 4 projects supervisors. Mitigation actions planned: Programme Operator will attract additional staff if it will be needed and do much as possible for reducing rotation of programme staff by using social support system like health insurance, additional paid vacations etc.

## MONITORING PLAN FOR YEAR 2016

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	'02.2016.	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
Programme Operator in calibration with The State Inspection for Heritage Protection	'02.2016.	State Joint-Stock Company "State Real Estates" "Restoration of the Museum of Rainis and Aspazija"	To gain confidence that that implementation of the project in accordance with the rules of the Programme and legal acts
Programme Operator	'03.2016.	NGO "Culture Management "Lauska"" "Joik & daina"	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	'05.2016.	Ludza Municipality "Restoration of the Great synagogue of Ludza and revival of Jewish spiritual heritage"	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	'06.2016.	Association of the Memorial Museums "Restoration of the Museum of Jānis Akuraters"	To gain confidence that that implementation of the project in accordance with the rules of the Programme and legal acts
Programme Operator	'04.2016.	RIXC Centre for New Media Culture" "NORTH Creative Network - for open innovation and cultural exchange"	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	'11.2016.	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	'02.2016.	Foundation "Elm Media" "Life in Motion"	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	'03.2016.	Kuldiga District Council "Restoration of Kuldiga Old Town Hall and Improvement of Quality and Accessibility of its Culture Services"	To gain confidence that that implementation of the project in accordance with the rules of the program and legal acts
Programme Operator in calibration with The State Inspection for Heritage Protection	'03.2016.	Jelgava Local Municipality "Restoration of Eleja Manor Premises"	To gain confidence that that implementation of the project in accordance with the rules of the program and legal acts
Programme Operator	'07.2016.	Association of Riga Municipality Cultural Institutions "Digitization of the Cultural Heritage of the Riga Art Nouveau Centre and Development of virtual museum"	To gain confidence that that implementation of the project in accordance with the rules of the program and legal acts
Programme Operator	'02.2016.	"Skaņu Mežs" Association for Adventurous Music and Film Art "Experimental music lighthouses: Riga-Tromsø";	To gain confidence that that implementation of the project in accordance with the rules of the program and legal acts
Programme Operator	'02.2016.	Sigulda School of Arts "Baltais Fligelis" "Latvia - Norway. Discover Folk Tradition in Music"	To gain confidence that that implementation of the project in accordance with the rules of the program and legal acts
Programme Operator	'02.2016.	Association "Shamir". "450 years together. Jewish culture in Latvian environment - arts, music, education".	To gain confidence that that implementation of the project in accordance with the rules of the program and legal acts
Programme Operator	'04.2016.	Association "Riga International Film festival" „Film programme exchange between Riga International Film festival and Kristiansand International Children’s Film Festival"	To gain confidence that that implementation of the project in accordance with the rules of the program and legal acts
Programme Operator	'04.2016.	New Theatre Institute of „Latvia Regions. Art.	To gain confidence that that implementation of the

		Nature.”	project in accordance with the rules of the program and legal acts
Programme Operator	'04.2016.	Latvian Centre for Contemporary Art (LCCA) “Various Forms of Archives. Archive of Contemporary Art. Research, Exhibition and Symposium.”	To gain confidence that that implementation of the project in accordance with the rules of the program and legal acts