

Annual Programme Report
Norwegian Financial Mechanism 2009-2014 Programme “Capacity-Building and Institutional Cooperation between Latvian and Norwegian Public Institutions, Local and Regional Authorities”
Reporting period - 2013

Checklist questions before submitting the Annual Programme Report	YES	NO
Has the Annual Programme Report template (from the POM) been used?	X	
Have all the sections in the Annual Programme Report been addressed, including any relevant Horizontal concerns?	X	
Does the executive summary serve as a stand-alone document?	X	

1. Executive summary

The Ministry of Environmental Protection and Regional Development of the Republic of Latvia (hereinafter - MoEPRD) in cooperation with the Donor program partner – the Norwegian Association of Local and Regional Authorities, developed a Programme Proposal “Norwegian Financial Mechanism 2009-2014 “Capacity-Building and Institutional Cooperation between Latvian and Norwegian Public Institutions, Local and Regional Authorities”” (hereinafter – programme) that was approved by the Cabinet of Ministers of the Republic of Latvia (hereinafter – Cabinet of Ministers) on 6 December 2011, and submitted it to the Donor States. The Donor States approved the programme proposal on the 11 September 2012. The Programme Agreement between the Norwegian Ministry of Foreign Affairs and the Ministry of Finance (hereinafter – programme agreement) was signed on 21 February 2013.

The aim of the Programme is to increase institutional and human resources capacity at public, regional and local institutions responsible for regional development by cooperating and sharing experience with similar institutions in Norway.

To ensure the implementation of the programme, the regulations “Procedures for Implementation of Norwegian Financial Mechanism 2009–2014 Period Programme “Capacity-Building and Institutional Cooperation between Latvian and Norwegian Public Institutions, Local and Regional Authorities”” were developed and approved by the Cabinet of Ministers on the 26 February, 2013.

To introduce target groups with the programme, the opening conference of the programme “Capacity Building and Institutional Cooperation between Latvian and Norwegian Public Institutions, Local and Regional Authorities” was held on 25 April 2013.

In order to ensure the achievement of the Programme results, four pre-defined projects will be implemented within the framework of the Programme.

On 18 July 2013, invitations were sent to pre-defined project applicants to submit a pre-defined project application for appraisal of project quality and verify its contribution to the objectives of programme as well as compliance with EU and national legislation.

The evaluation of all predefined projects has been performed during the IV quarter of year 2013.

On 14 December 2013, a contract was signed between the Programme Operator and the Latvian Association of Local and Regional Governments regarding implementation of the project No. 4.3-24/NFI/INP/004 “Smart governance and performance improvement of Latvian municipalities”. On 18 December 2013, two contracts were signed between the Programme Operator and the MoEPRD regarding implementation of the project No. 4.3-24/NFI/INP/001 “Implementation of regional policy actions in Latvia and elaboration of regional development measures” and No. 4.3-24/NFI/INP/002 “Increasing territorial development planning capacities of planning regions and local governments of Latvia and elaboration of development planning documents”. The Project contract with Nature Conservation Agency regarding the pre-defined project No. 4.3-24/NFI/INP/003 „Integration of specially protected nature territories of Latvia in spatial plans” implementation was concluded on 16 January of 2014.

The projects implementation was not started in 2013 therefore no progress in programme’s output and outcome indicators were achieved during this reporting period. At the end of year 2013 was achieved bilateral indicator and signed three partnership agreements between pre-defined Projects promoters and Donor States’ institutions.

It is planned that the programme outcomes will be achieved in due time.

The Programme Operator developed internal procedures on risk management and updated Programme’s risk list.

2. Programme area specific developments

The Programme has been developed in the framework of “Human Resources and Social Development” Priority in compliance with the Programme area “Capacity-Building and Institutional Cooperation between Beneficiary State and Norwegian Public Institutions, Local and Regional Authorities”. The institutional capacity will be built and human resources development will be ensured at public, local and regional authorities involved in regional development planning and policy implementation and cooperation among public, local and regional authorities in Latvia and Norway will be enhanced.

By assessing the implementation of regional policy in Latvia by 2013, the following achievements in Programme area have been made:

- Established regional policy legislative basis;
- Established comprehensive development planning system and process (Law on Development Planning System, Law on Territorial Development Planning);
- Development of planning documents necessary for regional policy implementation at a national, regional and local level, and arrangement of development planning system;
- Implementation of the administrative territorial reform in 2009, reducing significantly the number of local governments and creating prerequisites for administrative territories with economic development ability with larger capacity, as well as creation of planning regions which ensure the regional development planning, coordination, and cooperation of local government and other state administration institutions;
- Evaluation of administrative territorial reform in 2012-2013 analysing the ability of local governments to implement their functions, cooperation between local governments, the capacity and ability of local governments to allocate the European Union investment funds and attract private investments. Based on this analysis and expert evaluation the report including proposals for further development of local governments was prepared and approved.
- Provision of support to territorial development in the framework of the European

Regional Development Fund “Polycentric Development” priority and other support facilities;

- Elaboration and approval of the Sustainable Development Strategy of Latvia until 2030 (hereinafter – Latvia 2030). The Strategy is the highest level long-term national development planning document, which defines the long-term development priorities and spatial development perspective;

- Elaboration and approval of the new National Development Plan for 2014-2020 and the new Regional Policy Guidelines for 2013-2019. Within Regional Policy Guidelines for 2013-2019 new functional target areas (defined in Latvia 2030) are established for regional policy planning, wider use of the place-based approach in provision of public investments is defined, thematic focus includes promotion of economic activity and improvement of business environment at regional and local level, more active role of regions and municipalities in promotion of development, and participation of wide circle of stakeholders in promotion of regional development.

One of the main reasons for regional disparities is the former practice in development and investment planning, which is characterised by two major drawbacks:

- weak links between the national, regional, and local development planning documents;
- insufficient/under-developed range of territorial support activities. So far, assistance to territorial development has been provided within various under-harmonised sectorial support activities, based on the sectorial, not territorial priorities. In the result, the current system which regulates the procedure for allocating foreign financial resources available to Latvia does not facilitate implementation of integrated territorial (regional and municipal) development priorities.

Evaluation of the situation suggests that capacity (knowledge and experience) for independent territorial development planning is still lacking in municipalities and planning regions, this insufficiency also affects conducting of studies, which are necessary for ensuring formulation of substantiated, evidence-based strategy and action plan. Moreover, majority of territorial development programmes have been drafted for the period ending in 2008, and they are no longer in line with the current situation, since they do not assess the impact of the economic crisis and completion of the administrative-territorial reform (the number of municipalities and role of planning regions has changed after this administrative-territorial reform).

Due to the limited financing, planning regions did not have the opportunity to increase their capacity and engage the necessary number of planning specialists with experience in drafting regional development planning documents.

To achieve the objectives stated in the Latvian Sustainable Development Strategy Latvia 2030, it is important to implement the activities laid down in the normative acts regarding development planning: ensure coordination of and links between the planning documents on all planning levels (State, regional, and local), as well as to ensure cooperation among all the parties involved in the planning process — public and private sector, and community. It is necessary to provide for integrated development planning of various fields/sectors and complex solutions to the most important territorial development problems in each territory. It is necessary to provide for interaction of various sectors on all territorial levels, as well as linking of the sectorial priorities with the territorial development needs by including aspects of economic and social development, and environment. It is also necessary to change the approach to planning investments for municipalities from sector-based to territory-based approach, thus strengthening the importance of territorial

development programmes and territory-based approach to investment planning, which is organised according to the priorities stated in the territorial planning documents. Thus, it is necessary for the local and regional institutions to have the required knowledge and capacity for drafting territorial development planning documents and their implementation in line with the best quality standards.

There is lack of common approach towards cost calculation and different costs per capita of public services provided, because therefore it is necessary to improve the accountability of local governments to the society and to improve the procedures for local governments' expenditure analysis since the income sources of local governments are being extended by introducing municipal taxes and new duties. If the local governments and society could access comparable information about the local governments' expenditure, they would be more motivated to achieve more efficient operation. Therefore it is necessary to develop a local governments' operation system which would serve as a platform for local government's services expenditure analysis and would encourage the local governments to optimise resources involved in provision of services, would promote mutual cooperation among local government for the purposes of uptake of good practice and would ensure economy of local governments' financial resources.

Given the fact that three project contracts between the Programme Operator and Project promoters was signed in December, 2013 and one in January 2014, the majority of programme's pre-defined project activities will be implemented in 2014 and 2015.

3. Reporting on Programme outcome

Taking into account that three contracts on the implementation of the programme pre-defined projects were signed and the process for signing the fourth contract on project implementation was started only in December 2013, none of the programme outcome indicators have been attained during the reporting period.

Progress on horizontal concerns

The programme is aimed at strengthening of capacity of institutional and human resources at State, regional and local authorities that are responsible for the regional development, it does not directly affect horizontal concerns — hate speech, extremism, racism and xenophobia, homophobia, anti-Semitism, tolerance and multicultural understanding, social inclusion of Roma people, sexual harassment, violence against women, and trafficking).

4. Reporting on outputs

Taking into account that three contracts on the implementation of the programme pre-defined project were signed and the process for signing the fourth contract on project implementation was started only in December 2013, none of the programme output indicators have been attained during the reporting period.

5. Project selection

Taking into account that programme consists only from four pre-defined projects there will not be calls carried out during programme implementation.

6. Progress of bilateral relations

The Programme Cooperation Committee was established to enhance the efficiency, effectiveness and quality of the implementation of the Programme. The composition of the Cooperation Committee includes representatives of the Programme Operator and the Donor Programme partners.

During the reporting period, two Cooperation Committee meetings took place: the 4th meeting was organized on 15 February 2013 in Oslo, and the 5th meeting — on 23 October 2013, Riga. During the Cooperation Committee meetings, the cooperation partners took decisions regarding programme work plan in 2013 and 2014, bilateral cooperation, complementary actions as well as additional and publicity measures within the programme, including actual programme implementation issues.

The Donor programme partner Norwegian Association of Local and Regional Authorities has an important role in the programme implementation. The Norwegian Association of Local and Regional Authorities actively participated in the implementation of the programme by offering suggestions for programme measures.

During the reporting period two pre-defined project visits to Norway were organised within the programme to promote establishment of partnership between the Latvian Association of Local and Regional Governments and the project partner Norwegian Association of Local and Regional Authorities.

During year 2013 was achieved bilateral indicator – „Number of project partnership agreements in the beneficiary public sector”. Within this indicator was planned to conclude four partnership agreements between pre-defined Projects promoters and Donor States’ institutions. There were achieved three partnership agreements between pre-defined Projects promoters and Donor States’ institutions.

Pre-defined projects promoters before signing projects’ contracts on project implementation concluded three partnership agreements with Donor States institutions:

- Within pre-defined project No. 4.3-24/NFI/INP/001 “Implementation of regional policy actions in Latvia and elaboration of regional development measures” was concluded partnership agreement between the MoEPRD and the Ministry of Local Governments and Regional Development of Norway, the Oppland County and the Aust-Agder County.
- Within pre-defined project No. 4.3-24/NFI/INP/002 “Increasing territorial development planning capacities of planning regions and local governments of Latvia and elaboration of development planning documents” was concluded partnership agreement between the MoEPRD and the Ministry of Local Governments and Regional Development of Norway, the Oppland County, the Aust-Agder County and the Østfold County.
- Within pre-defined project No. 4.3-24/NFI/INP/004 „Smart governance and performance improvement of Latvian municipalities” was concluded partnership agreement between the Latvian Association of Local and Regional Governments and

the Norwegian Association of Local and Regional Authorities.

Complementary action

During year 2013 no complementary actions were organized.

7. Monitoring

The project monitoring and control functions are carried out by the State Regional Development Agency (hereinafter- SRDA) and the MoEPRD.

To monitor project implementation the project promoters shall submit a progress report on project implementation each four months and one final report following project completion. Monitoring process is described in the SRDA and the MoEPRD projects management procedures. There is taking into account National Focal Point guidelines for on-the-spot verifications.

On-the-spot verifications will be carried out on the basis of risk analysis. Project risk analysis will be updated every 6 months after the first risk analysis that is done after signing Project agreement or verifying first Project report expenditures. The SRDA and the MoEPRD foresee to monitor all high risk projects every project implementation year and at least twice during project implementation period, but all medium and low risk projects twice during project implementation period.

The aim of on-the-spot- verifications is to make sure that the pre-defined project is being implemented in accordance with the requirements of normative acts regarding the Programme implementation and project contract, and that the costs co-financed from the Programme's resources are actual and eligible, as well as to verify whether:

- Project Promoter has ensured keeping of document originals related to the implementation of the pre-defined project according to normative acts on keeping, accounting, storing and using of archive documents;
- supplies and services have actually been provided and are in compliance with the contracts concluded by the Project Promoter and the provider, payments are made in line with the contracts concluded by the Project Promoter and the provider, and the requirements of the Public Procurement Law have been observed;
- The Programme's publicity requirements have been observed;
- The pre-defined projects activities has monitored for complying with the cross-cutting issues.

Considering that project implementation was not started in 2013 no on-the-spot verifications were performed in this reporting period.

8. Need for adjustments

During 2013, no amendments to the programme LV07 were made, and there are no planned amendments to the programme during 2014, as well.

9. Risk management

During year 2013 the Programme Operator developed the Rules of the Cabinet of Ministers on programme implementation. This legislation defines clear conditions for programme and

pre-defined projects implementation.

In the Programme Proposal were identified four risks – (1) delays in programme approval process, (2) low participation of target groups, (3) insufficient financial flow and (4) political and legislative changes. The risk that is possible delays in programme approval process was excluded after approval of Programme Proposal and signing of Programme agreement.

To evaluate programme's risks the Programme Operator developed internal procedures on risk management and updated programme's risk list. The Programme Operator identified six programme risks. Three risks remained from the Programme Proposal and three additional risks were identified – (1) non-fulfillment of programme outputs and outcomes, (2) personnel changes, (3) delay of implementation of programme measures. The Programme Operator came to a conclusion that identified risks involves different involved parties therefore it would be useful to establish risk management work group that approves risk list and elaborates Risk management plan. The Programme Operator established the risk management work group on the 14th January, 2014 that approved programme's risk list and mitigation actions on the 7th of February, 2014.

Evaluating the likelihood of the risks was identified that three of the risks are with possible likelihood and three risks are unlikely. Evaluating consequence of the risks was identified that five of the risks are with moderate consequence and one risk is with major consequence.

The risk of non-fulfillment of programme outputs and outcomes determines that programme outputs and outcomes could not be fulfilled if project promoters would not be able to achieve results set in project contract. To mitigate this risk the Programme Operator will ensure the projects' monitoring and progress of fulfillment of the results and the Programme Operator will inform Cooperation Committee if deviations will be detected and together will look for the best solutions. The likelihood of this risk is evaluated as possible and consequence of this risk is evaluated as moderate.

The risk of low participation of target groups determines that Programme Operator's insufficient communication with potential target groups will endanger stakeholders' ability to maintain commitment throughout the period and use of project/programme results in planned manner. To mitigate this risk programme promotional events and meetings with participation of target groups will be organized periodically during programme implementation. The likelihood of this risk is evaluated as unlikely and consequence of this risk is evaluated as moderate.

The risk of insufficient financial flow determines that pre-financing from state budget is not ensured as planned. Lack of financial resources will endanger that implementation of Programme and projects are not ensured in planned time frame and quality. To mitigate this risk mutual communication with certification Authority, Focal Point and FMO will be ensured. MoEPRD will ensure the timely submission of Programme's interim financial statements to the Certification Authority. Timely planning of the Operator's budget and timely requests for funding, as well as monitoring of use of the Programme's funding has been and will be ensured. The likelihood of this risk is evaluated as unlikely and consequence of this risk is evaluated as major.

The risk of political and legislative changes determines that political decisions affecting Programme Operator's structure, programme target groups, legislation or planned activities are adopted in a way that endanger implementation of programme. To mitigate this risk monitoring of legislation changes affecting Programme will be ensured. Programme Operator will ensure that legislation regarding programme implementation is updated if

political and legislative changes that affect programme implementation are made. If the changes in internal structure of Programme Operator will be performed, all commitments will be secured, by transferring the functions to equal structures according to their competencies. The likelihood of this risk is evaluated as unlikely and consequence of this risk is evaluated as moderate.

The risk of personnel changes determines that frequent changes of personnel involved in programme implementation could impede effective programme implementation and will decrease ability to ensure successive planning of programme activities and acquisition of financing. To mitigate this risk Programme Operator will ensure substitutability of employees. Additionally personnel will be ensured with good work conditions. The likelihood of this risk is evaluated as possible and consequence of this risk is evaluated as moderate.

The risk of delay of implementation of programme measures determines that the available financing could not be acquired due to the delay of the implementation of programme measures and procurement procedures. To mitigate this risk Programme Operator will ensure the projects' monitoring for providing fulfillment of the projects results and evaluation of projects risks. The likelihood of this risk is evaluated as possible and consequence of this risk is evaluated as moderate.

10. Information and publicity

To strengthen the relationship between the two countries, Latvia and Norway, the MoEPRD organized Programme's Opening conference „Capacity building in territorial development and good governance: challenges and opportunities for balanced economic development” on 25 April, 2013.

The target audience were representatives of local governments, planning regions, Programme area related public institutions and non-governmental organizations, as well as the Programme partners and Norwegian partners of pre-defined projects. The aim of the conference was to inform the audience on the goals and planned results of the Norwegian Financial Mechanism programme and to strengthen bilateral links between Latvian and Norwegian institutions.

According to the Communication Plan the Programme Operator quarterly prepared information to press and electronic media about key activities of the programme implementation and updated information on its website: http://www.varam.gov.lv/eng/fondi/EEA_Norv/Kapacitate.

11. Cross cutting issues

During the programme implementation, the Operator takes into account the good governance principles and has defined the objectives to be attained within the programme and has defined the resources necessary for their monitoring. The capacity of administrative and human resources was determined based on the planned amount of work, which provides for efficient and high-quality programme management. To ensure transparency of and involvement in the programme implementation, the community has been informed about the programme activities and the management of the MoEPRD has been engaged by organising a management task force, which is responsible for planning, implementing, and monitoring the instrument priorities of the EEA and Norwegian Financial Mechanism 2009–2014.

The activities planned within the programme are directly aimed at introducing good governance in all levels of State administration, which will strengthen the participation of civil

community and promote legitimacy, consistency, and usefulness of the global economy, social and environmental management, and thus also the financing of sustainable development in long term.

The programme pre-defined projects yield indirect positive impact on the environment, by providing strategic environmental impact assessment of the territorial development planning documents according to the normative acts of Latvia; in addition, a united plan regarding development of infrastructure in the coastal area of Latvia will be drafted by taking into account the estimated climate change, landscape values, as well as other regulations for complying with environmental requirements.

In the result of the programme pre-defined projects, regional development programmes and long-term planning of coastal infrastructure will be developed; this will serve as basis for attracting investments to the respective territories and will allow for the development of infrastructure, entrepreneurship, and services in these territories.

Several activities are aimed at promotion of entrepreneurial activities. Awareness and skills of municipal employees regarding entrepreneurship will be improved to provide support to the potential and existing entrepreneurs in the future. In the addition, development of entrepreneurship (e.g., tourism) in specially protected nature territories will be promoted, which will contribute to united approach and well-organised entrepreneurial support system.

On the level of pre-defined projects, large emphasis will be put on taking over the best practices in order to improve the quality of municipal services, which will advance efficient use and planning of municipal finances.

Programme implementation creates pre-conditions for increasing the economic activity in regions, which, in turn, will give rise to employment opportunities and will enhance balanced territorial development; the programme also gives pre-conditions for improving the accessibility and reachability of services in regions.

During the programme implementation period, rights of all community groups are respected to participate in the territorial planning process; the principle of partnership is promoted thus giving opportunity to the municipal specialists to learn various methods for ensuring public participation, by teaching municipal specialists how to build cooperation with entrepreneurs, by creating and implementing a regional innovation model that is based on cooperation between authorities, entrepreneurs, and educational and scientific institutions in one of the regions.

By establishing a municipal cooperation network, social dialogue between the residents and local municipality will be formed, as well, thus engaging residents in the municipal decision-making process. In addition, the quality and accessibility of social care services will be improved in the long-term.

To ensure more efficient use of the State resources, thus ensuring good management, gender equality is ensured during the programme implementation also in the internal institutional structure by providing for equal remuneration, education and flexible working environment. Moreover, the possible impact of the programme implementation on women and men will be monitored.

The Programme Operator performs monitoring of the activities for complying with the cross-cutting issues planned within the pre-defined projects, including gender equality issues — men and women shall have equal opportunities to participate in the project activities.

12. Reporting on sustainability

If this is a Final Report, provide an assessment of the extent to which the positive effects of the programme will continue after the funding period.

n/a

13. Attachments to the Annual Programme Report

Monitoring Plan, see section 7.3 in the Programme Operators' Manual

Risk assessment of the programme. See proposed template in Annex to the annotated template to the Annual Programme Report.

14. Attachment to the Final Programme Report

Financial annex, see attachment 2 of the Programme Operators Manual

Annex 1: Risk assessment of the programme

Programme #	Type of objective ¹	Description of risk	Likelihood ²	Consequence ³	Mitigation planned/done
	Cohesion (Programme) outcomes:				
		Non-fulfillment of programme outputs and outcomes Programme outputs and outcomes could not be fulfilled if project promoters would not be able to achieve results set in project contract	Possible	Moderate	Programme Operator will ensure the projects monitoring and progress of fulfillment of the results. Additionally the projects evaluation criteria are elaborated to ensure fulfillment of the programme outputs and outcomes.
	Bilateral outcome(s):				
	Operational issues:				
		Low participation of target groups Programme Operator's insufficient communication with potential target groups will endanger stakeholders' ability to maintain commitment throughout the period and use of project/programme results in planned manner.	Unlikely	Moderate	Programme promotional events and meetings with participation of target groups will be organized periodically during programme implementation in order to meet target groups expectations and to ensure delivery of added value for all interested parties. project promoters will elaborate the projects' communication strategies which will be submitted to the Programme Operator.
		Insufficient financial flow Pre-financing from state budget is not ensured in time or necessary amount in order to ensure project implementation endangering implementation of programme and projects in planned time frame and quality.	Unlikely	Major	Monitoring for timely submission of projects interim financial reports will be ensured and Annual Programme report will be submitted and approved in Cooperation Committee in time. Demand for necessary financial resources to be planned within state budget will be ensured in timely manner. Acquirement of programme financing will be ensured.
		Political and legislative changes Political decisions affecting Programme Operator's structure, programme target groups, legislation or planned activities are	Unlikely	Moderate	Monitoring of legislation changes affecting programme will be ensured. Ensuring that legislation regarding programme implementation is updated

¹ 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.

² 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%)

³ 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.

		adopted in a way that endanger implementation of programme.			if political and legislative changes that affect programme implementation are made. If the changes in internal structure of Programme Operator will be performed, all commitments will be secured, by transferring the functions to counterparts in accordance with competencies.
		Personnel Changes Frequent changes of personnel involved in programme implementation could impede effective programme implementation and will decrease ability to ensure successive planning of programme activities and acquisition of financing	Possible	Moderate	It is necessary to ensure substitutability of employees and ensure that in programme activities is involved more than one employee to avoid situation that change of employee will affect programme implementation. Additionally personnel will be ensured with good work conditions.
		Delay of implementation of programme measures The available financing could be not acquired due to the delay of the implementation of programme measures and procurement procedures	Possible	Moderate	The Programme Operator will ensure the projects monitoring for providing the project implementation in due time.

Annex 2: Monitoring plan

Programme's monitoring plan 2013-2014:

Activity	2013				2014			
	IQ	IIQ	IIIQ	IVQ	IQ	IIQ	IIIQ	IVQ
1. Development and harmonization of rules of programme implementation	X							
2. Submission of pre-defined project applications			X					
3. The evaluation of pre-defined projects				X				
4. Signing of pre-defined projects contracts				X	X			
5. Pre-defined project promoters submit the progress reports and payment requests to the Programme Operator					X	X		X
6. Programme Operator evaluates and approves received progress reports of pre-defined project promoters and if necessary requests for additional information					X	X		X
7. Programme Operator carries out on-the-spot-verifications of the pre-defined projects							X	X
8. Preparation, coordination and submission of Programme Operator interim financial statements to FMO						X		X
9. Implementation of complementary actions							X	X
10. Programme Cooperation Committee meetings						X		X

The projects should be implemented until 30th April, 2016. Contracts of the pre-defined projects were signing until 16th January, 2014.

In order to verify whether pre-defined project promoters are implementing the projects according to the requirements of normative acts regarding the programme implementation and project contract, the Programme Operator is planning to carry out the first on-the-spot-verifications in 2014.

Institution that carried out monitoring visit	Time of monitoring visit	Project promoter, title of project	Objective of monitoring visit
MoEPRD	May 2014	Latvian Association of Local and Regional Governments "Smart governance and performance improvement of Latvian municipalities"	Monitoring of 1 st Project report and documents that verify project promoter expenditures
SRDA	August 2014	MoEPRD "Increasing territorial development planning capacities of planning regions and local governments of Latvia and elaboration of	Monitoring of 2 nd Project report and documents that verify project promoter expenditures

		development planning documents”	
SRDA	September 2014	Nature Conservation Agency “Integration of specially protected nature territories of Latvia in spatial plans”	Monitoring of 2 nd Project report and documents that verify project promoter expenditures
SRDA	November 2014	MoEPRD “Implementation of regional policy actions in Latvia and elaboration of regional development measures”	Monitoring of 3 rd Project report and documents that verify project promoter expenditures