

Template Annual Programme Report

EEA and Norwegian Financial Mechanisms 2009-2014

1. Executive summary

In the reporting period implementation of all the Programme activities has been started. In 2014 5 Predefined projects were in implementation stage. Within The Small Grant Scheme “Conservation of Cultural Heritage” 27 projects were evaluated and 8 project contracts were signed. Within the Small Grant Scheme “Cultural Exchange” 38 projects were evaluated and 5 project contracts were signed.

In 2014 two of the Small Grant Scheme “Cultural Exchange” projects “Environment manufactures” and project „Dance in nature 2014” already were completed in the autumn 2014. All planned projects objectives, outcomes and outputs were achieved see further information in the Section No 3.

Bilateral relations between Latvia and the Donor States have been facilitated by cooperation with the Donor programme partners.

As implementation of projects and activities was hardly started values of indicators of expected outcomes and outputs have been reached partly in the reporting period (see Annex No 1 and Annex No 2). 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. In 2014 promoter of the pre-defined project "Restoration of the Green Synagogue of Rezekne, including the creation of Wooden Architecture Heritage Centre and an exhibition on the Jewish cultural heritage" Rezekne City Council detected financial problems in relation to lack of finance for project co-financing and financing of additional construction costs. Project promoter will use 5% project reserve and Rezekne City Council as a municipality will credit in The State Treasury. Programme Operator follow the solution of this problem and if it will be necessary will address the issue about additional funding from programme surplus funding, but it will not affect achievement of objectives of the Programme. Within pre-defined project "Restoration of the Latvian Ethnographic Open-Air Museum's project for port warehouse restoration was detected incorrect public procurement procedure, which means that project promoter will announce and carry out correct procurement procedure of construction works. Taking into account as changes within procurement procedure documentation will not be significant, the procurement procedure will be announced in shorter time and there is not risk of achievement of project target, outcomes and outputs because of earlier starting of creation of exposition and booth of these works will go on at the same time. Programme operator will monitor implementation of this particular project.

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, the limited capacity and 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.) were carried out and several new risks were identified (broader information in chapter 9). One of the main risks was capacity of the human resources of the Programme Operator's EU Funds Monitoring division, but problem was solved in September and December 2014. Taking into consideration problems with staff the Programme Operator performed starting of planned on-the-spot checks in December 2014.

2. Programme area specific developments

According to the Programme proposal the Programme covers both programme areas of the priority sector “Protecting cultural heritage”: programme area “Conservation and Revitalization of Cultural and Natural Heritage” and programme area “Promotion of Diversity in Culture and Arts within European Cultural Heritage”. No considerable policy, financial or administrative changes related to programme areas which could negatively affect implementation of the Programme have been made in the reporting period.

In year 2014 Cultural Policy Guidelines "Creative Latvia 2014-2020" came into the force, which sets goals for national policy of culture as well as priorities for the period till year 2020. Guidelines defines lines of action to develop diverse and sustainable culture in Latvia. They are a continuation for State Cultural Policy Guidelines 2006–2015 „Nation-state” and makes connection with Sustainable Development Strategy of Latvia “Latvia 2030” and the highest national-level medium-term planning document “National Development Plan of Latvia for 2014–2020”.

In accordance with previously mentioned document of policy planning, increase of cultural capital value and wider involvement of society in cultural activities is one of the main goals of cultural policy. Priorities defined in guidelines, for example, favourable environment for availability of cultural values, involvement of Latvian culture into international culture, availability of diverse and qualitative cultural services which also predicts promotion of mobility of artists, completely tunes with area of the programme and main goals of the programme. Therefore projects which are supported within the programme is directly facilitating achievement of previously mentioned aims thus ensuring positive impact on development of cultural environment and economic regeneration of territories in Latvia. For example both projects which are completed in year 2014 not only promoted availability of diverse cultural services and mobility of artists but also promoted creation of creative environment in regions – Vidzeme and Kurzeme.

Because of the support of financial mechanism and national government, and work of the competent institutions in the field of cultural heritage, according to data, which are provided by the State Inspection for Heritage Protection in Latvia, improvements can be seen. Number of cultural heritage monuments which have included in the list of state protected cultural monuments is increased as well as a technical condition of those cultural monuments. The number of state protected cultural monuments which were of good technical condition in September of the year 2014 was 31.5 %, what is more than 4 % increase comparing to situation in the end of the year 2012. The number of state protected cultural monuments which are of poor technical condition has slightly decreased during the last two years as well. Exact impact of the programme on cultural heritage field will be possible to assess in year 2016 when project implementation will be concluded. There still was positive development tendency in the field of cultural exchange as well. In total number of different kind of cultural events – concerts, spectacles, dance performances as well as number of visitors of those events has increased comparing to the year 2013.

Such growth is connected with the fact that Riga was the European Capital of Culture 2014. As well as one of the reasons for increase of cultural events is implementation of the new

programme “Creative Europe” which is continuation for the Programme “Culture” of the European Commission 2007-2013. Improvement of the situation is directly connected with the support for cultural activities which overall has been much wider in year 2014.

At the same time request for financing still is very large especially from the NGO’s – request for the small grant scheme “Cultural exchange” exceed expectations. Given the fact that of project selection was prolonged implementation of the projects was started dilatory which means that investment in the cultural sphere in year 2014 is not completely definable as well as opportunity was not used to add cultural offer ensured within the Riga – European Capital of Culture 2014. Though this circumstance has also a positive effect – part of cultural projects will be implemented in the year 2015, at the time when Latvia holds the presidency of the Council of the European Union when Latvia will be in the centre of international media.

3. Reporting on outputs

The implementation of the Programme LV04 “Conservation and Revitalisation of Cultural and Natural Heritage” is in projects implementation stage. Evaluation of projects applications was completed and 5 projects within the Small Grant Scheme “Conservation of Cultural Heritage” and 8 projects within the Small Grant Scheme “Cultural Exchange” were approved in 2014. Two of the projects approved within the Small Grant Scheme “Cultural Exchange” - project “Environment manufactures” and project „Dance in nature 2014” already were completed in the autumn 2014.

Within the Small Grant Scheme “Cultural Exchange” were supported multinational projects with participation not only The Donors States organizations, but with participation of other EU States like Lithuania, France, Belgium culture organizations what provided an opportunity to expand knowledge about other states culture. The projects with musical, dancing, art, theatre, film and folk music and national traditions were supported what gives amazing options to share with experience, knowledge and traditions and remarkable is that national dancing and singing is one of the part of Latvian Culture Canon “The Song and Dance Celebration”. Implementation of these projects gives opportunity to present to broader audience contemporary art and culture, to strength intercultural dialogue by making long term partnerships, to strength cultural identity of citizens and document cultural history. Within approved projects dancing festivals, contemporary theatre and art festival, contemporary, nontraditional and classic music activities and festivals, film festivals, Jewish art exhibitions, folk music and national tradition festivals will be organized. Implementation of projects gives opportunity to share with knowledge and experience through master classes of dancing, national craftworks, master classes of music and workshops of theatre and environmental dance where children and adults could participate and lean new knowledge and practical skills. Each of approved projects contributes for achievement of Programme. For example, in 2014 festival folk and national culture festivals Ethno-eco festival SVIESTS 2014 in Latvia and ISOGAISA 2014 in Norway were organized within project “Joikas & Dainas” (project No EEZLV04/GSKA/2013/15), including national craftsmen master classes were cud to learn how to make national music instruments and to sing national songs (joik and dainas). Workshops were held for several days and in Latvia attended approximately 35 participants and in Norway about 70 participants. Within the project folk musicians from Latvia and Norway were involved and the festival SVIESTS 2014 attended approximately 3000 persons and festival ISOGAISA 2014 attended about 400 persons. Ethnographic values are very important for each nation like its national identity. Within Project "Environment manu-factures” (project No EEZLV04/GSKA/2013/21) the central activities of the project were organized in Kuldiga city during 6 days. The route in the Old City was created of combined workshops products. Musical

compositions were constructed using the national folk music and jazz elements synthesis. Master classes took young musicians and a shared music, using improvisation techniques, everyday objects as well as the environmental elements of the musical project. In conclusion, it was a programme for the Kuldīga, which played as part of the campaign, the environment. Young artists got creative skills to be used in the street theatre performances. There was a shadow theatre workshop where young people learned the skills to move, the symbol using the play of light and shadow. There was street theatre and live fire management workshop and young people learned the skills to use live fire as one of the natural primary cells performances context. Vertical dance workshop was held and people learned the basics. Gravity and balance workshop was held and participants learned motor skills at different levels of gravity using a variety of surfaces and unconventional expression elements. The workshop results were compiled in 4 shows, which were demonstrated on the environment within the framework of the shares in Kuldīga. Artists were carried out at the historic environmental analysis of Kuldīga by selecting a historical object or concept, which has been designed using video art, and visual arts expression electrical installation features. Environment action „Light Festival” in Drobak was organized. Workshops for young artists from Latvia and Norway were held and through Drobakas historical environmental analysis and by selecting a historical object or concept, which has been designed using video art, electrical installation, visual arts, etc., were created the modern expression. The results of the workshops were shown to Old Town Drobakas environmental shares „Lights Festival”. Project events attended approximately 50000 persons - event took place several days in the urban environment. 33 artists were involved within Project 17 participants from Norway, 8 participants from Iceland, 5 participants from Lithuania and 3 participants from France. (see Annex No1)

The projects of Small Grant Scheme “Conservation of Cultural Heritage” are in implementation stage and mainly construction works will start in 2015, but in project “Conservation of Cesis Medieval castle for regional socioeconomic development” works already started in 2014. Mine benefit from implementation of these projects will result in ensuring the revitalization and conservation of significant cultural heritage objects and promotion of diversity of culture and art serving as an important factor for improving quality of life of people, as well as economic regeneration of territories by attracting cultural tourists to regions, by improving quality of living environment, because approved projects from all 5 regions of Latvia. But the most significant aim is that cultural heritage will be protected and kept for next generations and in the restoration works will be involved not only professional restorers but the students too. Definitely one of the most valuable are the workshops and ability to exchange experience for Latvian and Norwegian craftsmen- restorers, which is very important for getting new approaches for restoration works, materials and technologies. In 2014 were implemented opening seminars in projects “Conservation of Cesis Medieval castle for regional socioeconomic development” and “Restoration of Eleja Manor Premises”. In project “Conservation of Cesis Medieval castle for regional socioeconomic development” practical training in object (Cesis castle garden masonry restoration and preservation) by specialists from Norway for renovators and seminar “The masonry ruins preservation” with practical restoration workshops were organized in September 2014. In project “Restoration of Eleja Manor Premises” project opening event with seminar "Heritage Restoration practical aspects" took place in Jelgava and attended 52 persons. One experience exchange seminar for specialists from Jelgava took place in Norway. The seminar themes were management of cultural facilities, importance of cultural facilities and how it affects support for financial activities. Implementation of all approved projects is stage when procurement procedures for construction works already finished and construction works will start.(see Annex 1)

Implementation of four pre-defined projects: “Reconstruction of the Museum of Literature and Music”, “Restoration of the Museum of Rainis and Aspazija”, “Digitization of the

Cultural Heritage of the Riga Art Nouveau Centre and Development of virtual museum” and “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” were continued and implementation of the predefined project “Restoration of the Latvian Ethnographic Open-Air Museum’s port warehouse” were started in 2014. Short information about project progress in 2014:

1) Project “Reconstruction of the Museum of Literature and Music” – development of technical project is going on and construction works will start in 2015. The experience exchange event in Norway was organized from 29 July to 1 August 2014;

2) “Restoration of the Museum of Rainis and Aspazija”:

– object J.Pliekšāna street 5/7, Jūrmala technical project of the object developed and approved and after public procurement procedure signed agreement with construction companies for construction works which will start in January 2015;

- object „Tadenava”, Dunavas parish, Jēkabpils district, technical project of buildings is completed and send to municipality of Jēkabpils for acceptance, public procurement procedure for construction works started. Construction works will start in 2015;

- object Baznīcas street 30, Rīga, technical project is developed and submitted to Riga City Construction Board, public procurement procedure for construction works will start after the acceptance of technical project and construction works will start in 2015;

3) “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” – as mentioned above the construction works already started in March-April 2014. Project opening event held on 01 April 2014. Two restoration workshops with participation Latvian and Norway students (restorers) were organized – in March – April 2014 and in November 2014 in Rezekne in object. One restoration training for new restorers from Latvia and Norway were organized in October.

4) “Restoration of the Latvian Ethnographic Open-Air Museum’s port warehouse” - renovators are started renovation of dowry chests for exhibition which is planned in 2016, on 19.09.2014. Experts from Norway were in museum. Within the project detected problem with incorrect public procurement procedure and construction works will start after correct public procurement procedure only.

5) “Digitization of the Cultural Heritage of the Riga Art Nouveau Centre and Development of virtual museum” - study of cultural heritage are conducted and signed agreements with specialists who will conduct research of art nouveau cultural heritage research in 25 themes. The 1040 items of cultural heritage are selected for digitalization. Informative seminar about project was organized on 28 April 2014 with participation of project partners from Norway. One experience exchange visit to Norway was organized. Digitalization of selected items will start in 2015. Regarding that access to Internet has become a significant and irreplaceable value in the process of study, work or research, and lifetime education, allowing everyone to acquire and use the necessary knowledge, and apply it to their daily life, thus promoting the role of human knowledge, implementation of project with cultural heritage digitization is significant contribution for establishment of Latvia’s virtual museums. Main benefits from cultural heritage restoration, reconstruction are, as mentioned before, that that cultural heritage will be protected un kept for next generations and in the restoration works will be involved not only professional restorers but the students of professional schools of the crafts. And the main benefit is that exhibitions which will be opened in renovated buildings will be available to broader audience.

Remarkable is experience exchange event in Rezekne city Council project “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” in March-April 2014, this practice included debris harvesting, dismantlement of the hazardous building stages,

exploration of the building, dismantlement of the easement. And the building was fully prepared for the restoration works. On October 27-31, 2014 training seminar with participation of school teachers from Latvia and Norway was held in Kuldīga. With assistance of professional experts and lecturers participants got acquainted with projects for restoration of historical centre of Kuldīga. Participants had a chance to practice new knowledge by working in the restoration workshops. Renovation and restoration works are taking place in Rezekne. (see Annex No1)

One problem (risk) of all projects is that time for public procurement procedures for construction works is complicated and take more time than it was expected. Within project “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” problems with construction works like none planned additional works detected. But problem will be solved by using financial reserve of project and Rezekne City Council will take credit in The State Treasury for completing of works. Problem which was detected in project “Restoration of the Latvian Ethnographic Open-Air Museum’s port warehouse” described in the Section 7.

There were some delays in time schedule of the Programme in 2014 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.

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.

There were some delays in time schedule of the Programme in 2014 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. 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. That is because the implementation of predefined projects were going on and implementation of the Small Grant Scheme projects started in July 2014. Two of the Small Grant Scheme “Cultural Exchange” projects already completed (see more detailed information in the Section 3). 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 had set a selection criterion which reflects the principles of anti-discrimination and tolerance, cultural diversity and intercultural dialogue and which was used for assessment of submitted project applications within the Small Grant Scheme “Cultural Exchange”. All projects which are being implemented within this Small Grant Scheme anticipates partnership with institution from the Donor States as well as some of the project are implemented also with partners from other countries thereby strengthens the multicultural dialogue between the countries. In this Grant Scheme participation is taken by very diverse artists – different generations, nationalities and stages of professional abilities therefore multicultural understanding and tolerance are promoted as well as synergy

between different cultural areas. Within the Small Grant Scheme "Cultural Exchange" two projects has been completed whereas six projects are still in their implementation process which means that further influence most effectively could be defined after completion of main project activities.

Cultural awareness is promoted through projects and activities implemented in the year 2014 and displays cultural diversity. Cultural events realized within the reporting period included synergy of various kinds of arts – contemporary dance, street theater, music and visual art as well as synergy of art and science. Because of this huge variation of different areas of art many unique cultural products has been created.

It is possible to highlight especially two projects which are already completed – first, "Environment manufactures" implemented by Municipality Agency of Kuldīga District Council „Kuldīga Culture Centre”. This Project anticipates partnership between 5 countries – Latvia, Norway, Iceland, Lithuania and France, therefore contributes simultaneous interaction between different national cultures. Project's main results and achieved targets contribute to Programme's goal - to improve the mobility of cultural and artistic service providers, and at the same time promotes intercultural dialogue by creating a deeper understanding of national culture, including the Latvian national folk music.

Special contribution to the solution of concerns also provides Ropažu municipality project "Environmental dance 2014" involving art professionals and art enthusiasts from the Donor State, Norway, as well as from Ireland, the United States and the Czech Republic. This project strengthens the intercultural dialogue through the fact that it not only provides a common exhibition performance, but also a common art product development process, in which the overall outcome was used in different cultures and adapted to the specifics of the event theme. National artists shared their experiences and ideas on how art and nature is incompatible, creating unique art performances and promoting cultural development not only regional but also transnational level.

One of the most important Projects which promotes intercultural dialogue and which implementation will continue also in year 2015, is "Joik & daina" by Culture Management Centre "Lauska" with participation of representatives from Norway and Italy. The project facilitates the understanding of national cultural values, including the perception of national instruments, crafts, food culture that promotes cross-cultural exchanges in the wider sense. Demonstrations of cultural expressions, experiencing and seeing cultural expressions of other nationalities anticipate that society had and will continue to have opportunity to get acknowledged with one of the oldest cultures in Europe – sami culture – as well as to appraise ancient Latvian traditions, music and song diversity and values, thus raising awareness and thereby the tolerance against their own and to other cultural contexts.

Implementation of the program anticipates not only the promotion of multi-cultural understanding and tolerance, but emphasis is also placed on the prevention of anti-Semitism. A significant contribution to addressing these issues in the Programme can be seen through three projects, two projects involve restoration of significant cultural monuments, as well as the creation and settlement of exposure dedicated to Jewish culture and life (development of exposition from the Programme financing is intended in one of the projects) while one project provides support for different types of art and educational activities.

Project "Restoration of the Great synagogue of Ludza and revival of Jewish spiritual heritage" implemented by Ludza Municipality and " Restoration of the Green Synagogue of Rezekne, including the creation of Wooden Architecture Heritage Centre and an exhibition on the Jewish cultural heritage" implemented by Rezekne City Council marks a considerable support for the Jewish cultural heritage, therefore reducing prejudice and discriminatory treatment of Jews as an ethnic group. Within the Project two synagogues will be restored in Rezekne and Ludza, which

will give an opportunity to open doors for wider audience and let them to get acquainted with Jewish culture and to reduce the impact of anti-Semitism in the public opinion.

Project of the Small Grant Scheme “Cultural Exchange”: „450 years together. Jewish culture in Latvian environment - arts, music, education” notably facilitates tolerance, knowledge and understanding about hard destiny of Jewish nation including holocaust as well. Implementation of this project starts in 2015 therefore influence of the project will be seen just in the coming years.

At the same time the Programme operator will ensure monitoring of projects in order to avoid situations when previously mentioned principles are not taken into account during the implementation of project.

5. Project selection

Small Grant Scheme “Conservation of Cultural Heritage”

Selection of projects within the Small Grant Scheme was completed in the second half of the year 2014. Due to the fact that all project applications were approved with conditions, which means that all of the projects had to make some changes in the project applications – update the information etc., selection process was slightly prolonged.

As a result of selection process - 5 projects were rejected for non- conformity of some of the evaluation criteria, 17 projects were rejected because of the lack of financing and remaining 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*). Whereas within the Small Grant Scheme “Cultural Exchange” 2 projects were rejected for non-conformity of some of the evaluation criteria, 28 projects were rejected because of the lack of financing and 8 projects were approved (amount of Programme co-financing allocated to projects almost 634 195 *euro*).

Information about division of the submitted project applications can be seen at the Annual report 2013. Breakdown by fields of support for approved projects is enclosed in Annex No 3. Given the fact that within small grant scheme “Conservation of Cultural Heritage” 3 project applications were received which anticipates restoration of art nouveau buildings from which none did receive support from the programme, amendments for outcomes and out puts were proposed. At the same time in accordance with overall outcomes, wooden and other kinds of cultural monuments has been approved more than previously planned.

Within small grant scheme “Cultural exchange” partnership with at least one institution from donor country was obligatory which means that 37 of 38 project applications anticipated partnership. Cooperation with donor partner was anticipated for 8 of 27 projects also within small grant scheme “Conservation of cultural heritage”. All 5 approved projects within this scheme are implemented in cooperation with institutions from Norway, Iceland or Lichtenstein therefore all approved projects envisage cooperation with the Donor States institution and organisations.

No more open calls are planned within the Programme.

6. Progress of bilateral relations

At the Programme level the Programme operator had facilitated bilateral cooperation by organizing meetings of the Cooperation Committee and by organizing experience exchange with Donor Programme Partners and Icelandic institutions:

- Two Cooperation Committee meetings which took place on 25th April and 20th October, 2014 both in Latvia and in Iceland;
- Exchange of experience with the Donor Programme Partners and Icelandic institutions 19th-21th October, 2014 in Iceland.

Contribution of the Donor programme partners in the implementation of the Programme was very important. The Donor programme partners have been involved in all most important activities related to the implementation of the Programme like advising on eligibility of Norwegian project partners, monitoring of projects' implementation, implementation of the Bilateral Fund, implementation of publicity and informative activities about the Programme etc.

At the project level the bilateral cooperation had facilitated by implementation of projects because 16 projects approved within the Programme have project partners from the Donor States. While no events within the Bilateral Fund were realized in 2014 because of the lack of interest from project promoters. Lack of interest can be clarified through load of works for project promoter and project partner in the process of project implementation. Programme operator has discussed occurred situation with the Donor programme partners and in order to stimulate the usage of the Bilateral Fund, the Cooperation Committee has decided to make changes in distribution of the available financing, supported activities and restrictions, which gives the possibility to organize not only individual exchange visits, but also wide-ranging seminars for exchange of experience. Such seminars will be organised in the year 2015 and 2016. In addition to promote the Bilateral Fund the Programme operator sent all the information needed about possibilities within the fund, application forms and procedure to apply for the fund for the project promoter and project partner (both in Latvian and English).

In order to implement the cooperation projects, before the signing of project agreements project promoter and project partner signed the partnership agreement. Programme operator coordinated the content of partnership agreements and consulted the project promoter and project partner if it was needed in order to adjust it to the demands of national and international regulations. The partnership agreements between all project partners and project promoters were signed in the second half of 2014.

Cooperation within the Small Grant Schemes' projects are related on experience exchange, trainings and expertise of conservation of cultural heritage objects as well as creation and realisation of performances, master classes, development of artistic concept etc., therefore because of the programme bilateral cooperation has been created and strengthened between different institutions and organisations in various fields of culture.

In year 2014 several experience exchanges were held in Latvia and in Norway both within the small grant schemes and pre defined projects, including training at the place where restoration works took place in Rezekne with participants (students and professors) from Latvia and Norway, seminar about art nouveau cultural heritage, several master classes, manufactures and workshops. In cooperation of project promoters and project partners one festival was organized in Latvia and Norway, as well as dance performances and environmental actions in both countries. Mentioned activities let both sides not only exchange experiences but also to get acknowledged with culture and traditions of other countries, and use this knowledge in further creation of diverse and innovative cultural products, improvement of restoration methods, new possibilities for cooperation etc.

According to the Programme proposal the outcome which best of all reflects contribution from bilateral cooperation within the Programme is outcome “Improved knowledge and mutual understanding”. As 16 projects of 18 are implemented in cooperation with partners from donor countries and activities planned within the projects are the result of mutual communication and cooperation on which both sides have agreed on with signing the partnership agreement, target value of the output indicator “Promoted various forms of cooperation between project promoters in Latvia and partners in the donor states” could be seen as completed in year 2014. Achievement of remaining results and indicators is planned on year 2016, 2017 when projects will be completed and the implementation of Bilateral Fund will be concluded.

Complementary action

In May 2014 representatives from the Programme Operator participated in experience exchange in Rumania, Bucharest which was organized by Ministry of Culture of Romania. In this event participants from Poland’s and Lithuania’s Programme Operators and Norway were present. During this experience exchange Latvia’s Programme Operator got acknowledged with procedure of selection and implementation of the Projects and shared their experience within this field. Participants of seminar exchanged their opinions on basic principles of preservation of authenticity of cultural heritage, good and bad practices, importance of legit selection process and prevention of conflicts in work of selection committee and external experts, selection process was discussed and coordinated, as well as criteria for evaluation of the projects and monitoring of the projects in the process of implementation.

In June 2014 representatives from Programme Operator participated in a mid-meeting of all ten programme operators for the Programme Area 17 in Krakow, Poland. In the meeting questions which are especially important for selection of the projects as well as implementation of the projects were discussed, and the next actions in order to develop documentation for next planning period. During the seminar the emphasis was put to development of qualitative documentation which could be common between all receiving countries in order to make it simpler and more understandable for project applicants, as well as discussions were held about future actions for effective administration of the programme.

In November 2014 Ministry of Culture of Latvia organised an experience exchange visit in Iceland, where they met with representatives of Ministry of Education, Science and Culture, representatives of agency of preservation of cultural heritage „Minjastofnun”, research centre of Iceland “Rannis”. Experience exchange events were organised together with events for cooperation committee therefore in the experience exchange event representatives from donor partners was present. Experiences of both countries in the cultural area and especially cultural heritage field and further cooperation was discussed, as well as possible challenges in the process of implementation of the projects. As the result of the meeting were mutual agreements about possible improvements in the process of monitoring of the projects.

7. Monitoring

According to the monitoring system described in the Programme, the Programme Operator ensured assessment of risks for every project. Depending on the risk level set for a project the Programme Operator carried out on-the-spot checks (at least once a year or before the project

implementation is started for high risk projects, at least once during the project implementation for medium risk projects and selected randomly for low risk level projects ensuring that every project can be selected for the monitoring).

In the first half of 2014 Programme Operator has problems with staff in the EU Funds Monitoring Division – from May to September were only one supervisor and the Head of the Division who worked with monitoring of the projects. In September 2014 and in December 2014 were involved two employees in monitoring of the projects. Regarding to mention above planned on-the-spot checks started only in December 2014, see table above.

Institution that carried out monitoring visit	Time of monitoring visit in 2014	Project promoter, title of project	Objective of monitoring visit	Main conclusion/findings/recommendations
Programme Operator in calibration with The State Inspection for Heritage Protection	01.12.2014.	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 program and legal acts	1) Detected incorrect public procurement procedure for construction works. Project promoter obligated to announce correct public procurement procedure. 2) Project promoter obligated to submit detailed work plan for project. 2) Detected irregularities regarding publicity of object. Project promoter obligated to submit photos which approve that publicity is in compliance with requirements of publicity for EEA.

Regarding to the problem of Programme Operators Monitoring Division staff other on-the-spot controls which were planned in 2014 where not conducted. At the moment Programme Operators staff is completed and all planned controls will be held in january-february 2015. Please find attached the monitoring plan for 2015 year in Annex 4.

8. Need for adjustments

Taking into consideration that no activities were implemented within the Bilateral Fund in the 2014 the opportunity to annul restrictions for receiving the funding from the Bilateral Fund for individual exchange visits for project promoters was examined by the Programme Operator. These changes are planned to be implemented in 2015. The changes do not required amendments in the Programme Agreement but modifications in the description of the Programme will have to be made.

9. Risk management

Please find risk assessment with done and planned risk mitigation action in Annex 5.

10. Information and publicity

In the revisory period project promoters and project partners within predefined projects and small grant schemes 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 within the seminar consultations were given in fields of public procurement, conservation of cultural heritage etc.

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. Unfortunately, these activities did not significantly increase the project promoters and project partners' interest in the Bilateral Fund, so in addition to this information more activities will be conducted in 2015. Project Operator provided above information both in Latvian and English, As well as regularly updated information was provided in Latvian and English in web page of Ministry of Culture.

In year 2014 a number of project opening events took place, according to the regulations project promoters provides needed publicity about the activities implemented within the projects.

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 and updating management and control system of the Programme;
- 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 are facilitated in the following ways:

- restoration of cultural heritage objects ensures 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 the Small Grant Scheme's "Conservation of Cultural Heritage" project "Restoration of the Great synagogue of Ludza and revival of Jewish spiritual heritage" (Ludza)), and will serve as examples of good practise for other regions;
- new ways of exploitation of renewed cultural heritage objects (all predefined projects and projects of the Small Grant Scheme "Conservation of Cultural Heritage") 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;
- progress of socio economic development of territories is provided by implementation of various cultural events, for example organizing festivals and concerts. Especially in cases when after successful implementation of the cultural event within the project similar cultural activities are organized even after. Within projects 2 festivals were organised in Latvia – 1 in Cesis and 1 in Ropaži and one event within Kuldiga city festival were organised and activities which were started within these projects will be annual and will be organized after project implementation.

Participants of project had opportunity to get contacts with project partners and develop cooperation for next events.

The social aspects of sustainable development are 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; Experience and knowledge of the preservation and good maintenance of wooden architecture will be used in further work.
- 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; Within projects, where it is possible by cultural heritage protection reasons, planned to build elevators or to build the entrances for persons with disabilities.
- ensuring accessibility to materials of the cultural heritage, a continuous cultural education of the society and the development of the social environment are guaranteed (different projects within both Small Grant Schemes and pre-defined projects).

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 projects implementation (set in the project contracts). Employees involved in implementation of the projects have to be chosen by their qualification and experience in the respective field.

12. Reporting on sustainability

n/a

13. 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 “Monitoring plan for 2015”

Annex 5 “Risk assessment”

14. Attachment to the Final Programme Report

n/a

PROGRAMME OUTCOMES

1. Expected Outcomes (values planned to be achieved in result of implementation of predefined projects)

Outcome	Indicator	Description	Indicator value			Initially planned expected reaching time (year)	Updated expected reaching time (year)	Comments
			Baseline value	Target value	Achieved Value			
Cultural heritage restored, renovated and protected	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	4 ¹	0	2016	2016	The projects implementation in 2014 is going on and all expected programme outcomes will be achieved in 2016.

¹ 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).

Cultural heritage made accessible to the public	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 ²	0	2015	2015	The projects implementation in 2014 is going on and all expected programme outcomes will be achieved in 2015.
	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	4 ³	0	2014 (target value – 2)	2016 (target value – 2)	In 2014 planned outcomes are not achieved, because of changes of time frame within the projects. Public procurement procedures took more time than expected.

2. Expected Outcomes (values planned to be achieved in result of implementation of Small Grant Scheme projects)

Outcome	Indicator	Description	Indicator value			Initially planned expected reaching time (year)	Updated expected reaching time (year)	Comments
			Baseline value	Target value	Achieved Value			

² 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.

³ 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.

Cultural heritage restored, renovated and protected	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	4 ⁴	0	2016	2016	
Contemporary art and culture presented and reaching a broader audience	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	0	20 ⁵	5	2015 (target value – 20)	2015 (target value – 5), 2016 (target value – 10)	In 2014 were organized events: 1) festival SVIESTS 2014 in Latvia (project No EEZLV04/GSKA/2013/15); 2) festival ISOGAISA 2014 in Norway (project No EEZLV04/GSKA/2013/15); 3) festival “Dance in nature 2014 in Latvia (project No EEZLV04/GSKA/2013/16); 4) event "Environment manufactures" in Latvia (project No EEZLV04/GSKA/2013/21);

⁴ Target value of indicator of outcome **Cultural heritage restored, renovated and protected** includes 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.

⁵ 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>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.</p> <p>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>5) festival “Lights Festival” in Drobaka (project No EEZLV04/GSKA/2013/21)</p> <p>Indicators reached in 2014, because when programme was written we didn’t know the time frame for projects which will be approved within open call. Other Programme outcome indicators value planned to achieve in 2015 and 2016, projects are in implementation stage now.</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 ⁶	53900	2015 (target value – 1000)	<p>2015 (target value – 500),</p> <p>2016 (target value – 500)</p>	<p>1) project No EEZLV04/GSKA/2013/15, festival SVIESTS 2014 in Latvia attended approximately 3000 persons;</p> <p>2) project No EEZLV04/GSKA/2013/15, festival ISOGAISA 2014 in Norway attended approximately 400 persons;</p> <p>3) project No EEZLV04/GSKA/2013/16 festival “Dance in nature 2014 in Latvia attended approximately 500 persons;</p> <p>4) project No EEZLV04/GSKA/2013/21 events attended approximately 50 000 persons in Latvia and Drobaka.</p>

⁶ 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>Results are exceeded because, when the Programme was written, it was impossible to determine the real expected number of persons who could attend events which will be organized within project, because we didn't know what kind of projects with what kind of events will be approved within open call. Achieved number of project events visitors shows that within projects created shows were accessible to the broader audience which means that information about culture diversity and about project were provided to larger number than expected. And this means that in 2015 achieved indicators will be much larger than expected.</p>
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PROGRAMME OUTPUTS

1. Outputs (values planned to be achieved in result of implementation of predefined projects)

Outcome	Output	Output indicator	Description	Indicator value			Initially planned expected reaching time (year)	Updated expected reaching time (year)	Comments
				Baseline value	Target value	Achieved value			
Cultural heritage restored, renovated and protected	Ensured restoration of wooden architecture cultural heritage	Number of restored and conserved cultural heritage objects	<p>Revitalisation of cultural heritage objects most directly contributes to facilitating of conservation of cultural heritage and its accessibility to society, thus promoting achieving goals of the Programme area. According to the Memorandum of Understanding especially supportable is revitalisation and conservation of wooden heritage that taking into account valuable experience and knowledge on conservation of cultural heritage of experts from the donor states, especially Norway, simultaneously opens opportunities for successful bilateral cooperation. Indicator that directly reflects amount of conserved wooden culture heritage objects is set for evaluation of chosen output.</p> <p>Taking into account that both pre-defined projects and open calls for project applications anticipate conservation of wooden cultural and historical heritage, a joint output for both activities is chosen.</p>	0	3 ⁷	0	2016	2016	The projects implementation in 2014 is going on and all expected programme outcomes will be achieved in 2016.

⁷ 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).

	Ensured conserved cultural heritage objects	Number of restored and conserved cultural heritage objects	<p>According to the Memorandum of Understanding revitalisation and conservation of cultural heritage is supportable that taking into account valuable experience and knowledge on conservation of cultural heritage of experts from the donor states, especially Norway, simultaneously opens opportunities for successful bilateral cooperation. Indicator that directly reflects amount of conserved cultural heritage objects is set for evaluation of chosen output.</p> <p>Mentioned value of output indicator includes a cultural monument restored in the result of open call for project applications, and a cultural monument restored under pre-defined project (1 object). It is forecast that at least 1 cultural heritage object would be restored in the result of open call for project applications (including interior elements) that is not a wooden or Art Nouveau cultural heritage.</p>	0	1 ⁸	0	2016	2016	The projects implementation in 2014 is going on and all expected programme outcomes will be achieved in 2016.
Cultural heritage made accessible to the public	Collected and electronically available information about Art Nouveau cultural heritage in Latvia	Developed electronic data base on cultural heritage	In order to ensure storage of information to highest quality and it would be easy to access, it is planned to develop respective data base that is indicated as one of the outputs of the Programme. Data basis summarizes at least 1,000 digitized cultural values. Data basis is accessible to the public in Internet website of the project promoter.	0	1 ⁹	0	2015	2015	The projects implementation in 2014 is going on and all expected programme outcomes will be achieved in 2015.

⁸ Target value of output No.3 indicator includes restoration of museum building under pre-defined project „Reconstruction of the Museum of Literature and Music”.

⁹ 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	<p>Both restored cultural heritage objects and museums are made accessible to visitors in the result of the Programme, thus promoting sustainable development of local community and adjacent areas and improvement of quality of life.</p> <p>The Programme will result in promoted accessibility of cultural heritage objects and museums to visitors restored within two pre-defined projects: “Restoration of Rezekne Green Synagogue” and „ Restoration of Port Warehouse of Ethnographic Open-Air Museum of Latvia”, thus promoting also sustainable development of local community and adjacent areas and improvement of quality of life.</p>	0	115,000 ¹⁰	0	2014 (target value – 115 000)	2016 (target value – 115 000)	The projects implementation in 2014 is going on and all expected programme outcomes will be achieved in 2016.
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3. Expected Outputs (values planned to be achieved in result of implementation of Small Grant Scheme projects)

Outcome	Output	Output indicator	Description	Indicator value			Initially planned expected reaching time (year)	Updated expected reaching time (year)	Comments
				Baseline value	Target value	Achieved value			

¹⁰ 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.

Cultural heritage restored, renovated and protected	Ensured restoration of wooden architecture cultural heritage	Number of restored and conserved cultural heritage objects	<p>Revitalisation of cultural heritage objects most directly contributes to facilitating of conservation of cultural heritage and its accessibility to society, thus promoting achieving goals of the Programme area. According to the Memorandum of Understanding especially supportable is revitalisation and conservation of wooden heritage that taking into account valuable experience and knowledge on conservation of cultural heritage of experts from the donor states, especially Norway, simultaneously opens opportunities for successful bilateral cooperation. Indicator that directly reflects amount of conserved wooden culture heritage objects is set for evaluation of chosen output.</p> <p>Taking into account that both pre-defined projects and open calls for project applications anticipate conservation of wooden cultural and historical heritage, a joint output for both activities is chosen.</p>	0	2 ¹¹	0	2016	2016	The projects implementation in 2014 is going on and all expected programme outcomes will be achieved in 2016.
	Ensured restoration of Art Nouveau architecture cultural heritage	Number of restored and conserved cultural heritage objects	According to the Memorandum of Understanding especially supportable is revitalisation and conservation of Art Nouveau heritage that taking into account valuable experience and knowledge on conservation of cultural heritage of experts from the donor states, especially Norway, simultaneously opens opportunities for successful bilateral cooperation. Indicator that directly reflects	0	1 ¹²	0	2016	2016	The projects implementation in 2014 is going on and all expected programme outcomes will be achieved in

¹¹ Target value of the first output No.1 indicator includes two wooden objects of cultural heritage restored in the result of implementation of the Small Grant Scheme “Conservation of Cultural Heritage”.

¹² 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).

			amount of conserved Art Nouveau heritage objects is set for evaluation of chosen output.						2016.
	Ensured conserved cultural heritage objects	Number of restored and conserved cultural heritage objects	<p>According to the Memorandum of Understanding revitalisation and conservation of cultural heritage is supportable that taking into account valuable experience and knowledge on conservation of cultural heritage of experts from the donor states, especially Norway, simultaneously opens opportunities for successful bilateral cooperation. Indicator that directly reflects amount of conserved cultural heritage objects is set for evaluation of chosen output.</p> <p>Mentioned value of output indicator includes a cultural monument restored in the result of open call for project applications, and a cultural monument restored under pre-defined project (1 object). It is forecast that at least 1 cultural heritage object would be restored in the result of open call for project applications (including interior elements) that is not a wooden or Art Nouveau cultural heritage.</p>	0	1 ¹³	0	2016	2016	The projects implementation in 2014 is going on and all expected programme outcomes will be achieved in 2016.
Contemporary art and culture presented and reaching a broader audience	Promoted larger cultural cooperation opportunities, created common cooperation networks between Latvia and	Number of a newly established and promoted existing partnerships	In the result of the Programme cultural events will be organised by professional cultural organisations in Latvia and in the donor states that will facilitate developments of European identity and will enrich scope of cultural services.	0	10 ¹⁴	19	2015	2015	19 partnership agreements were signed within projects.

¹³ Target value of output No.3 indicator includes restoration of one cultural heritage object under the Small Grant Scheme “Conservation of Cultural Heritage”.

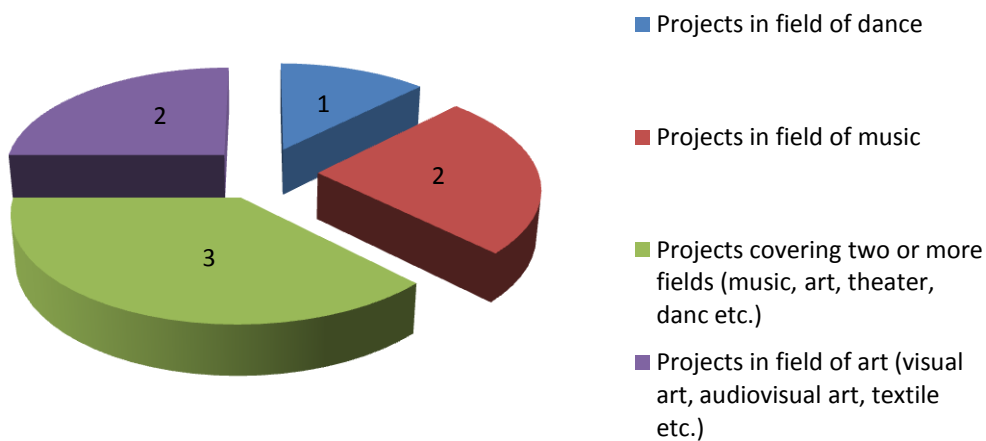
¹⁴ Target value of output No.1 indicator includes a number of partnerships established or improved within the Small Grant Scheme “Cultural Exchange”.

	donor states								
	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	In the result of the Programme within the cultural events organised by professional cultural organisations in Latvia and in the donor states, mobility of employees working in the sphere of culture will be facilitated that will provide adoption of best practice examples and mobility of knowledge and competence of participants in respective sphere of culture.	0	100 ¹⁵	72	2015 (target value – 100)	2015 (target value – 20), 2016 (target value – 80)	1) Project No EEZLV04/GSK A/2013/15 involved 22 musicians from Latvia, 10 from Norway and 12 from Latvia 2) Project No EEZLV04/GSK A/2013/16 involved 17 artists, from Norway-5, from The Czech Republic - 10, From Ireland - 1, from the USA - 1 3) project No EEZLV04/GSK A/2013/21 involved 33 artists, 17 from Norway, 8 from Iceland, 5 from Lithuania and 3 from France. Results are exceeded because, when the Programme was written, it was impossible to determine the

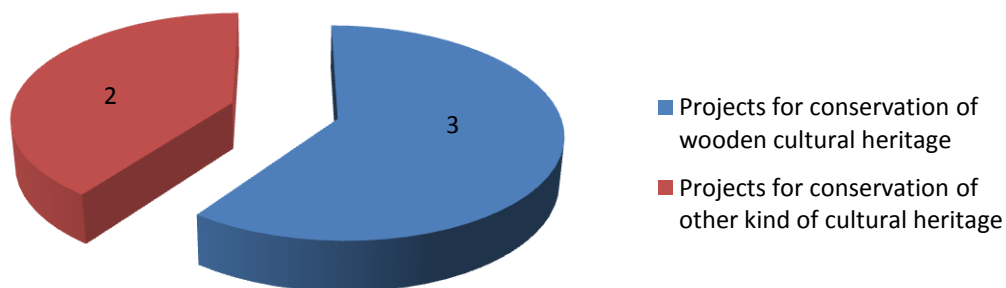
¹⁵ Target value of output No.2 indicator includes expected number of employees working in the sphere of culture and art (involved in the project implementation as project promoters and partners) whose mobility is promoted within the Small Grant Scheme “Cultural Exchange”, presuming that at least 10 persons participate in one project of cultural or art exchange (Calculation: 10 persons x 10 projects)

									real expected number of persons who working in cultural sphere and will participate in exchange events which will be organized within project, because we didn't know what kind of projects with what kind of events will be approved within open call.
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Projects approved within Small Grant Scheme "Cultural Exchange"



Projects approved within Small Grant Scheme "Conservation of Cultural Heritage"



Monitoring plan for 2015

Institution that carried out monitoring visit	Time of monitoring visit in 2015	Project promoter, title of project	Objective of monitoring visit
Programme Operator in calibration with The State Inspection for Heritage Protection	28.01.2015.	Rezekne City Council "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"	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	02. and 03.02.2015.	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 program and legal acts
Programme Operator in calibration with The State Inspection for Heritage Protection	02.and 03.02.2015.	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 program and legal acts
Programme Operator in calibration with The State Inspection for Heritage Protection	10.02.2015.	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	February-March 2015.	Municipality Agency of Kuldiga District Council "Kuldiga Culture Centre" "Environment manu – factures"	Controle before final payment
Programme Operator	February-March 2015.	Ropazi District municipality "Dance in nature 2014"	Controle before final payment
Programme Operator	March-April 2015.	"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	March-April 2015.	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	March-April 2015.	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 program and legal acts
Programme Operator	March-April	NGO "Culture Management "Lauska""	To gain confidence that that implementation of the project in

	2015.	“Joik & daina”	accordance with the rules of the program and legal acts
Programme Operator	March-April 2015.	Foundation "Elm Media" “Life in Motion”	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	March-April 2015.	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	March-April 2015.	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 program and legal acts
Programme Operator in calibration with The State Inspection for Heritage Protection	March-April 2015.	Cesis Municipality “Conservation of Cesis Medieval castle for regional socioeconomic development”	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	March-April 2015.	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 in calibration with The State Inspection for Heritage Protection	March-April 2015.	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 program and legal acts
Programme Operator	March-April 2015.	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

RISK ASSESSMENT AT THE PROGRAMME LEVEL

Programme #	Type of objective	Description of risk	Likelihood	Consequence	Mitigation actions done/ planned
LV04	<i>Cohesion outcome (s):</i>	Insufficient capacity of financing and human resources to implement projects successfully	2	2	<p><u>Mitigation actions done:</u> 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 staff and for the human sources who will implement activities of project are acceptable. This reduces risk of capacity of human sources to the minimum. 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. But these all actions did not reduce the human source capacity risk to the minimum, because in some projects changing of the project administration staff were needed. In this cases amendments in project applications were done in shortest terms. Within the projects selection financial solvency and ability of co-financing of project applicants were assessed. But in 2014 promoter of the pre-defined project "Restoration of the Green Synagogue of Rezekne, including the creation of Wooden Architecture Heritage Centre and an exhibition on the Jewish cultural heritage" Rezekne City Council detected financial problems in relation to lack of finance for project co-financing and financing of additional construction costs. Project promoter will use 5% project reserve and Rezekne City Council as a municipality will credit in The State Treasury. Programme Operator follow the solution of this problem and if it will be necessary will address the issue about additional funding from programme surplus funding.</p> <p><u>Mitigation actions planned:</u> 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 staff or co-financing, if it could be possible in accordance to EEA financing rules. Amendments in project applications regarding to project staff will be made in short time.</p>

		Risk of incorrect procurement procedures	4	4	<p><u>Mitigation planned and done:</u> 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.</p> <p>Within pre-defined project "Restoration of the Latvian Ethnographic Open-Air Museum's project for port warehouse restoration was detected incorrect public procurement procedure, which means that project promoter will announce and carry out correct procurement procedure of construction works. Taking into account as changes within procurement procedure documentation will not be significant, the procurement procedure will be announced in shorter time and there is not risk of achievement of project target, outcomes and outputs because of earlier starting of creation of exposition and both of these works will go on at the same time, but Programme operator will monitor implementation of this particular project.</p> <p><u>Mitigation actions planned:</u> The monitoring of projects procurement plans, procurement documentation and procurements procedures will be carried out within the all projects of programme.</p>
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	Risk pertaining to increase of the construction expenses and exhibition formation costs	4	4	
	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	<p><u>Mitigation planned and done:</u> Translation and interpreter services were used within some projects were used translation and interpreter services. Seminar for project promoters and project partners about project implementation questions were organized on 30/10/2014 and Programme operator compensated travel and hotel costs for project partners and interpreters services were ensured at seminar.</p> <p><u>Mitigation action planned:</u> Within projects expenses of translation works are and will be eligible that are related to project implementation and partnership in project.</p>

	Non-qualitative technical documentation and/or non-qualitative restoration and renovation work resulting in lost authenticity of the object	2	2	<p><u>Mitigation actions planned and done:</u> Project promoters had to ensure regular monitoring establishing, for example, the Project Monitoring Commity within the pre-defined project with participation of representative from Ministry of Culture and representative from State Inspection for Heritage Protection were established. The Programme Operator ensured monitoring of the construction works. One on-the-spot check were in pre-defined project "Restoration of the Latvian Ethnographic Open-Air Museum's port warehouse" in cooperation with the State Inspection for Heritage Protection. State Inspection for Heritage Protection checked and accepted all tehcnical documentation of restoration and renovation projects.</p> <p><u>Mitigation action planned and done:</u> All projects tehcnical documentation will be checked and accepted by State Inspection for Heritage Protection. Monitoring by on-the-spot checks will be carried out. Expert of construction works will be attracted if it will be necessary for monitoring of construction works.</p>
	Lack of skilled restorers to ensure qualitative restoration of objects of cultural heritage	2	4	<p><u>Mitigation actions planned and done:</u> 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 input of Norwegian side and experience in conservation of cultural monuments within project of Rezenke Green synagoga.</p> <p><u>Mitigation actions planned:</u> 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>

<i>Bilateral outcome (s)</i>	Lack of drive to achieve the bilateral objective in the beneficiary countries coupled with lack of capacity and interest in the donors states (mobilization of stakeholders)	2	2	<p><u>Mitigation actions done:</u> In order to ensure use of Bilateral Fund the Programme Operator has provided Project promoters with additional information about options which could be used within Bilateral fund as well as application procedure. Information has been sent electronically in Latvian as well as in English, dissemination of information through program's donor partners has been ensured.</p> <p><u>Mitigation actions planned:</u> Programme operator repeatedly will contact each Project promoter individually to inform about opportunity to use the Bilateral Fund to exchange experiences and knowledges. At the same time opportunity was examined to organise additional informative seminar for Project promoters about options of the Bilateral Fund.</p>
	<i>Insufficient financing for project promoters in order to realize planned activities and exchange visits; activities which are supported within the Bilateral Fund are inadequate for the real needs.</i>	1	2	<p><u>Mitigation actions done:</u> In order to ensure use of Bilateral Fund the Programme Operator has discussed occurred situation with the Programme Donor Partners and in order to stimulate the usage of the Bilateral Fund, Cooperation Committee has decided to make changes in distribution of the available financing, supported activities and restrictions, which gives the possibility to organize not only individual exchange visits, but also wide-ranging seminars for exchange of experience.</p> <p><u>Mitigation actions planned:</u> At the same time opportunity was examined to annul restrictions for receiving the funding for individual exchange visits for project promoters. Amendments in the national regulations will to be ensured in 2015.</p>
<i>Operational issues:</i>	Insufficient capacity of human resources to ensure appropriate programme management (timely implementation of planed activities – open calls, assessments, payments, elaboration of reports etc.)	2	2	<p><u>Mitigation actions planned and done:</u> 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 stuff regarding to monitoring division, but at the second half of 2014 problem was solved and now Programme Operator have 3 projects supervisors.</p> <p><u>Mitigation actions planned:</u> Programme Operator will attract additional stuff if it will be needed and do much as possible for reducing rotation of programme stuff by using social support system like health ensurance, additional payed wakations etc.</p>

		Time frame is too short for project implementation and do not reach project objective	2	4	<p><u>Mitigation actions planned and done:</u> 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: do 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.</p> <p><u>Mitigation actions planned:</u> 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.</p>
		Lack of quality in the project applications	1	1	<p><u>Mitigation actions planned and done:</u> Evaluation of quality of project applications was ensured. Within the evaluation process of applications independent experts were involved in order to select highest quality projects. Before the final decision on approval of the projects was made all project applications were improved according to requirements set by the Sselection Committee and the Programme Operator.</p> <p><u>Mitigadion actions for next period are not planned because the 2nd round of project selection is not planned.</u></p>
		Lack of adequate reporting and communicating on results and achievements	1	1	<p><u>Mitigation actions planned and done:</u> 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, to stop the financing of the project. Some dely within some projects with terms of project reporting were detected. Project promoter were informed that they need to information bout problems with projects reporting in time.</p> <p><u>Mitigation actions planned:</u> The letters of remaining will be sent to project promoters if will be some dely regardint 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>

		Lack of capacity to prevent and detect corruption and fraud risks in project selection, procurement and implementation	1	1	<p><u>Mitigation actions done:</u> Management and control system of programme and internal rules (procedures) for prevention and detection of fraud or corruption are created which will be accepted in 2015. The four eye principle were used within programme selection and monitoring processes. All programme purchases were made regarding to public procurement rules or using market research method. The procurement procedures of programme operator were monitored by The Public Procurement Monitoring Bureau. The staff were trained regarding to rules of public procurement procedures and prevention of corruption and fraud.</p> <p><u>Mitigation actions planned:</u> The four eye principle will be used for monitoring process of the projects. The purchases will be carried out in accordance to rules of public procurement procedures. If some risks of fraud or corruption will be detected someone who detected will report to state secretary about situation and after that state secretary will decide about next steps.</p>
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