

# **Annual Programme Report**

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

### **EEA Financial Mechanism 2009 - 2014**

#### **1. Executive summary**

This section shall provide a short summary of the principal findings and points of the report.

In the reporting (September 2012 – December 2013) period implementation of all the Programme activities has been started. In 2013 all five predefined projects of the Programme were evaluated and project contracts were signed. Four of those projects were started in the end of the year 2013.

An open call in each Small Grant Scheme was announced in the third quarter of the year 2013. In the result of open call more than 60 project applications in total were received thus reflecting great interest about cultural heritage and promotion of cultural diversity. Evaluation of received project applications will be ensured in the first half of the year 2014.

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 partnership searching seminar for potential project applicants and potential partners from the Donor states as well as one experience exchange visit 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 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.

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 planned activities – open calls, assessments, payments, elaboration of reports etc.) were carried out and several new risks were identified (broader information in chapter 9).

Taking into consideration that implementation of the pre-defined projects will start just in the mid-December 2013 and projects within the Small Grant Schemes will not be started yet, the Programme Operator does not perform on the spot checks in year 2013.

#### **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. Cultural heritage was and still is one of national priorities set in the national planning documents. Sustainable management of natural and cultural capital is one of strategic objectives set in the highest national-level medium-term planning document “National Development Plan of Latvia for 2014–2020” which supersedes “National Development Plan of Latvia for 2007–2013” and which is closely related to the Sustainable Development Strategy of Latvia “Latvia 2030” and the National Reform Programme for the Implementation of the EU2020 Strategy. Moreover, in accordance with the main planning document for cultural sector - State Cultural Policy Guidelines 2006–2015 „Nation-state” cultural heritage and cultural diversity are the one of the conditions for development of sustainable and well-balanced state territories. As activities of Programme are related with conservation of cultural heritage as well as with development of cultural service providers’ mobility and promotion of intercultural dialogue, implementation of the Programme will directly facilitate fulfilment of previously mentioned conditions thus ensuring positive impact on development of cultural environment and economic regeneration of territories.

Larger number of received project applications for conservation of cultural heritage comparing with previous planning period express growing interest of inhabitants about conservation and maintenance of cultural values. According to data, which are provided by the State Inspection for Heritage Protection in Latvia, 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 the end of the year 2012 was 27 %, what is 10 % increase comparing to situation in the end of the year 2011. Whereas the number of state protected cultural monuments which are of poor technical condition has significantly decreased during the last two years. Positive changes in the field of conservation of cultural heritage partly are related to the financial investments ensured by the EU funds and other financial mechanisms including the EEA and Norwegian Grants.

There 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 2011. However the cultural events still mainly were organized by the public sector like state and local authorities and private sector, for instance, cultural non-governmental organisations. Just few financial mechanisms, for instance, the Programme “Culture” of the European Commission, were available for organisation of cultural events and therefore contribution of the EEA grants is so important in that field. At the same time cultural events organised within the Small Grant Scheme ”Cultural Exchange” will be great accession to cultural offer ensured within the Riga – European Capital of Culture 2014.

### **3. Reporting on Programme outcome**

Considering that implementation of first projects (predefined projects of the Programme) was started in the end of 2013, no values of indicators of expected outcomes and outputs have been reached in the reporting period.

Analyzing activities planned within the predefined projects as well as project applications received within the open call for conservation of cultural heritage no 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.

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.

In order to ensure that all expected outcomes and outputs of the Programme will be reach 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).

### **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.

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.

## **4. Reporting on outputs**

As an implementation of the predefined projects was started just in the end of 2013 and implementation of the Small Grant Scheme projects will starts in the middle of the year 2014 no outputs were achieved in the reporting period.

### Implementation of predefined projects:

In the reporting period five predefined projects were evaluated by the working group established by the Programme operator. According to results of evaluation all selected predefined projects will contribute to the Programme outputs as it was mentioned in the Programme proposal (please see Annex 2).

### Implementation of Small Grant Schemes:

In the reporting period one open call within each Small Grant Scheme was announced. In total 65 project applications were submitted within both Small Grant Schemes. Evaluation of project applications will end in the 2<sup>nd</sup> quarter of the year 2014. A contribution of Small Grant Schemes’ projects to the Programme outputs could be analysed only after approval of the projects. Expected contribution of Small Grant Scheme projects to the Programme outputs please see in Annex However there is a minor risk that changes in target values of output indicators will have to be made due to the reason that none of the approved projects will ensure conservation of the Art Nouveau heritage.

Graph showing the breakdown of received project application in respect of kind of heritage and in respect of cultural fields please see in Annex 3.

## **5. Project selection**

### Small Grant Scheme “Conservation of Cultural Heritage”

The open call of project applications was announced on 13<sup>th</sup> September, 2013 with 2,5 month period for project application submission. Final date of the call for proposals within the Small Grant Scheme “Conservation of Cultural Heritage” was on 6<sup>th</sup> December, 2013. The amount of the Programme co-financing available within the open call was 1,287,928 *euro*. There were 27 project application submitted in the result of this open call. Total requested amount of the Programme co-financing was almost 5 796 155 *euro* which approximately 4,5 times exceeds the amount of the Programme co-financing available within the particular Small Grant Scheme. Evaluation of submitted project applications was started on 12<sup>th</sup> December, 2013.

### Small Grant Scheme “Cultural Exchange”

The open call of project applications was announced on 13<sup>th</sup> September, 2013 with 3 month period for project application submission. Final date of the call for proposals within the Small Grant Scheme “Cultural Exchange” was on 20<sup>th</sup> December, 2013. Evaluation of project applications will start in January 2014. The amount of the Programme co-financing available within the open call was 589,929 *euro*. There were 38 project applications submitted in the result of this open call. Total requested amount of the Programme co-financing was almost 3 080 806 *euro* which approximately 5 times exceeds the amount of the Programme co-financing available within the particular Small Grant Scheme. Evaluation of submitted project applications will be started January, 2014.

## **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 participating in events organised by the Donor programme partner – the Arts Council Norway:

- three Cooperation Committee meetings which took place on 28<sup>th</sup> November, 27<sup>th</sup> May and 30<sup>th</sup>-31<sup>st</sup> October, 2013 both in Latvia and in Norway;
- kick-off meeting in both programme areas (PA16 un PA17) organised by the Donor programme partners which took place on 11<sup>th</sup> October, 2012 in Oslo;
- event organised by the Arts Council Norway which took place on 12<sup>th</sup>-13<sup>th</sup> June, 2013 in Oslo.

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 elaboration of requirements for project applicants, selection criteria, partnership searching and organisation of partnership seminars, implementation of publicity and informative activities about the Programme etc.

At the project level the greatest impact to bilateral relation will be ensured by implementation of the Small Grant Scheme’s projects and by implementation of the Bilateral Fund activities which mostly will be done in 2014 and 2015. However bilateral relation will be facilitated in the result of implementation of predefined projects as well. Norwegian project partners will be will be involved in the implementation of three predefined projects. The partnership agreements between those project partners and project promoters were signed in the end of 2013. The rest predefined projects includes experience exchange activities with Norwegian museums. Cooperation within the predefined projects mostly will be related on experience exchange, trainings and expertise of conservation of cultural heritage objects. One of the predefined projects envisages cooperation related to the digitalisation and development of digital exposition.

Implementation of the Bilateral Fund in the reporting period was done by the activities which include searching of partners for donor partnership projects, prior the preparation of a project application, and development of such partnerships (measure „A”). A partnership searching seminar for potential project applicants and potential donor state partners within both Small Grant Schemes was organised on 28<sup>th</sup> May, 2014. Representatives from 22 potential partner organisations participated in the seminar and exchanged ideas for projects with representatives of Latvian institutions. The Programme Operator together with the Donor programme partners ensured additional assistance in searching for partners to those potential project applicants who were not able to participate in the seminar or did not find an appropriate partner.

In order to attract potential donor state partners and thus to facilitate bilateral cooperation information in English about partnership seminars and open calls was published in the web page of the Programme operator as well as in the Facebook and web pages of the Donor programme partners.

One activity related to networking, exchange, sharing and transfer of knowledge, technology, experience and best practice between project promoters and entities in the donor states (measure „B”) was realized in the reporting period. An experience exchange visit with Norwegian institution - Statsbygg, the Norwegian Directorate for Cultural Heritage and the State Inspection for Heritage Protection of Latvia in the field of conservation and maintenance of cultural heritage objects was organised by the project promoter of two predefined projects – JSC “State Real Estate”.

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”. The contribution of the Programme to respective bilateral outcome could be evaluated starting with the end of the year 2014. There are planned several conferences and experience exchange activities cooperating with the Donor State institutions related to conservation of cultural heritage with aim to improve knowledge and practical skills in this field as well as to raise awareness about cultural heritage and role of conservation and maintenance.

### **Complementary action**

There are no results coming from cooperation and exchange of experience with Programme operators or cultural institutions of other Beneficiary states. An experience exchange visit planned in the second half of year 2013 due to intensive work period was rescheduled to the year 2014.

### **7. Monitoring**

According to the monitoring system described in the Programme, the Programme Operator will ensure assessment of risks for every project. Depending on the risk level set for a project the Programme Operator will carry 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).

Taking into consideration that implementation of the pre-defined projects will start just in the mid-December 2013 and projects within the Small Grant Schemes will not be started yet, the Programme Operator does not perform on the spot checks in year 2013.

Please find attached the monitoring plan for 2014 year in Annex 5. Taking into consideration that implementation of the Small Grant Schemes projects will start just in the 3<sup>rd</sup> quarter of year 2014, the Programme Operator is planning perform on the spot checks of projects within the

Small Grant Schemes in year 2014, too. Monitoring plan for 2014 year will be revised when the project agreements on implementation of the Small Grant Schemes projects had to be signed.

## **8. Need for adjustments**

No amendments in the Programme agreement were done in the year 2013 or initially planned in 2014. In the reporting period the Programme operator informed the National Focal Point about changes related to the Programme management budget (overheads) and time of announcement of open calls for the Small Grant Schemes. Necessity for amendments in the Programme agreement in order to include overheads in the Programme management budget will be discussed with the Financial Mechanism Office.

## **9. Risk management**

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

- for mitigating risk of insufficient number of qualitative projects in order to absorb all available funding and to achieve outcomes of the Programme informative seminars for potential project promoters and their partners within an open call for project applications of the Small Grant Scheme “Conservation of Cultural Exchange” were organized on 2014/10/22 and 2014/10/23, where objectives of the programme and activity, expected outcomes and project applications selection principles were clarified. Presented information was published in mass media as well. Consulting for project promoters of pre-defined projects was organized. Information required for implementation of the projects was placed on the website of the Ministry of Culture in the section dedicated to the Programme;
- 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 seminars on 2013/10/22 and 2014/10/23 requirements for procurements were explained to potential project promoters and pre-defined project promoters. The public procurement plan checks were carried out within two pre-defined 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 risk of incapability to attract project partners due to the lack of information, the limited capacity during the Programme implementation the partnership seminar on 2013/05/28 were organised for searching partners, as well as the Donor programme partners provide support in searching partners and establishing contacts;
- 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 4). 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 4).

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 4.

## **10. Information and publicity**

Since approval of the Programme such informative and publicity activities were carried out:

- EEA and Norway grants launching event organised by the National Focal Point (03.10.2012.)
- participation in the EEA and Norway Financial Mechanisms kick-off conference in Oslo (programme area No.16 and No.17) organised by the Donor programme partners (11.10.2012.)
- launching event of the Programme (27.11.2012.);
- development of web page section dedicated to the Programme (I-II quarter, 2013);
- partnership making seminar for potential project applicants and Donor state partners of Small Grant Schemes (28.05.2013.);
- announcing of open calls within Small Grant Schemes (September, 2013);
- informative seminars for potential project promoters of Small Grant Schemes (22.10.2013., 23.10.2013.).

### Main achievements:

- public, especially potential project applicants and partners in Latvia and the Donor states, informed about the Programme and available financial support;
- established contacts and partnership between institutions and organisations in Latvia and the Donor states with aim to implement common projects in the field of culture;
- potential project applicants informed about requirements for applying.

## **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. 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 “Risk assessment”

Annex 5 “Monitoring plan for 2014 year”

## 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)
			Baseline value	Target value		
<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	4 <sup>1</sup>	2016	2016
<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>	2015	2015

<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).

<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>	2014 (target value – 2)	2015 (target value – 1), 2016 (target value – 2)
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## 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)
			Baseline value	Target value		
<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	4 <sup>4</sup>	2016	2016

<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 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.

<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>5</sup>	2015 (target value – 20)	2015 (target value – 2), 2016 (target value – 18)
	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>6</sup>	2015 (target value – 1000)	2015 (target value – 500), 2016 (target value – 500)

<sup>5</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.

<sup>6</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.

## 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)
				Baseline value	Target value		
<b>Cultural heritage restored, renovated and protected</b>	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 <sup>7</sup>	2016	2016
	Ensured conserved cultural heritage objects	Number of restored and conserved cultural	According to the Memorandum of Understanding revitalisation and conservation of cultural heritage is supportable that taking into account valuable	0	1 <sup>8</sup>	2016	2016

<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).

<sup>8</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”.

		heritage objects	<p>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>				
<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	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 <sup>9</sup>	2015	2015
	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-</p>	0	115,000 <sup>10</sup>	2014 (target value – 115 000)	2016 (target value – 115 000)

<sup>9</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>10</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.

			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.				
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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)
				Baseline value	Target value		
<b>Cultural heritage restored, renovated and protected</b>	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</p>	0	2 <sup>11</sup>	2016	2016

<sup>11</sup> 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”.

			heritage, a joint output for both activities is chosen.				
	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 amount of conserved Art Nouveau heritage objects is set for evaluation of chosen output.	0	1 <sup>12</sup>	2016	2016
	Ensured conserved cultural heritage objects	Number of restored and conserved cultural heritage objects	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	0	1 <sup>13</sup>	2016	2016

<sup>12</sup> Target value of output No.2 indicator includes a cultural heritage of Art Nouveau restored in the result of implementation of the Small Grant Scheme “Conservation of Cultural Heritage”. (forecast).

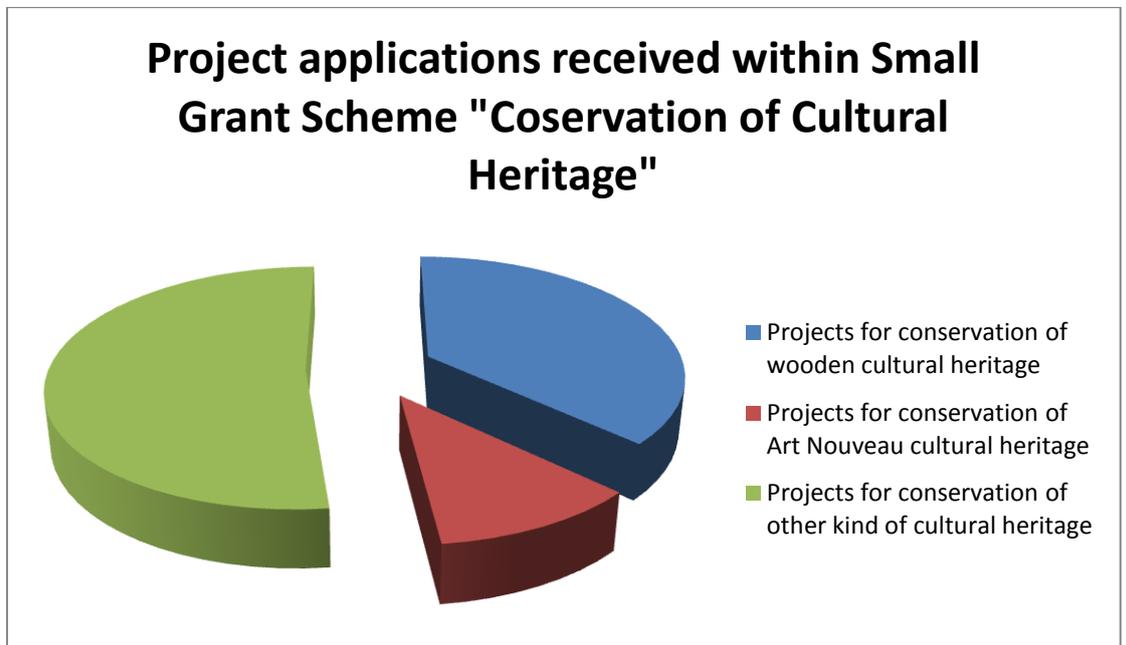
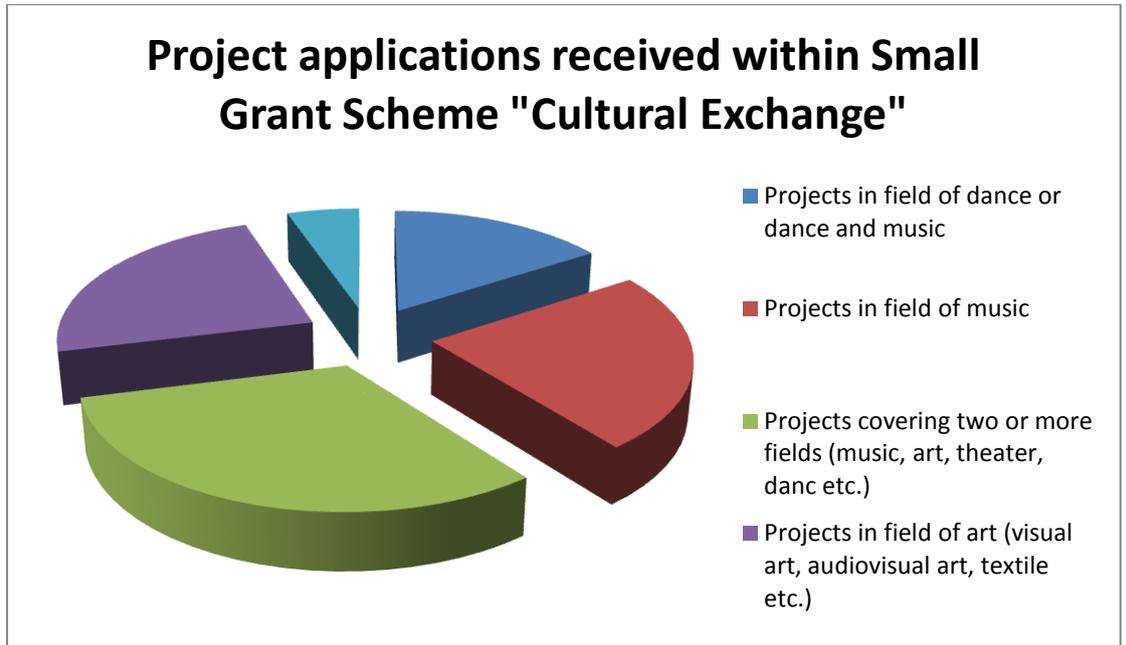
<sup>13</sup> Target value of output No.3 indicator includes restoration of one cultural heritage object under the Small Grant Scheme “Conservation of Cultural Heritage”.

			<p>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>				
<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	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 <sup>14</sup>	2015	2015
	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 <sup>15</sup>	2015 (target value – 100)	2015 (target value – 20), 2016 (target value – 80)

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

<sup>15</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)

**BREAKDOWN OF SMALL GRANT SCHEMES' PROJECT APPLICATIONS**



## RISK ASSESSMENT OF THE PROGRAMME

Programme #	Type of objective <sup>16</sup>	Description of risk	Likelihood <sup>17</sup>	Consequence <sup>18</sup>	Mitigation planned/done
LV04 „Conservation and Revitalization of Cultural and Natural Heritage”	Cohesion (Programme) outcomes:	Insufficient number of qualitative projects in order to absorb all available funding and to achieve outcomes of the Programme	2	2	Informative seminars and consulting for project promoters of pre-defined projects will be organized. Information required for implementation of the projects will be placed in the section dedicated to the Programme on the website of MoC. If all funding will not be absorbed within an open call for project applications of the Small Grant Scheme “Conservation of Cultural Exchange”, the Cooperation Committee will decide an issue about organizing the 2 <sup>nd</sup> round of open call. If funding is not absorbed within the 2 <sup>nd</sup> round of open call for project applications or amount which is not absorbed within the 1 <sup>st</sup> open call is too small, it will be resolved on redistribution of funding to other activities or projects where positive financial acquisition or financial shortage is demonstrated. If financing balance forms within the pre-defined projects, the Cooperation Committee decides on channelling of the funding to other pre-defined projects if financing shortage occurs there or channelling of the funding to other activities or projects where positive financial acquisition or financial shortage is demonstrated.
		Insufficient capacity of financing and human resources to implement projects successfully	2	2	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 will be assessed.
		Risk of incorrect procurement procedures	4	4	During informative seminars requirements for procurements will be explained to potential project promoters and pre-defined project promoters as well as pre-controls of project procurements will be carried out in cooperation with the

<sup>16</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>17</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>18</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.

			Procurement Monitoring Bureau.
Risk pertaining to increase of the construction expenses and exhibition formation costs	4	4	<p>Before conclusion of project implementation agreements, a project estimate will be 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. Pre-defined projects provide cost reserve of 5% out of construction and exhibition formation costs in total sum of eligible costs.</p> <p>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	<p>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.</p>
Non-qualitative technical documentation and/or non-qualitative restoration and renovation work resulting in lost authenticity	2	2	<p>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.</p> <p>The Programme Operator will ensure monitoring and construction expertise for pre-defined projects.</p>

	of the object			
	Lack of skilled restorers to ensure qualitative restoration of objects of cultural heritage	2	4	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.
	Time frame is too short for project implementation and do not reach project objective	2	4	Projects should be carefully and thoroughly prepared to mitigate the risk of timeframe. Will be carried out regular project monitoring of project implementation, to check out: do the project implementation occurs according the planned timetable.
Bilateral outcome(s):	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	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.
	Partners in the donor country refuses from cooperation within the framework of the	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

	project			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	<p>In order to ensure appropriate management of the programme after the programme approval additional employees will be attracted to ensure carrying out timely and qualitative fulfilment of the Programme Operator functions regarding planning, monitoring and payment realisation.</p> <p>Taking into account time consuming procedure of attraction of new staff in state institutions, existing staff working with other similar issues will be involved in the management of the Programme in the beginning of the Programme implementation.</p> <p>There will be established appropriate management and control system, which efficiency regularly will be evaluated and if necessary management and control system will be corrected and improved.</p>

## MONITORING PLAN FOR YEAR 2014

Institution that carried out monitoring visit	Time of monitoring visit	Project promoter, title of project	Objective of monitoring visit
Programme Operator	03' 2014	State Joint-Stock Company "State Real Estates", "Reconstruction of the Museum of Literature and Music"	To verify the compliance with the progress in the implementation of the project schedule, project costs, and the cost of compliance with the provisions of the project objective, procurement procedures, staff, etc., in accordance with the risks identified in the risk assessment.
Programme Operator	03' 2014	State Joint-Stock Company "State Real Estates"	To verify the compliance with the progress in the implementation of the project schedule, project costs, and the cost of compliance with the provisions of the project objective, procurement procedures, staff, etc., in accordance with the risks identified in the risk assessment.
Programme Operator	03' 2014	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 verify the compliance with the progress in the implementation of the project schedule, project costs, and the cost of compliance with the provisions of the project objective, procurement procedures, staff, etc., in accordance with the risks identified in the risk assessment.
Programme Operator	03' 2014	State agency "Ethnographic Open-Air Museum of Latvia", "Restoration of the Latvian Ethnographic Open-Air Museum's port warehouse"	To verify the compliance with the progress in the implementation of the project schedule, project costs, and the cost of compliance with the provisions of the project objective, procurement procedures, staff, etc., in accordance with the risks identified in the risk assessment.
Programme Operator	03' 2014	Association of Riga Municipality Cultural Institutions, "Digitization of the Cultural Heritage of the Riga Art Nouveau Centre and Development of virtual museum"	To verify the compliance with the progress in the implementation of the project schedule, project costs, and the cost of compliance with the provisions of the project objective, procurement procedures, staff, etc., in accordance with the risks identified in the risk assessment.