

Evaluation of the INTERREG V-A Latvia Lithuania Programme 2014- 2020 and its Communication strategy

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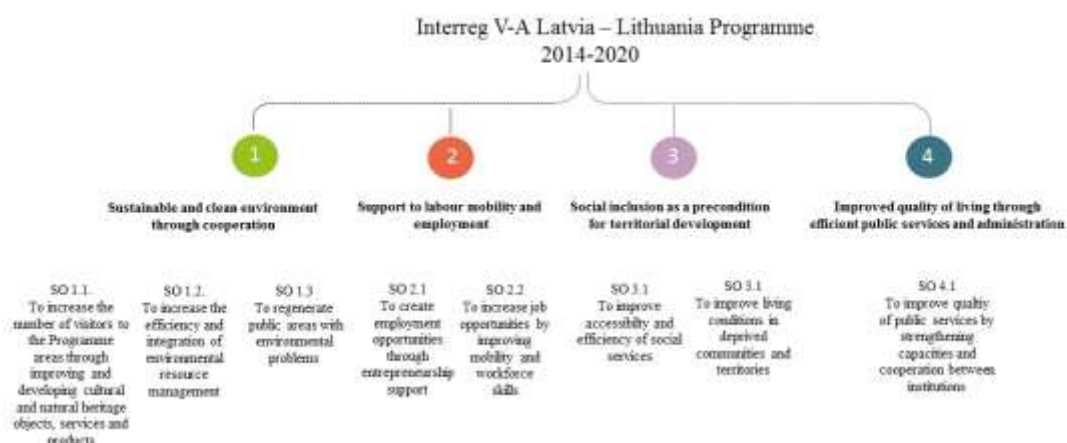
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Executive Summary

The objective of the Interreg V-A Latvia – Lithuania Programme 2014-2020 is to contribute to the sustainable and cohesive socio-economic development of the Programme regions by helping to make them competitive and attractive for living, working and visiting. The Programme has four Priorities and eight subsequent Specific Objectives:



Picture # 1 Priorities and specific objectives of the Interreg V-A Latvia Lithuania programme

The eligible programme territories are Klaipeda, Telsiai, Siauliai, Penevezys, Utena and Kaunas counties in Lithuania and Kurzeme, Zemgale, Latgale regions in Latvia. The total Programme co-financing from the European Regional Development Fund amounts to EUR 51.6 million euro, which has been divided per three Calls for Proposals and direct awards:

MEUR ERDF	1st Call for proposals	Direct awards	2nd Call for proposals	3rd Call for proposals
66,32	41 projects	1 project	48 projects	n/a
1st PRIORITY				
13,54	13 projects	n/a	13 projects	n/a
2nd PRIORITY				
17,63	13 projects	1 project	6 projects	n/a
3rd PRIORITY				
8,99	11 projects	n/a	21 project	n/a
4th PRIORITY				
6,94	9 projects	n/a	7 projects	n/a

Table # 1 Division of programme funds and number of approved project applications per priorities and Calls for proposals, June 2019

The evaluation of the Programme is commissioned by the Ministry of Environmental Protection and Regional Development of the Republic of Latvia. As per Terms of Reference the evaluation is required to assess:

- *territorial coverage of the approved projects and bottlenecks/facilitating factors for attraction of new organisation to the Programme;*
- *impact of committed indicators under the approved projects upon the achievement of Programme's output indicators and result indicators, along with the reasons of the situation;*
- *contribution of the approved projects to the achievement of European Union Strategy for the Baltic Sea Region objectives and implementation of horizontal principles;*
- *availability of data within the projects and beyond, and recommend the most suitable methods for each priority for the upcoming Programme evaluation in 2020;*
- *the effect of the simplification measures introduced within the programming period 2014 – 2020;*
- *implementation of the Programme's Communication Strategy.*

The evaluation report respects diversity of the evaluation questions, and each section of the report provides answers to individual evaluation questions. Hence, length and structure of each section reflects upon the evaluation question/ sub-questions. Further technical information is presented also in the Annexes of the report. Evaluation methodology is explained in more details in Annex 15, page 118.

With regard to the 1st evaluation question – *territorial coverage of the approved projects and bottlenecks/facilitating factors for attraction of new organisation to the Programme* - it is concluded, that the Programme has a balanced coverage in Latvia and Lithuania. Results show, that larger municipalities have more projects taking place in their territories than smaller municipalities. This can be related to higher financial and management capacity in larger entities.

It is concluded that the main obstacles for involvement of the newcomers is lack of trust toward new partners, short duration of the Calls for Proposals – reportedly it takes more time to enter into a new partnership, build trust and prepare a joint project. Also, the limited grant amount is seen as a defining one, i.e., in case of enlarged partnerships the available money needs to be divided among higher number of organisations, leaving each organisation with a smaller share proportionately. Furthermore, involvement of new organisations entails higher workload for the Lead Partners during project implementation, since it takes time to explain specifics of the Programme to the newcomers. Hence, the organisations feel more confident working with the partners they have cooperated before.

The main benefits from the involvement of new organisations are related to reach of additional target groups, additional/ specific competencies and new ideas –these aspects are sufficiently important to consider involvement of new organisations. Therefore, the Programme bodies are advised to foresee longer periods for the Calls for proposals, consider introduction of a 2-phase application process and advance payments. The latter should be particularly important for smaller organisations and NGO sector in general. Also, creation of a small project facility could help to involve new organisation into the Programme and help them build skills and administrative capacity.

Regarding the 2nd evaluation question - *to assess impact of committed indicators under the approved projects upon the achievement of Programme's output indicators and result indicators, along with the reasons of the situation* – the evaluation confirmed that committed values of output indicators exceed the target values for 10 out of 13 indicators. In particular,

commitments for 3 indicators (*business support services improved/created as result of cross border cooperation (2.1.1.)*, *improved/created business support infrastructure objects that ensure direct business support (2.2.1.)* and *land rehabilitation: total surface area of rehabilitated land (1.3.1.)*) significantly exceed the target values. For 2 indicators (*labour market and training: number of participants in joint local employment initiatives and joint training (2.2.2.)* and *productive investment: number of enterprises receiving support (2.1.3.)*) overcommitment is extremely high exceeding the set targets by +232% and +1265% accordingly.

During analysis of project applications and interviews with the project partners it was observed that that some project applicants tend to set high target values at the application stage (e.g., *improved/created business support infrastructure objects that ensure direct business support (2.2.1.)*). Also, projects apply very different methodologies for measuring certain outputs -in some cases, all participating enterprises during general informative events were counted, but in other - series of individual consultations were counted under 2.2.1. Hence, more guided consultations during the application phase and precise methodology would be useful, e.g., calculation of public event h per participant/ individual consultation h per participant, etc. Similar issues were identified for measuring the number of participants in joint local employment initiatives and joint training under SO 2.2.

Further analysis of projects' contribution toward Programme outputs per region was performed. It shows, that some Programme regions on average have made higher commitments in terms of outputs than others. Commitment levels are strongly connected to the overall number of projects implemented by the project partners in those regions. However, precise calculation of committed outputs by region was possible only for a part of the Programme outputs, since the Programme itself encourages cross border cooperation, incl., joint activities leading to joint outputs.

It is assumed that for more than half of the indicators the overcommitted outputs may lead to the achievement of higher values of result indicators. Such effects can be predicted for those indicators, that demonstrate strong relationship between the outputs and result indicators (e.g. number of organisations jointly contributing to environmental resource management (e.g., people receiving upgraded skills matching labour market needs per year, commuters per day, people benefitting from more accessible, efficient social inclusion measures and social services and improved public services). Given that committed values exceed the targets for majority of indicators it is concluded that the initial target values were set too low in the programming stage. Therefore, in future the Programme level output indicators should be set within the context of Theory of Change for each SO and respective commitments made under the current Programme.

It is not expected that additional funds provided in 2018 will directly lead to significantly higher achievement of results indicators, albeit these funds have committed higher values of output indicators. No need to revise the result indicators has been identified therefore.

Regarding the 3rd evaluation question – *to assess contribution of the approved projects to the achievement of European Union Strategy for the Baltic Sea Region objectives and implementation of horizontal principles* – it is concluded that all 90 approved projects

contribute indirectly¹ to the implementation of one or more objectives and policy areas (PA) of the EU Strategy for the Baltic Sea Region². Majority of the projects (86% from all projects) contribute indirectly to the objective “Increase Prosperity” with a total budget of EUR 32.0 million ERDF co-financing. 12 projects or 13% contribute indirectly to the “Save the sea” objective with a total budget of 5.8 million EUR ERDF co-financing and 1 project or 1% contributes indirectly to the “Connect the region” objective with a total budget of 9.0 million EUR ERDF co-financing. Since there are no flagship projects at the moment, the Programme bodies are advised to facilitate identification of such large-scale projects even during the application stage and further motivate the project partners obtain the status. Also, the projects with a significant synergy with other EUSBSR flagship projects could be identified and involved in the communication activities of the Programme.

Further, good practice projects that contribute to the horizontal principles (Sustainable development, Equal opportunity and non-discrimination, Equality between men and women) were identified based on their specific contribution to the achievement of one of the three horizontal principles: 87% of the projects have a positive contribution to “sustainable development”, 80% - to “equal opportunity and non-discrimination” and 63% - to “equality between men and women”.

With regard to the 4th evaluation question –*to define availability of data within the projects and beyond, and recommend the most suitable methods for each priority for the upcoming Programme evaluation in 2020*- analysis of project and Programme level data show that there is a limited amount of territory specific data available. Most important data source is the electronic monitoring system (hereinafter – eMS). However, neither the eMS, nor the project reports provide detailed information about individuals/ households / organisations / entrepreneurs, etc., that have participated in project activities or benefited from the intervention.

Therefore, it is advised to focus the evaluation at the level of Activities, Actors and Short-term outcomes. The Programme is characterised by a small number of projects and comparatively small number of final beneficiaries, therefore, it would be more suitable for theory-based impact evaluation methods. Furthermore, without detailed baseline data nor systematically collected data on final beneficiaries it would not be possible to apply any experimental or quasi-experimental impact evaluation methods.

With regard to the 5th evaluation question - *to assess the effect of the simplification measures introduced within the programming period 2014 – 2020*, -it is acknowledged that simplification measures introduced by the Programme have improved the work of project partners (on average each simplification measure has saved from 1 to 4 working days). Nevertheless, there is the need for some improvements. In particular, longer duration of the Call for Proposals, introduction of a two-phase application process, improvement of the functionality of the eMS (e.g., for processing of project changes and reporting) would help to further simplify project implementation. The project partners often need additional support and guidance regarding financial reporting and public procurement procedure. Despite technical difficulties, the project partners highly appreciate support of the Joint Secretariat in dealing with challenges during project preparation and implementation, and

¹ Programme projects are not included in the flagship projects of the EUSBSR Action Plan or highlighted by the PA coordinators.

² EU Strategy for the Baltic Sea Region (EUSBSR): Implementation, available: [accessed 01.02.2019.] <https://www.balticsea-region-strategy.eu/about/implementation>.

consider this Programme more accessible and project-orientated in comparison with other European territorial cooperation programmes.

With regard to the 6th evaluation question – *to assess implementation of the Programme's Communication Strategy* - it is concluded that the consultations provided by the Joint Secretariat are in line with the expectations and needs of the project partners. Nevertheless, there is a room for improvement – more real-life examples, case studies, interactive presentations would be appreciated during the seminars for applicants and project partners. The website is the leading communication channel regarding all topics and thematic areas, and more emphasis upon users' perspective would help to improve efficiency of this tool (both in terms of presentation and content). Further encouragement and support is needed to assist the project partners with the communication activities within their particular projects in order to focus upon the content, rather than process related information. Given that the Programme's visibility depends largely upon visibility of projects, efforts should be made to facilitate communication of projects results to wider public. In order to capitalise upon the project results, the Programme bodies are advised cluster the communication around thematic blocks (e.g., social services, tourism, business support), and apply story-telling method for development of communication materials. The Programme bodies are advised to involve communication professionals (outsourced services) to design the content of such communication and the respective media plan.

There are slightly more project partners in Latvia (190) than in Lithuania (157).

N.B. The municipalities in Lithuania are larger in terms of territory and number of inhabitants, which partly explains the lower number of partners.

1. How balanced is territorial coverage?

The ToR require to assess territorial coverage of approved projects (see 1.1) and identify good practices which helped to attract new project partners (partners who did not implement projects within the Latvia – Lithuania Cross Border Cooperation Programme 2007 – 2013). Also, the evaluators were asked to identify obstacles which hindered participation of new project partners (see 1.2), as well as to recommend how these obstacles can be mitigated.

1.1. Territorial distribution of projects and project partners

This section provides analysis of territorial coverage of all project partners (hereinafter – PP) and projects, e.i., – how many projects are being implemented in a particular municipality or a region³. Analysis is based on the legal address of PPs⁴.

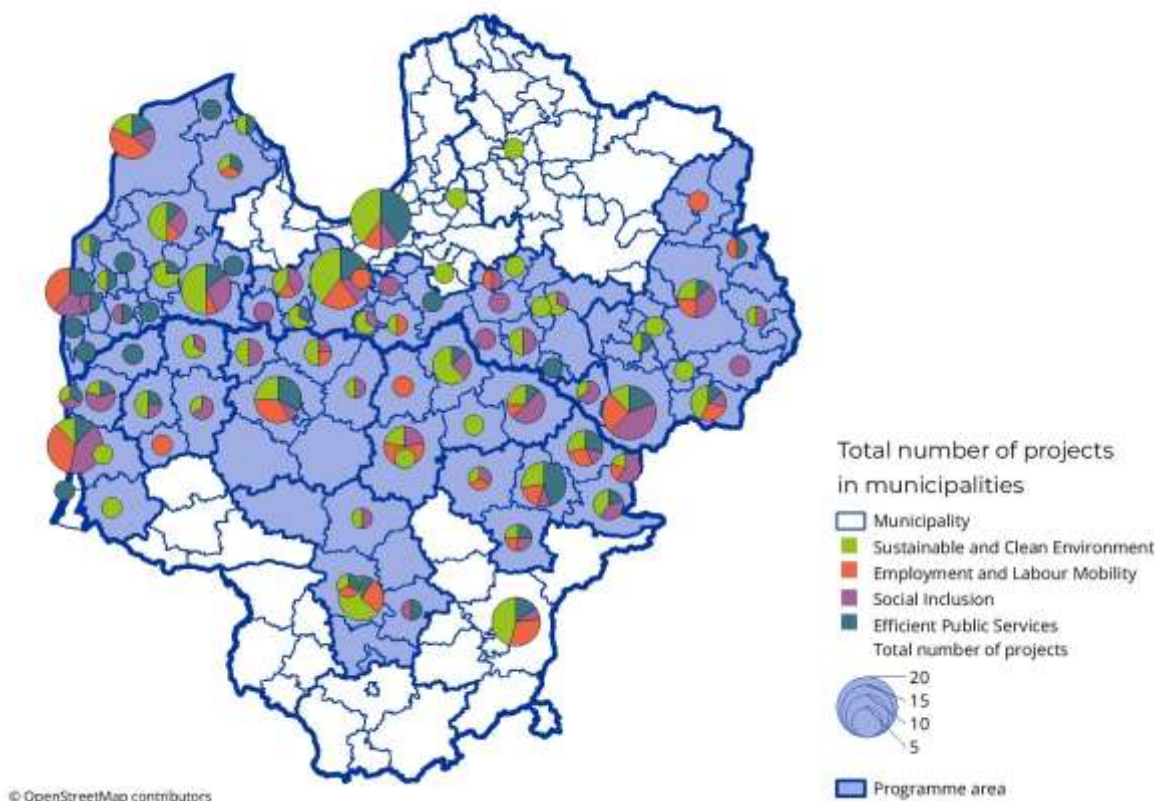
In Latvia, the highest number of projects is from Kurzeme planning region (70), followed by Zemgale planning region (57) and Latgale planning region (49). In Lithuania, the highest number of projects is from Utena region (37), Panevezys region (29) and Klaipeda region (29). In Siauliai region the number of projects reached 20, in Kaunas region 18 and in Telsiai region 13. There are also projects located in Riga region (12), Vilnius region (11) and Vidzeme (2). Riga, Vilnius and some other territories outside the Programme area are present because the legal address of PP is registered there. These PP are mainly state organisations or larger NGOs with the headquarters office outside the Programme area, who implement projects activities within and for the benefit of the Programme area.

³ The number of projects implemented in a particular municipality or a region is calculated by counting the number of PP in each territory. This indicator is not equal to the unique number of PP, e.g. if Jelgava city municipality implements 5 projects, the indicator for Jelgava city will be 5, not 1, thus illustrating the number of projects being implemented in a certain territory.

⁴ The legal address of some county municipalities (*“novada pašvaldība”*) of Latvia are located in other municipality, e.g., Daugavpils city and Daugavpils county, Rezekne city and Rezekne county, in such case both are counted and shown in pictures by the legal address

The highest number of projects is in Jelgava city (20) and Riga (20). Klaipeda follows with 17, Daugavpils city with 16 and Saldus municipality with 14 projects. Liepaja and Vilnius have 13 projects each, Siauliai has 12, Kaunas, Ventspils and Utena district municipality have 11 projects each.

Further, there are several municipalities which host more than 5 projects: Panevezys (9), Birzai district municipality (8), Kuldiga municipality (8), Rezekne (8), Rokiskis district municipality (8), Kraslava municipality (7), Zarasai district municipality (7), Dobeles municipality (5), Ignalina district municipality (5), Kretinga district municipality (5) and Visaginas district municipality (5).



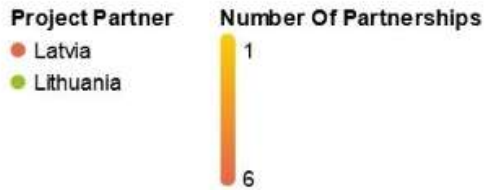
Picture # 2 Representation of projects in municipalities

However, **in a number of municipalities there are no projects being implemented.** In Latvia these municipalities are: Cibla, Vilaka, Rugaji, Baltinava, Zilupe, Varkava, Vilani, Livani (Latgale planning region), Krustpils, Skriversi and Plavinas (Zemgale planning region) and Alsunga and Mersrags (Kurzeme planning region). In Lithuania there are no project being implemented in the following municipalities: Kelme, Radviliskis and Siauliai district municipalities (Siauliai region) and Birstonas municipality, Jonava, Prienai and Raseiniai district municipalities (Kaunas region).

Larger municipalities have more projects than smaller municipalities. The average size of a municipality with 16 or more projects is 98.5 thousand inhabitants, with 11- 15 projects - 93.4 thousand inhabitants, with 6-10 projects - 33.3 thousand inhabitants and with 1-5 projects - 16.2 thousand inhabitants (excluding capital cities Riga and Vilnius). Municipalities without any projects are smaller in terms of inhabitants - on average 13.7 thousand inhabitants. This could be explained by lack of knowledge/ experience and lower financial capacity (for more see the Section 1.2). More detailed information on distribution

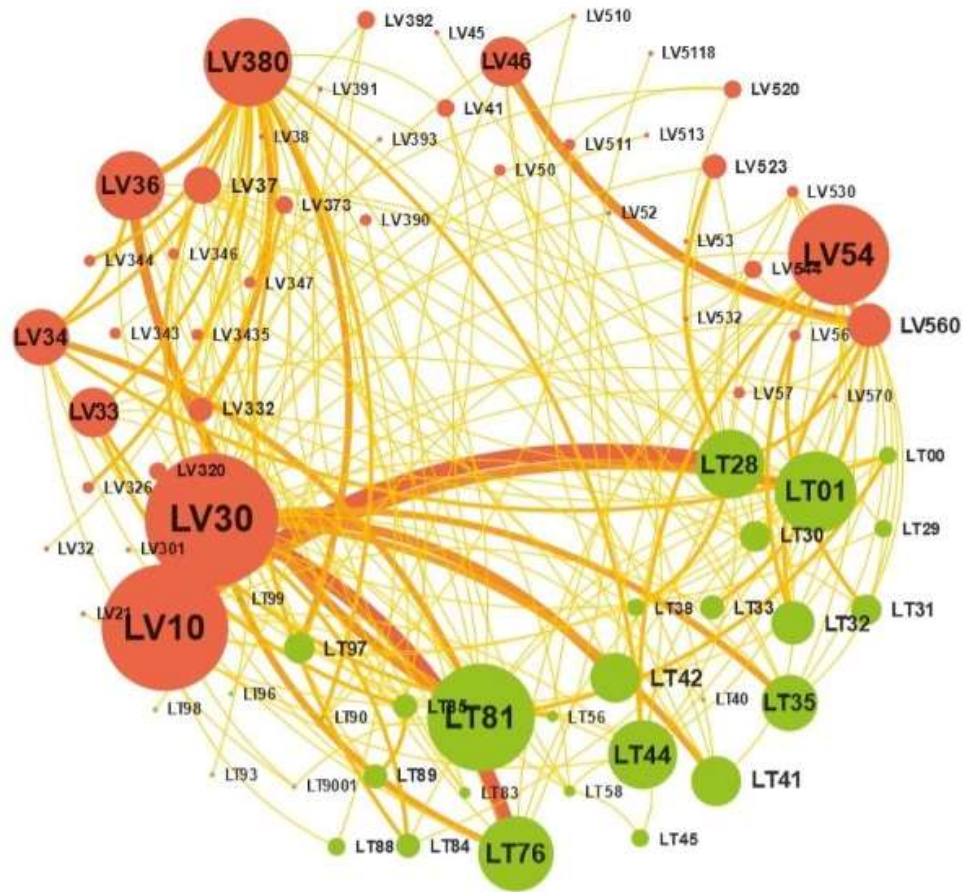
of number of projects in each priority of the Programme are available in Annex, page 65. However, the number of approved project applications does not recognise the overall participation interest and activity of PPs in particular municipalities, especially regarding smaller municipalities. In general, smaller municipalities are active in preparation and submission of project applications, but with a lower success rate in number of approved project applications. There is a comparatively large demand of project applications against the total amount of financing available within the Programme. The Annex (page 69) shows the proportion of the rejected and approved project applications divided by municipalities.

The picture below **shows the intensity of cooperation between territories in Programme area** and it re-confirms the conclusions of the above. The number of partnerships was analysed with the help of Social Network Analysis. The thickness of connecting lines illustrates the number of connections (partnerships) the particular territory has in different projects within the Programme.



Abbreviations

- LT01 - Vilnius region
- LT28 - Utenos region
- LT32 - Zarasu region
- LT35 - Panevezio region
- LT41 - Birzu region
- LT42 - Rokiskio region
- LT44 - Kauno region
- LT76 - Siauliu region
- LT81 - Klaipedos region
- LV10 - Riga municipality
- LV30 - Jelgava municipality
- LV33- Kuldiga municipality
- LV34 - Aizpute municipality
- LV36 - Ventspils municipality
- LV37 - Dobeles municipality
- LV380 - Saldus municipality
- LV46 - Rezekne municipality
- LV54 - Daugavpils municipality
- LV560 - Krāsłava municipality



Picture # 3 Number and intensity of partnerships by territorial distribution

1.2. Main bottlenecks and drivers for the involvement of newcomers⁵

According to the survey, **44% (38 out of 87 respondents)⁶ of the PP are newcomers** to the Programme and have not participated in the Programme during the programming period 2007-2013.

Interviewees and respondents of the survey mentioned municipalities and regional authorities as one of the most active groups of applicants and PPs within the projects of this Programme. They are able to generate and implement projects in diverse topics with local ownership and local community-based benefits in the Programme area. In future perspective, interviewees highlighted the need of involvement of the private sector, in particular, SMEs. Also, vocational education institutions, sectoral agencies and NGOs could be more represented in the projects.

According to the survey, 26% of PP did not face difficulties in attracting newcomers, whereas 18% of the PP chose to work with partners from previous cooperation projects. The main bottlenecks for the attraction of newcomers are: low institutional capacity of partners for the implementation of a cross-border cooperation (hereinafter - CBC) project (10%), limited maximum amount of support that reduces the motivation to involve more partners (9%), different perception of goals and expected results (7%), low financial capacity of partners (7%) and a lack of previous positive cooperation experience (6%), (see details in Annex, page 102.)

The interviews with the PP noted similar problems: Programme's administrative procedures require sufficient administrative capacity not only from the newcomers, but also from the experienced partners. Especially small municipalities and organisations lack knowledge and experience to prepare a project application in English, as well as lack financial resources to attract external expertise for preparation of project proposals, if necessary. As per interviews, specific objective 3.2⁷ provided good opportunity for small municipalities and other organisations to gain experience in the Programme. Also, newcomers often fail to understand and describe properly the added value and reasons of the CBC.

The requirement to provide pre-financing to commence project implementation and co-financing⁸ to cover PP own contribution also affects the newcomers. This problem is more relevant for NGOs, which often have sectoral experience, but struggle to ensure cash-flow without an advance payment⁹. To overcome these problems, some NGOs are involved through a procurement or as participants instead of being a

⁵ It should be recognised that involvement of new organisations - "newcomers" to the Programme is not limited to geographical aspects only. Historically local and regional public administrations and municipalities have been involved more often, but non-governmental organisations (NGOS) are less represented.

⁶ Survey was carried out in April 2019 among the PP. In total 87 respondents were reached, incl., 56 from Latvia and 31 from Lithuania.

⁷ "To improve living conditions in deprived communities and territories"

⁸ PP can apply for a subsidy from the national budget to cover part of the national co-financing, in Latvia - 5% and in Lithuania 7,5% of the project eligible costs which equals from 1/3 to 1/2 of the own contribution required from the PP.

⁹ According to the Programme manual, the ERDF grant payments to the projects are made on a reimbursement basis. Thus project partners shall ensure the cash in advance, so called - pre-financing, by themselves to cover all project costs till they get the reimbursement from the Programme.

partner. Another problem is the limited maximum ERDF grant amount per project, which does not encourage larger partnerships incl., the newcomers. The PP feel more confident to work with organisations they have cooperated with before and distribute the available budget among the established partnerships. PPs tend to ensure long-term partnership which is continued project by project. It has been noticed that some of successful partnerships has been continued with widened partnership beyond the Programme area.

Lack of previous cooperation experience plays an important role. During the interview¹⁰ it was mentioned: *“It is hard to cooperate with new partners because you do not know what to expect from the partner, how responsible they will be and how motivated they will be to reach the results (...)”*

Also, an important hindering factor is the shortage of time for finding new partners and establishing partnership relations because of too short period for the submission of project applications after the Call for Proposals (hereinafter – CoP) has been launched. Discussions with new partners inevitably take more time than building a project with already experienced partners. According to an interviewee: *“New partners are not joining the partnership upon the first invitation. You need to meet several times and organise several discussions, often clarify CBC ideology, build trust and agree on common interests”*. Hence, there is a risk to fail to prepare a qualitative project application while discussing opportunities with the newcomers. Also, additional work and resources are required from the Lead partners (hereinafter - LP) during project implementation to introduce the newcomers with the requirements and specifics of the Programme.

According to the observations during 3rd CoP (in seminars for applicants), potential applicants are reserved to share details of project ideas with unfamiliar peers/organisations due to the competition threats, hence the format needs to be adapted to diminish the perception/threats.

According to the survey the main drivers (positive factors, see details in Annex, page 102) for attraction of newcomers are: responsive and interested partner (29%), knowledgeable and experienced partner (20%), successful previous cooperation in projects funded by other financial instruments (16%), need to reach additional target groups or areas in the project (12%) and a need for additional competencies or knowledge (10%). The interviewees added that the newcomers often bring benefits, such as new ideas and new approaches, with which experienced partners often struggle.

During this evaluation three best practice examples were identified in accordance with the following criteria: 1) attraction of “newcomers” to existing partnership; 2) partnership with newcomers only; 3) mixed partnership, see Annex 6, page 77.

1.3. Main conclusions and areas for action

It was observed, that the Programme has a balanced coverage in Latvia and Lithuania in general. Results show, that larger municipalities have more projects taking place in

¹⁰ In total 39 interviews were carried with the PP, Monitoring Committee members and Joint Secretariat representatives

their territories than smaller municipalities, that can be related to higher financial and management capacity in larger entities. However, 13 municipalities in Latvia and 7 in Lithuania do not implement projects under the Programme (under the 1st and 2nd CoP).

To facilitate data gathering and improve data analysis on the geographical coverage of project applications, they should contain a field with a pre-defined drop-down list of the municipality of each PP (like NUTS3 regions in the existing application form). This field should be linked to the classification of administrative territories of local level in Latvia and Lithuania. Currently the application form includes one common text field "City, town, district, county" and project applicants fill in this information differently (in different languages, showing different administrative level of territories), sometimes with mistakes or not complying with the classification of administrative territories. Consequently, additional manual work is required to classify data in order to perform data analysis of the geographical coverage of PPs.

It is concluded that the main obstacles for involvement of the newcomers is lack of trust toward new partners, short duration of the Calls for Proposals – reportedly it takes more time to enter into a new partnership, build trust and prepare a joint project. Also, the limited grant amount is seen as a defining one, i.e., in case of enlarged partnerships the available money needs to be divided among higher number of organisations, leaving each organisation with a smaller share proportionately. Furthermore, involvement of new organisations entails higher workload for the Lead Partners during project implementation, since it takes time to explain specifics of the Programme to the newcomers. Hence, the organisations feel more confident working with the partners they have cooperated before.

The main benefits from the involvement of new organisations are related to reach of additional target groups, additional/ specific competencies and new ideas –these aspects are sufficiently important to consider involvement of new organisations. Therefore, the Programme bodies are advised to foresee longer periods for the Calls for proposals or ensure the information about the deadline of submission of project applications well in advance, consider introduction of a two-phase application process and advance payments. The latter should be particularly important for smaller organisations and NGO sector in general. Also, creation of a small project facility could help to involve new organisation into the Programme and help them build skills and administrative capacity. Additional individual consultations about the project idea and the cross-border relevance would help to improve the partnership set-up and the overall quality of the project applications. Some European Territorial Cooperation programmes have introduced the obligatory requirement to have at least one consultation with the Joint secretariat before the submission of the project application. Some Joint Secretariats check the activity of applicants within eMS and upon the creation of new project application invite the Lead partner with PPs for the consultation.

Further the Programme bodies might take more pro-active role in facilitating the matchmaking between newcomers and experienced project partners in specific priority topics of the Programme. Sectoral agencies, public authorities and

associations could be more attracted in order to implement and pilot new policy actions and initiatives together with local authorities in the Programme area.

The stakeholders mapping would allow to identify organisations with important sectoral expertise or competence beneficial for particular topics and then to consider possible measures for encouraging their involvement in partnerships, e.g. initiation of new partnerships based on mutual interest in a topic, organisation of contact catching and speed dating events for potential partners. Pro-active matchmaking approach could facilitate creation of closer synergy between projects and PPs acting in the same priorities and topics.

Since the current Programme is well advanced in terms of implementation (the 1st, 2nd CoP are closed and the 3rd has been launched), the recommendations are designed for potential adjustment of the future programmes, see Annex 1.

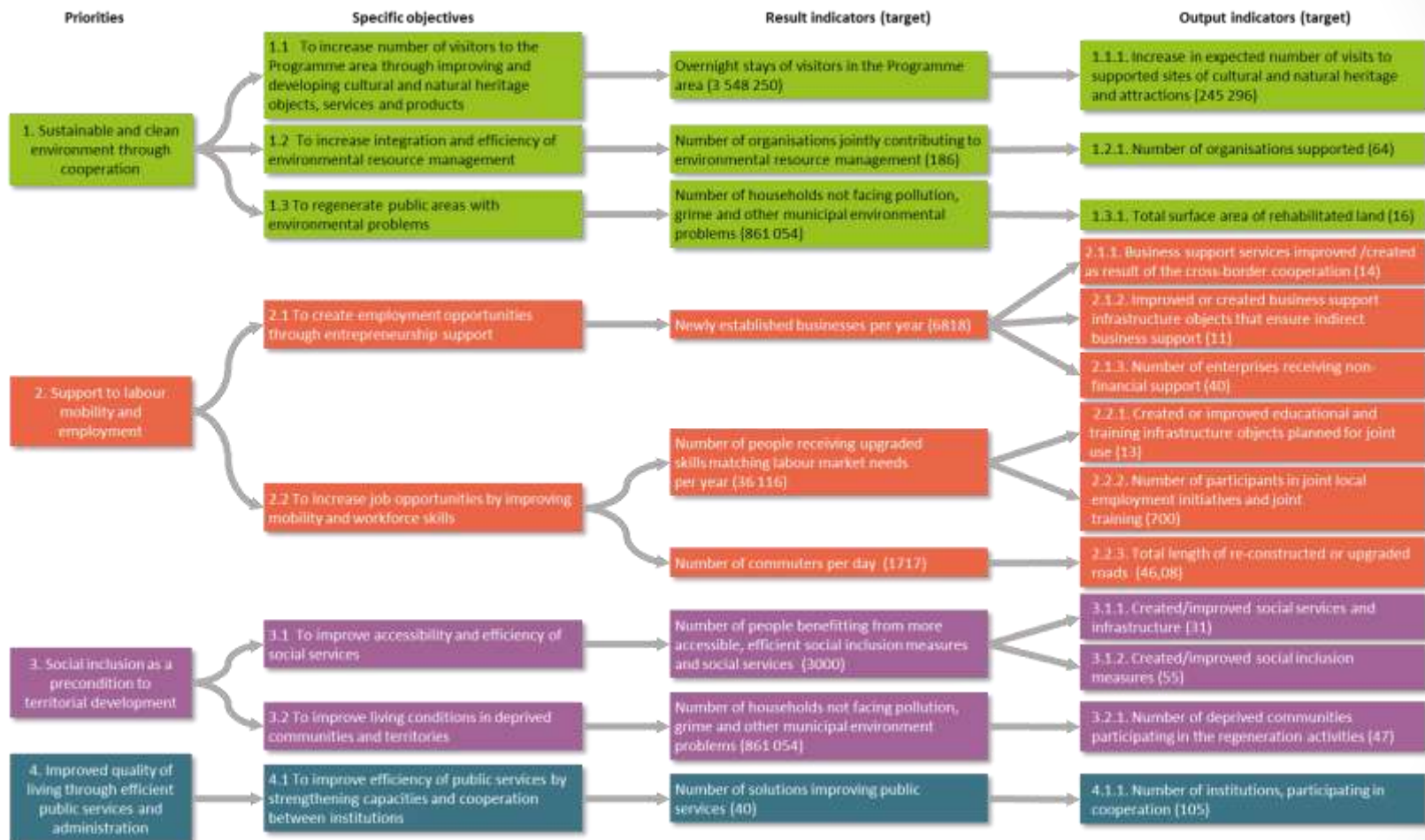
Programme aims to contribute to sustainable and cohesive socio-economic development of the Programme regions by helping to make them more competitive and attractive for living, working and visiting.

2. What results does the Programme plan to achieve?

The ToR require to assess impact of commitment under the approved projects upon the achievement of Programme's output indicators and result indicators. In particular, it is required to assess commitment under each Specific Objective in regional context (2.1 and 2.2) and analyse the factors, when the committed value differs by 20% or more from the target value (2.3); assess the potential impact upon achievement of Programme's result indicators in cases where committed output indicators differ by 20% or more from the target values (2.5). Also, the evaluators were asked to analyse the reasons, when the actual achievement of output indicators differs from the committed values by 20% or more (2.4) and to assess the potential impact of additional fund allocated from the ERDF in 2018 upon achievement of Programme's target result indicators (2.6), and provide recommendations accordingly.

Under **Priority 1** the Programme aims to increase overnight stays in the Programme area by 0,46 million visitors, encourage nine organisations to jointly contribute to environmental resource management, increase the number of households not facing pollution, grime and other municipal environmental problems by 5985 by 2023. Under **Priority 2** the Programme aims to increase the number of newly established businesses by 199 per year, the number of people receiving upgraded skills by 1720 per year and to stimulate labour mobility by increasing the number of commuters by 156 per day. Under **Priority 3** the Programme aims to increase the number of people benefitting from more accessible, efficient social inclusion measures and social services by 1000. Under **Priority 4**, the Programme is targeting to create 4 more solutions improving public services.

For each Priority and Specific objective (hereinafter - SO) there are result level and output level indicators defined, that are demonstrated in the picture below.



Picture # 4 Programme priorities, objectives, result and output indicators

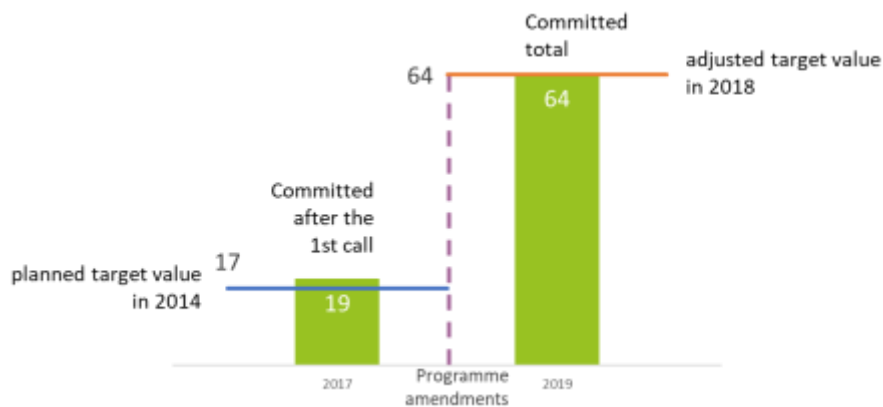
2.1. What is the planned contribution of the approved projects toward achievement of the result indicators and output indicators?

Priority 1 “Sustainable and clean environment through cooperation”



Picture # 5 Increase in expected number of visits to supported sites of cultural and natural heritage and attractions

Project contribution to the achievement of *SO 1.1. To increase number of visitors to the Programme area through improving and developing cultural and natural heritage objects, services and products* is measured by increased number of visits to supported sites of cultural and natural heritage and attractions. Initial target value set at the beginning of Programme implementation period (in 2014) was 11 250 visits. Approved projects under the 1st CoP (2016) committed to reach 205 572 visits. The Programme amendments (2018) increased the target value of the indicator up to 245 296 visits. Projects approved under the 1st and 2nd CoP are committed to reach the total number of 290 096 visits, by 18,2% exceeding the target value.



Picture # 6 Number of supported organisations jointly contributing to environmental resource management

Project contribution to the achievement of *SO 1.2. To increase integration and efficiency of environmental resource management* is measured by the number of supported organisations jointly contributing to environmental resource management. Initial target value set at the beginning of Programme implementation period (in 2014) was 17 organisations. Approved projects under the 1st CoP (2016) totally committed to reach 19 organisations. The Programme amendments (2018)

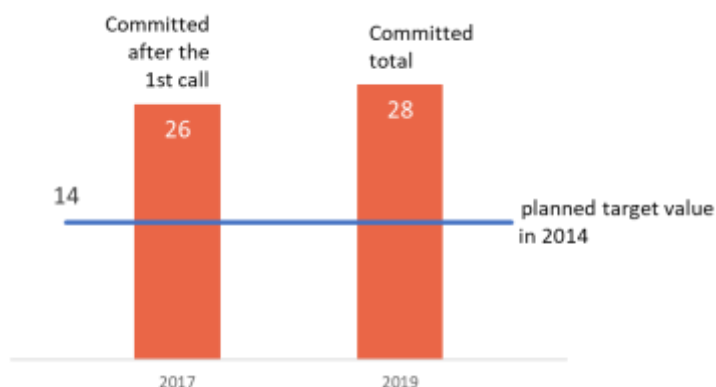
increased the target value of the indicator to 64 organisations. Projects approved under the 1st and 2nd CoP are committed to precisely reach the target value.



Picture # 7 Total surface area of rehabilitated land (ha)

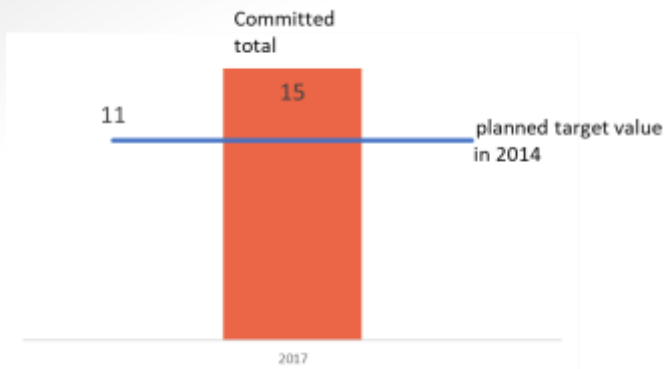
Project contribution of the achievement of *SO 1.3. To regenerate public areas with environmental problems* is measured by the total surface area of rehabilitated land in ha. Initial target value set at the beginning of Programme implementation period (in 2014) was 16 ha. Approved projects under the 2nd CoP (2017) are committed to reach 38,71 ha. Target value of the indicator was not adjusted by the Programme amendments. Approved projects have committed to reach the total number of 38,71 ha, that exceeds the target value by 142%.

Priority 2 “Support to labour mobility and employment”



Picture # 8 Number of improved/created business support services as result of the cross-border cooperation

Project contribution to the achievement of *SO 2.1. To create employment opportunities through entrepreneurship support* is measured by the number of improved/created business support services as a result of cross-border cooperation, by improved or created business support infrastructure objects ensuring indirect business support and by number of enterprises receiving non-financial support. Programme target value is 14 *improved/created business support services*. Approved projects under the 1st CoP (2016) are committed to create 26 services. Target value of the indicator was not adjusted by the Programme amendments. Projects approved under the 1st and 2nd CoP have committed to create 28 services, that twice exceeds the target value.



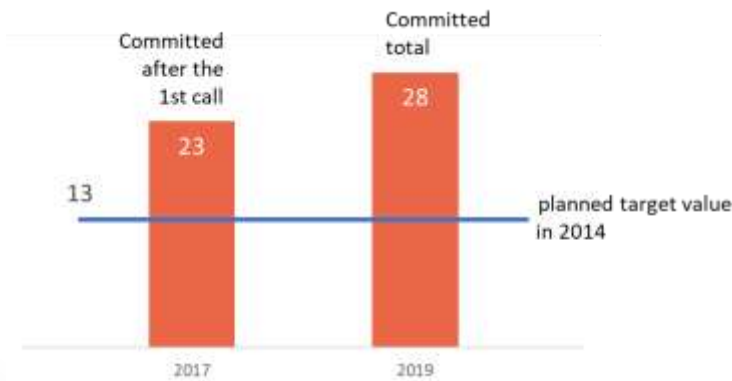
Picture # 9 Improved or created business support infrastructure objects ensuring indirect business support

The Programme target value is 11 improved or created business support infrastructure objects ensuring indirect business support. Approved projects under the 1st CoP (2016) have committed to create 15 objects. The target value of the indicator was not adjusted by the Programme amendments. Approved projects have committed to create the total number of 15 objects, that exceeds the target value by 36,4%.



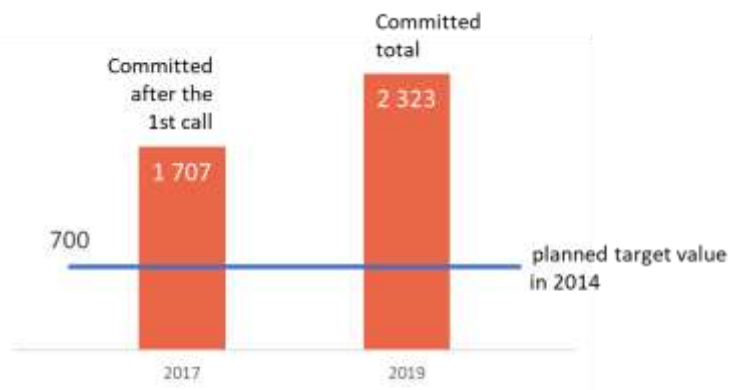
Picture # 10 Number of enterprises receiving non-financial support

The Programme target value is 40 enterprises receiving non-financial support. Approved projects under the 1st CoP (2016) have committed to support 500 enterprises. Target value of the indicator was not adjusted by the Programme amendments. Projects approved under the 1st and 2nd CoP have committed to support 546 enterprises, that exceeds the target value by 1265%.



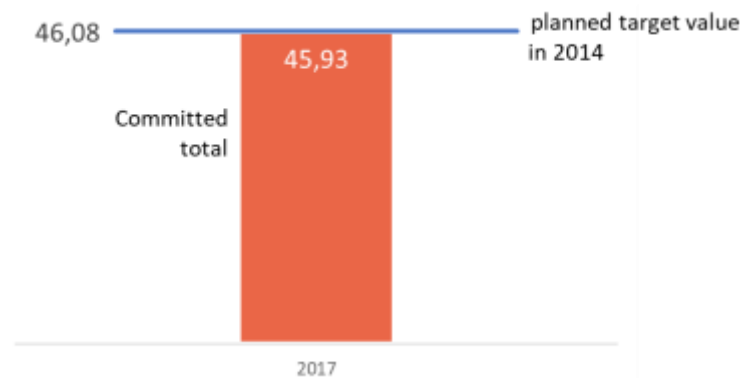
Picture # 11 Created or improved educational and training infrastructure objects planned for joint use

Project contribution of the achievement of *SO 2.2. To increase job opportunities by improving mobility and workforce skills* is measured by created or improved educational and training infrastructure objects for joint use, by the number of participants in joint local employment initiatives and joint training, and by length of reconstructed or upgraded roads. Programme’s target value is 13 *created or improved educational and training infrastructure objects*. Approved projects under the 1st CoP (2016) have committed to create 23 objects. Target value of the indicator was not adjusted by the Programme amendments. Projects approved under the 1st and 2nd CoP have committed to create 28 objects, that exceeds the target value by 115%.



Picture # 12 Participants in joint local employment initiatives and joint training

Programme’s target value is 700 *participants in joint local employment initiatives and joint training*. Approved projects under the 1st CoP (2016) are committed to support 1707 participants. Target value of the indicator was not adjusted by the Programme amendments. Projects approved under the 1st and 2nd CoP have committed to support the total number of 2323 participants, that exceeds the target value by 232%.



Picture # 13 Length of reconstructed or upgraded roads

Expected *length of reconstructed or upgraded roads* is 46,08 km. The project approved under the direct award procedure in 2017 is committed to build 45,93 km of road. Committed value is almost reaching the target.

Priority 3 “Social inclusion as a precondition to territorial development”



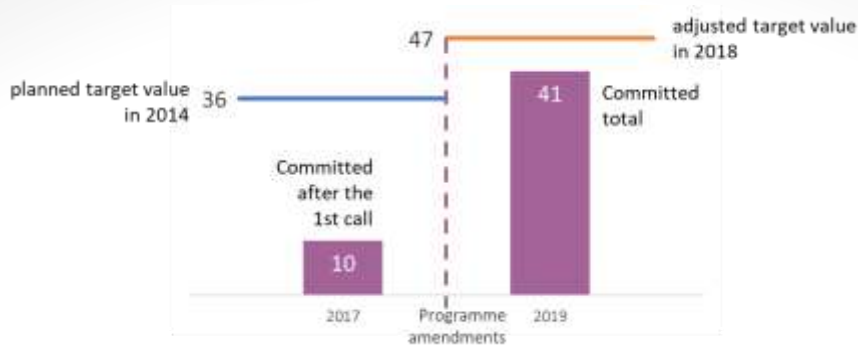
Picture # 14 Number of created / improved social services and infrastructure

Project contribution to the achievement of *SO 3.1. To improve accessibility and efficiency of social services* is measured by a number of created/improved social services and infrastructure and by number of created/improved social inclusion measures. Programme target value is to *create / improve 14 social services and infrastructure*. Approved projects under the 1st CoP (2016) have committed to create 22 services/infrastructure, that exceeds the target value by 47%. The Programme amendments (2018) increased the target value of the indicator up to 31 service/infrastructure. Projects approved under the 1st and 2nd CoP have committed to create 40 services/infrastructure, that exceeds the target value by 29%.



Picture # 15 Number of created/improved social inclusion measures

Programme’s target value is to *create / improve 28 social inclusion measures*. Approved projects under the 1st CoP (2016) have committed to create 4 measures. The Programme amendments (2018) increased the target value of the indicator up to 55 measures. Projects approved under the 1st and 2nd CoP have committed to create 77 measures, that exceeds the target value by 40%.



Picture # 16
Number of deprived communities participating in the regeneration activities

Project contribution to the achievement of *SO 3.2. To improve living conditions in deprived communities and territories* is measured by a number of deprived communities participating in the regeneration activities. Programme’s target value is *36 deprived communities participating in the regeneration activities*. Approved projects under the 1st CoP (2016) have committed to involve 10 communities. The Programme amendments (2018) increased the target value of the indicator up to 47 communities. Projects approved under the 1st and 2nd CoP have committed to involve 41 community, thus not reaching the target value by 13%.

Priority 4 “Improved quality of living through efficient public services and administration”



Picture # 17 Number of institutions, participating in cooperation

Project contribution to the achievement of *SO 4.1. To improve efficiency of public services by strengthening capacities and cooperation between institutions* is measured by a number of institutions that participate in cooperation. Programme’s target value is *46 institutions, participating in cooperation*. Approved projects under the 1st CoP (2016) have committed to involve 57 institutions. The Programme amendments (2018) increased the target value up to 105 institutions. Projects approved under the 1st and 2nd CoP have committed to involve 123 institutions, that exceeds the target value by 17%.

2.2. How much the projects have committed under each specific objective per each Programme region?

This section is prepared on basis of information acquired from eMS and project applications. Analysis of both sources shows that only part of the projects have indicated commitment values of output indicators per PP. This mainly is caused by the Programme’s aim to promote joint activities and demonstrate cross border

cooperation effect, which leads to joint output indicators creating joint benefits for the whole project area. On basis of available information, it is possible to distinguish three groups of output indicators.

In the *first group there are output indicators that calculate tangible outcomes*. It is possible therefore to specify outputs per PP or region. The first group includes such outputs as number of infrastructure objects, number of created services, ha of rehabilitated land, km of reconstructed roads etc. These are outputs under SO 1.3. (1.3.1. *Land rehabilitation: total surface area of rehabilitated land*), SO 2.1. (2.1.2. *Improved or created business support infrastructure objects that ensure indirect business support*), SO 2.2. (2.2.1. *Created or improved educational and training infrastructure objects planned for joint use*; and 2.2.3. *Roads: total length of reconstructed or upgraded roads*) and SO 3.1. (3.1.1. *Created/improved social services and infrastructure*).

In the *second group there are output indicators where the most part of projects have specified outputs per PP or region*, but some have designed their activities so, that outputs cannot be assigned to a PP or region, but to a larger territory or network of organisations. The second group includes outputs that calculate established services and measures, supported organisations, number of participating communities and organisations. These are outputs under SO 1.2. (1.2.1. *Number of organisations supported*), SO 2.1. (2.1.1. *Business support services improved/created as result of the cross border cooperation*), SO 3.1. (3.1.2. *Created/improved social inclusion measures*), SO 3.2. (3.2.1. *Number of deprived communities participating in the regeneration activities*) and SO 4.1. (4.1.1. *Number of institutions, participating in cooperation*). For this group calculation of commitments per programme region is possible on a limited scale.

In the *third group are output indicators where the most part of projects have not specified outputs per PP or region*. These outputs calculate the number of target groups (e.g. number of training participants, number of enterprises receiving support, number of visitors etc.) where the PP have indicated the total number of target groups to be reached by all partners together, not individually per each PP. These are outputs under SO 1.1. (1.1.1. *Sustainable tourism: increase in expected number of visits to supported sites of cultural and natural heritage and attractions*), SO 2.1. (2.1.3. *Productive investment: number of enterprises receiving support (number of enterprises receiving non-financial support)*) and SO 2.2. (2.2.2. *Labour market and training: number of participants in joint local employment initiatives and joint training*). For this group it is not possible to calculate commitments per Programme regions.

Results of analysis are summarized in the table below for those outputs where such calculations were possible. Committed values are expressed as a percentage from the total committed value for the particular output. Further, total contribution per regions towards Programmes output values is presented. However, it should be taken into consideration, that it was not possible to attribute all outputs to specific regions.

Regions' contribution to the total committed value, %	Kaunas	Klaipeda	Kurzeme	Latgale	Panevezys	Pieriga	Riga	Slauliai	Telsiai	Utenos	Vidzeme	Vilnius	Zemgale
<i>1st group: All projects specified outputs per partner/region</i>													
1.3.1. Land rehabilitation: total surface area of rehabilitated land	0	3%	47%	32%	9%	0	0	0	0	0	0	0	9%
2.1.2. Improved or created business support infrastructure objects that ensure indirect business support.	0	7%	0	0	20%	0	0	0	0	20%	0	0	53%
2.2.1. Created or improved educational and training infrastructure objects planned for joint use.	0	25%	18%	32%	0	0	0	14%	0	4%	0	0	7%
2.2.3. Roads: total length of reconstructed or upgraded roads	0	0	30%	0	11%	0	0	11%	20%	0	0	0	28%
3.1.1. Created/improved social services and infrastructure	0	18%	10%	30%	0	0	0	10%	0	15%	0	0	18%
<i>2nd group: Most part of projects specified outputs per partner/region, with some exceptions</i>													
1.2.1. Number of organisations supported.	8%	23%	0	3%	5%	2%	23%	5%	0	5%	2%	13%	13%
2.1.1. Business support services improved / created as result of the cross-border cooperation	4%	0	7%	4%	29%	0	0	4%	18%	4%	0	4%	29%
3.1.2. Created/improved social inclusion measures	8%	9%	9%	22%	10%	0	0	1%	0	6%	0	0	34%
3.2.1. Number of deprived communities participating in the regeneration activities	0	2%	20%	15%	12%	0	5%	0	24%	12%	0	0	10%
4.1.1. Number of institutions, participating in cooperation	11%	7%	34%	15%	4%	0	2%	3%	1%	13%	0	1%	8%
<i>3rd group: Most part of projects has joint outputs not allowing division by partner/region</i>													
1.1.1. Sustainable tourism: increase in expected number of visits to supported sites of cultural and natural heritage and attractions	Calculation per partner/region is not possible												
2.1.3. Productive investment: number of enterprises receiving support	Calculation per partner/region is not possible												
2.2.2. Labour market and training: number of participants in joint local employment initiatives and joint training.	Calculation per partner/region is not possible												
Total commitment level by regions	Low	High	Very high	Very high	High	Very low	Medium	Low	High	Medium	Very low	Low	Very high

Table # 2 Commitment of Programme regions to the total values of output indicators Source: eMS, project applications, 10th April, 2019

As evidenced by the results of analysis summarized in the table #2 it is possible to calculate commitment by Programme regions only for a part of outcome indicators. Further analysis shows that commitment levels are strongly connected to the overall activity of project applicants from a particular region. In the following table an overview is provided of the contribution of Programme's regions toward achievement of the outcome indicators. Number and intensity of colour represents the number of project partners from a particular region, which are contributing to the achievement of the indicator.

Number of projects from the region contributing to the output indicator/ Region	Kaunas	Klaipeda	Kurzeme	Latgale	Panevezys	Pieriga	Riga	Siaulai	Telsiai	Utenos	Vidzeme	Vilniaus	Zemgale
1.1.1. Sustainable tourism: increase in expected number of visits to supported sites of cultural and natural heritage and attractions	3	2	4	3	5		2	4	3	3	1	3	6
1.2.1. Number of organisations supported.	2	2		2	2	1	3	2		2	1	3	3
1.3.1. Land rehabilitation: total surface area of rehabilitated land		1	2	2	3					1			1
2.1.1. Business support services improved/created as result of the cross border cooperation	1		2	1	3			1	1	1		1	3
2.1.2. Improved or created business support infrastructure objects that ensure indirect business support.		1			2					1			2
2.1.3. Productive investment: number of enterprises receiving support (number of enterprises receiving non-financial support)	1	1	4	3	4		1	1	1	4		1	4
2.2.1. Created or improved educational and training infrastructure objects planned for joint use.		2	2	2				2		1			2
2.2.2. Labour market and training: number of participants in joint local employment initiatives and joint training.	1	3	5	3	2			3		1		1	2
2.2.3. Roads: total length of reconstructed or upgraded roads			1		1			1	1				1
3.1.1. Created/improved social services and infrastructure		2	2	4				3		3			4
3.1.2. Created/improved social inclusion measures	2	3	4	4	2			2		2			4
3.2.1. Number of deprived communities participating in the regeneration activities		1	5	4	5		1		4	2			4
4.1.1. Number of institutions, participating in cooperation	3	3	4	6	1		2	4	1	5		1	5
TOTAL	13	21	35	34	30	1	9	23	11	26	2	10	41

Table # 3 Number of projects from the region contributing to the output indicators

Source: eMS, project applications, 10th April, 2019

Priority 1 “Sustainable and clean environment through cooperation”

Under the Priority 1 the highest number of projects contribute to the *increase in expected number of visits to supported sites of cultural and natural heritage and attractions* (SO 1.1.). Most active regions contributing to this SO are Zemgale and Panevezys. Twice as little projects are supported under the SO 1.2., where the largest number of *supported organisations* are registered in Riga¹¹, Vilnius, Zemgale and Klaipeda regions. The least number of projects targeted *regenerating public*

¹¹ Legal address of the organization is in Riga region, but project activities are implemented in and for the benefit of the Programme area.

areas with environmental problems (SO 1.3.), and the most active regions are Panevezys, Kurzeme and Latgale.

Priority 2 “Support to labour mobility and employment”

Under *SO 2.1. “To create employment opportunities through entrepreneurship support”* the highest number of projects contribute to *improvement or creation of business support services*. Most active regions that contribute to this outcome are Panevezys, Zemgale and Kurzeme. Two times less projects contribute to *improvement or creation of business support infrastructure objects for indirect support*. The most active are Panevezys and Zemgale regions. *Non-financial support to enterprises* is mainly provided by the projects from Kurzeme, Zemgale, Panevezys, Utenos and Latgale regions.

Under *SO 2.2. “To increase job opportunities by improving mobility and workforce skills”* the highest number of projects contribute to labour market and training by *organizing joint local employment initiatives and joint training*. The most active regions are Kurzeme, Klaipeda, Latgale and Siauliai regions. Kurzeme, Zemgale, Latgale, Klaipeda and Siauliai regions demonstrate similar efforts regarding *creation or improvement of educational and training infrastructure objects*. *Reconstruction or upgrade of roads* is provided by national level organisations in Kurzeme, Zemgale, Panevezys, Siauliai and Telsiai regions.

Priority 3 “Social inclusion as a precondition for territorial development”

Under *SO 3.1. “To improve accessibility and efficiency of social services”* activity of projects from the Programme’s regions is well balanced, slightly less projects contribute toward *improvement or creation of social services and infrastructure*. The most active regions are Latgale, Zemgale, Siauliai and Utenos. Kurzeme, Zemgale and Latgale regions contribute most actively toward *improvement or creation of social inclusion measures*.

Under *SO 3.2. “To improve living conditions in deprived communities and territories”* the most active are Kurzeme, Panevezys, Zemgale, Latgale, and Telsiai regions regarding involvement of deprived communities in the regeneration activities.

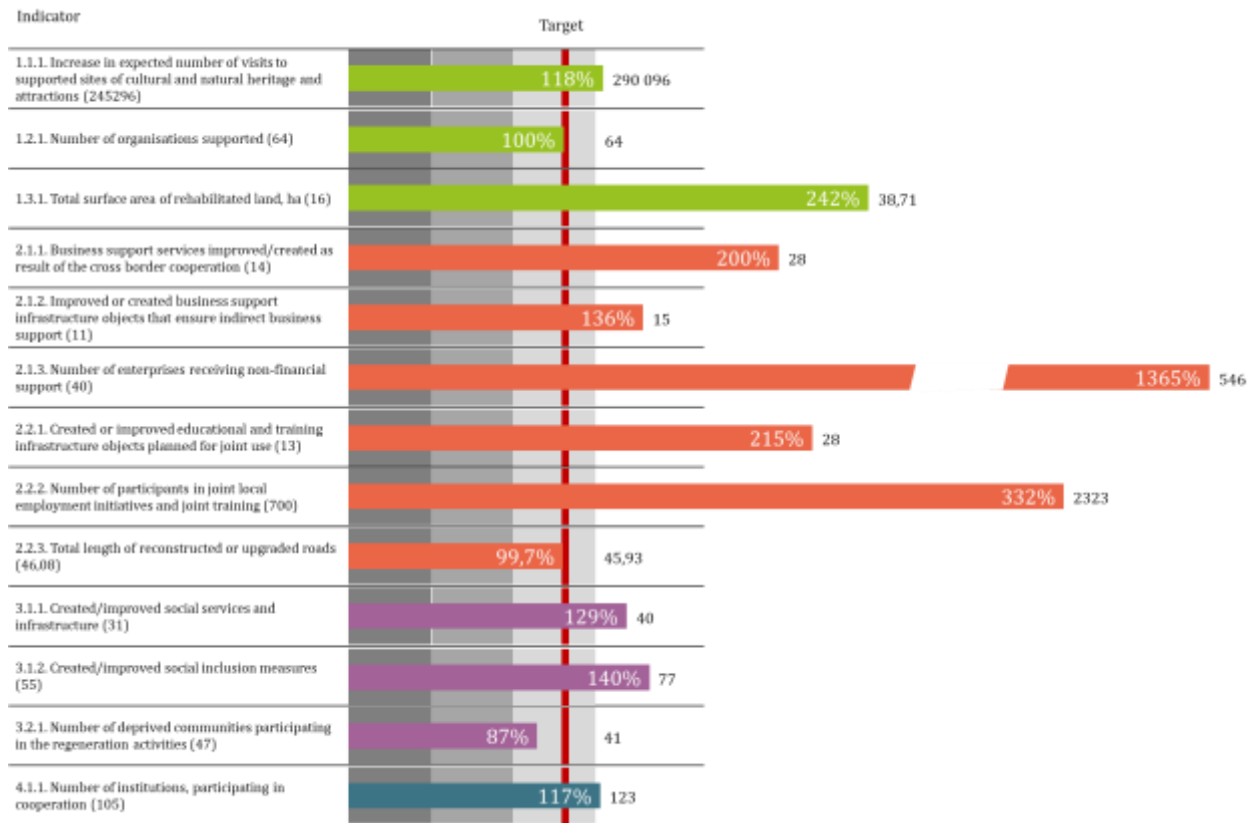
Priority 4 “Improved quality of living through efficient public services and administration”

Under *SO 4.1. “To improve efficiency of public services by strengthening capacities and cooperation between institutions”* organisations from almost all regions contribute to stronger *cooperation*. The most active region contributing to this outcome is Latgale region followed by Utenos, Zemgale and Kurzeme.

2.3. What are the main factors that influence the commitment?

Existing committed values of Programme output indicators exceed the target values for 10 out of 13 indicators. As of May 2019, commitments for two indicators (2.2.3. *Roads: total length of reconstructed or upgraded roads*; and 3.2.1. *Number of deprived communities participating in the regeneration activities*) are below the set targets by -0,3% and -13% accordingly. For one indicator (1.2.1. *Number of organisations supported*) the target value has been reached. In relation to the number of visits to supported sites (1.1.1. *Sustainable tourism: increase in expected number*

of visits to supported sites of cultural and natural heritage and attractions) and number of organisations participating in cooperation (4.1.1. *Number of institutions, participating in cooperation*) commitments slightly exceed the target value (by 17% and 18% accordingly). Commitment exceeds the planned targets by more than 20% in relation to social services and infrastructure (3.1.1. *Created/improved social services and infrastructure*), social inclusion measures (3.1.2. *Created/improved social inclusion measures*) and business support infrastructure (2.1.2. *Improved or created business support infrastructure objects that ensure indirect business support*). Commitment significantly exceeds the target values (two and three times) in relation to business support services (2.1.1. *Business support services improved/created as result of the cross border cooperation*), educational and training objects (2.2.1. *Created or improved educational and training infrastructure objects planned for joint use*) and land rehabilitation (1.3.1. *Land rehabilitation: total surface area of rehabilitated land*). Extremely high overcommitment is made regarding participants of joint local employment initiatives and trainings (2.2.2. *Labour market and training: number of participants in joint local employment initiatives and joint training*) and in relation to the number of enterprises that receive non-financial support (2.1.3. *Productive investment: number of enterprises receiving support*).



Picture # 18 Summary of committed output indicator target values, %

Reasons for not yet committed output indicator 2.2.3 (*Roads: total length of reconstructed or upgraded roads*) is explained by technical adjustments regarding the length of the reconstructed road. Reasons for not yet committed output indicator 3.2.1. (*Number of deprived communities participating in the regeneration activities*) is explained by lower activity of project applicants under the first CoPs. It is expected that under the 3rd CoP more projects will be supported, thus higher commitment will be achieved for the output indicator.

Analysis of project applications, Programme documentation and results of the interviews indicate several potential reasons for overcommitments of 20% and more made by projects:

- Unclear definitions of Programme outcomes leave room for interpretation from the applicants' side

Programme Manual for the 1st CoP did mention output criteria for each SO without explanation or definitions of each output, thus leaving interpretation for the applicants. In particular, it was the case for SO 3.1. (To improve accessibility and efficiency of social services). As a result, the projects supported under the 1st CoP contained variety of interpretations of the outputs (e.g. under SO 3.1. some project applicants counted the number of trained specialists as social inclusion measures, etc.) and JS had to correct each such case before approving the project. The JS updated the Programme Manual for the 2nd CoP and provided definitions for some output indicators (e.g., definitions of social inclusion measures, social services, brownfield clearing).

As a result, the projects supported under the 2nd CoP for SO 3.1 in general contain less variety in interpretations of outputs as well as lower commitment values.

- High project level target values (quantity over quality)

Analysis of project applications and interviews demonstrate that some project applicants tend to set high target values at the application stage, since they believe that higher target values may provide additional points during evaluation of project application, e.g., under SO 1.1.1. Sustainable tourism: increase in expected number of visits to supported sites of cultural and natural heritage and attractions, 2.1.3. Productive investment: number of enterprises receiving support (number of enterprises receiving non-financial support). Provision of selection criteria in the Programme Manual and more guided consultations during the application phase should help to limit such cases.

- Initially low target values (pessimistic targets during Programming phase)

After the 1st CoP the commitment values exceeded the target values for eight out of 13 output indicators. Despite that target values for six indicators were increased later during the Programme amendments, commitments for ten out of 13 output indicators exceed targets. This indicates that the initial target values were set too low. In future the Programme level output indicators should be set within the context of Theory of Change for each SO and commitments made under the current Programme.

- Divergent approaches for measurement of outputs in some cases

Projects apply very different methodologies for measuring certain outputs e.g. the number of enterprises receiving non-financial support under SO 2.1.3. Productive investment: number of enterprises receiving support (number of enterprises receiving non-financial support). In some cases, all participating enterprises during general informative events were counted, but in other - series of individual consultations were counted, that provide much higher involvement of the beneficiaries. More precise methodology would be useful, e.g., calculation of public event h per participant/ individual consultation h per participant, etc. Similar issues were identified for measuring the number of participants in joint local employment initiatives and joint training under SO 2.2.2. Labour market and training: number of participants in joint local employment initiatives and joint training.

2.4. What is the state of play of the current achievement of outputs in projects?

This section provides an insight into the committed outputs and the state of play of the implemented projects. By the cut-off date of the evaluation in total 90 projects have been approved and commenced from the 1st and 2nd CoPs. While some of projects of the first CoPs have already been finished, still comparatively large part of them are on-going and have not reported to date or have reported a part of the achieved results. According to the information provided by the eMS (as of 10 April 2019), in total 37 projects have reported actual achievement of outputs, contributing toward achievement of 11 out of 13 Programme output indicators. Current achievement level reported against the commitment varies from 4% - the number of visits to supported sites (1.1.1. *Sustainable tourism: increase in expected number of visits to supported sites of cultural and natural heritage and attractions*), to 64% - the number of institutions participating in cooperation (4.1.1. *Number of institutions, participating in cooperation*).

An exception is the achievement of 147% - improved/created business support infrastructure objects (2.1.1. *Business support services improved/created as result of the cross border cooperation*). Such over-achievement is ensured by two projects, that reported two times higher achievement than initially planned in the project application. E.g. project No LII-131 has reported establishment of 12 improved or created business support infrastructure objects instead of the initial target (7); the project No LII-138 has reported establishment of 6 objects instead of planned 3 objects. During the monitoring, the JS may pay particularly close attention to those projects, that show over-performance regarding output indicators.

	Indicators	No of projects reporting outputs	Reported value by projects	Committed value by projects	Level of achievement (reported/committed), %
1.1.1.	Sustainable tourism: increase in expected number of visits to supported sites of cultural and natural heritage and attractions	2	12735	290 096	4%
1.2.1.	Number of organisations supported	1	3	64	5%
1.3.1.	Land rehabilitation: total surface area of rehabilitated land	1	11,04	38,71	29%
2.1.1.	Business support services improved/created as result of the cross-border cooperation	3	13	28	46%
2.1.2.	Improved or created business support infrastructure objects that ensure indirect business support.	4	22	15	147%
2.1.3.	Productive investment: number of enterprises receiving support (number of enterprises receiving non-financial support)	2	25	546	5%
2.2.1.	Created or improved educational and training infrastructure objects planned for joint use.	6	12	28	43%
2.2.2.	Labour market and training: number of participants in joint local employment initiatives and joint training.	6	872	2323	38%

2.2.3.	Roads: total length of reconstructed or upgraded roads	0	0	45,93	0%
3.1.1.	Created/improved social services and infrastructure	1	5	40	13%
3.1.2.	Created/improved social inclusion measures	0	0	73	0%
3.2.1.	Number of deprived communities participating in the regeneration activities	4	14	41	34%
4.1.1.	Number of institutions, participating in cooperation	7	79	123	64%

Table # 4 Current state of play of the commitment and achievement of output indicators within projects
Source: eMS, 10th April, 2019

2.5. What is the possible impact of existing commitment on the achievement of Programme result indicators and their target values?

Achievement of eight Programme specific objectives is measured by nine Programme-specific result indicators. Result indicators are expected to measure changes at the macro level, demonstrating medium term impact.

Specific Objective	Result indicator	Baseline	Target (2023)
1.1.	Overnight stays of visitors in the Programme area	3 085 435	3 548 250
1.2.	Number of organisations jointly contributing to environmental resource management	177	186
1.3.	Number of households not facing pollution, grime and other municipal environmental problems	855 069	861 054
2.1.	Newly established businesses per year	6 619	6 818
2.2.	Number of people receiving upgraded skills matching labour market needs per year	34 396	36 116
2.2.	Number of commuters per day	1 561	1 717
3.1.	Number of people benefitting from more accessible, efficient social inclusion measures and social services	2 000	3 000
3.2.	Number of households not facing pollution, grime and other municipal environment problems	855 069	861 054
4.1.	Number of solutions improving public services	36	40

Table # 5 Baseline and target values of result indicators

National statistical data from Latvia and Lithuania are used to measure five result indicators; remaining four are measured via specific surveys designed by the Programme. By the cut-off date of the evaluation, complete data are available for measurement of one result indicator (1.1. *Overnight stays of visitors in the Programme area*). For measurement of indicators 1.3. (*Number of households not facing pollution, grime and other municipal environmental problems*), 2.1 (*Newly established businesses per year*), and 3.2. (*Number of households not facing pollution, grime and other municipal environment problems*) data are available partly and a specific inquiry to the

national statistics institutions would be required to obtain data by Programme regions. For measurement of the indicators 1.2. (*Number of organisations jointly contributing to environmental resource management*), 2.2. (*Number of people receiving upgraded skills matching labour market needs per year*), 3.1. (*Number of people benefitting from more accessible, efficient social inclusion measures and social services*) and 4.1. (*Number of solutions improving public services*) a specific survey needs to be organized¹². No projects have been finished in support of the indicator 2.2. (*Number of commuters per day*). Detailed information about calculation of result indicator values is provided in the Annex, page 69.

To assess potential impact of committed output values upon achievement of Programme result indicators and their target values, strength of relationship between the outputs and result indicators, and influence of external factors was assessed¹³. Strength of relationship (cause-effect relations) between the results and outcomes was analysed using logical models elaborated for each SO (see Annex, page 73). Analysis of internal cause-effect relations demonstrate strong and direct relationship between the outputs and result indicators for SO 1.1. (*To increase number of visitors to the Programme area through improving and developing cultural and natural heritage objects, services and products*), SO 1.2 (*To increase integration and efficiency of environmental resource management*), SO 2.1. (*To create employment opportunities through entrepreneurship support*), SO 2.2 (*To increase job opportunities by improving mobility and workforce skills*), SO 3.1 (*To improve accessibility and efficiency of social services*) and SO 4.1 (*To improve efficiency of public services by strengthening capacities and cooperation between institutions*); medium strong relationships for SO 3.2 (*To improve living conditions in deprived communities and territories*); and low cause-effect relationships for SO 1.3 (*To regenerate public areas with environmental problems*).

Potential impact of external factors upon reaching result indicators (or possibility that result may be reached by other means) was analysed. Analysis of external factors demonstrate low influence of external factors toward achievement of result indicators for SO 1.2 (*To increase integration and efficiency of environmental resource management*), output indicator 2.2.2. (*Labour market and training: number of participants in joint local employment initiatives and joint training*). and result indicator for SO 4.1. (*To improve efficiency of public services by strengthening capacities and cooperation between institutions*); medium influence for SO 1.1. (*To increase number of visitors to the Programme area through improving and developing cultural and natural heritage objects, services and products*), SO 2.1. (*To create employment opportunities through entrepreneurship support*), output indicator 2.2.1. (*Created or improved educational and training infrastructure objects planned for joint use*), result indicator for SO 3.1. (*To improve accessibility and efficiency of social services*) and SO 3.2. (*To improve living conditions in deprived communities and territories*); and high influence for SO 1.3. (*To regenerate public areas with environmental problems*).

Three main categories of external factors were identified: i) potential influence of other interventions targeted at the same target group (e.g. for SO 1.1., 2.1., 2.2.1., 3.1.); ii) potential influence of socio-economic processes (e.g. for SO 1.1., 2.1.); and iii) methodology for measurement of the result indicator and its relevance to the Programme intervention (e.g. for SO 1.3., 2.2.1., 2.3.).

¹² Assessment of Programme's result indicators was not foreseen by the ToR for this evaluation.

¹³ Under internal causality the strength of causal chain between programme output indicators and result indicators was assessed. In particular, length of causal chain (e.g. how many causal steps are necessary to link outcomes with result indicators) and strength of the causality (varying from strong, medium and low) were applied for assessment. Under external factors the potential impact of external factors to the achievement of result indicators was assessed.

Analysis demonstrates the possibility that higher output commitments may stimulate higher result values for SO 1.2. (*To increase integration and efficiency of environmental resource management*), output indicator 2.2.2. (*Labour market and training: number of participants in joint local employment initiatives and joint training*) and result indicator for SO 4.1. (*To improve efficiency of public services by strengthening capacities and cooperation between institutions*). Potential impact regarding the result values is medium for SO 2.1. (*To create employment opportunities through entrepreneurship support*) and SO 3.1. (*To improve accessibility and efficiency of social services*) is medium. Potential impact is low for SO 1.1. (*To increase number of visitors to the Programme area through improving and developing cultural and natural heritage objects, services and products*), SO 1.3. (*To regenerate public areas with environmental problems*), output 2.2.1. (*Created or improved educational and training infrastructure objects planned for joint use*) and SO 3.2. (*To improve living conditions in deprived communities and territories*).

SO	Result indicator	Internal causality	External factors	Possible impact of output commitments on result values
1.1.	Overnight stays of visitors in the Programme area	Strong	Medium	Low
1.2.	Number of organisations jointly contributing to environmental resource management	Strong	Low	High
1.3.	Number of households not facing pollution, grime and other municipal environmental problems	Low	High	Low
2.1.	Newly established businesses per year	Strong	Medium	Medium
2.2.1.	Number of people receiving upgraded skills matching labour market needs per year	Strong	Medium	Low
2.2.2.	Number of commuters per day	Strong	Low	High
3.1.	Number of people benefitting from more accessible, efficient social inclusion measures and social services	Strong	Medium	Medium
3.2.	Number of households not facing pollution, grime and other municipal environment problems	Medium	Medium	Low
4.1.	Number of solutions improving public services	Strong	Low	High

Table # 6 Potential impact on the achievement of Programme result indicators

2.6. What is the potential impact of additional ERDF funding in 2018 on the target values of result indicators?

Additional ERDF funding provided in 2018 has allowed increase of the target value of output indicators for Priorities 1, 3 and 4. Potential impact of additional ERDF funding on the target values of result indicators depends directly on the causal strength (relationship) between outputs and results and probability of achievement of result values. While additional funds have contributed toward higher commitment of output indicators, it is not expected that these should

directly lead to overachievement of results indicators. No need to revise the result indicators was identified therefore.

2.7. Main conclusions and areas for improvement

The evaluation confirmed that committed values of output indicators exceed the target values for 10 out of 13 indicators. In particular, commitments for 3 indicators (*business support services improved/created as result of cross border cooperation (2.1.1.)*, *improved/created business support infrastructure objects that ensure direct business support (2.2.1.)* and *land rehabilitation: total surface area of rehabilitated land (1.3.1.)*) significantly exceed the target values. For 2 indicators (*labour market and training: number of participants in joint local employment initiatives and joint training (2.2.2.)* and *productive investment: number of enterprises receiving support (2.1.3.)*) overcommitment is extremely high exceeding the set targets by +232% and +1265% accordingly.

During analysis of project applications and interviews with the PP it was observed that that some project applicants tend to set high target values at the application stage (e.g., *improved/created business support infrastructure objects that ensure direct business support (2.2.1.)*). Also, projects apply very different methodologies for measuring certain outputs -in some cases, all participating enterprises during general informative events were counted, but in other - series of individual consultations were counted under 2.2.1. Hence, more guided consultations during the application phase and precise methodology would be useful.

It is assumed that for more than half of the indicators the overcommitted outputs may lead to the achievement of higher values of result indicators. Such effects can be predicted for those indicators, that demonstrate strong relationship between the outputs and result indicators (e.g. number of organisations jointly contributing to environmental resource management (e.g., people receiving upgraded skills matching labour market needs per year, commuters per day, people benefitting from more accessible, efficient social inclusion measures and social services and improved public services). Given that committed values exceed the targets for majority of indicators it is concluded that the initial target values were set too low in the programming stage. Therefore, in future the Programme level output indicators should be set within the context of Theory of Change for each SO and in line with the respective commitments made under the current Programme.

It is concluded that precise calculation of project commitments by the Programme regions is possible only for a part of the Programme outputs (since the Programme itself encourages cross border cooperation, incl., joint activities leading to joint outputs). Analysis of outputs demonstrate that some Programme regions on average have made higher commitments than others. Further analysis shows that commitment levels are strongly connected to the overall number of projects implemented by PPs from particular regions.

It is not expected that additional funds provided in 2018 will directly lead to significantly higher achievement of results indicators, albeit these funds have committed higher values of output indicators. No need to revise the result indicators has been identified.

3. Wider contribution to the EU Strategy for the Baltic Sea Region and horizontal principles

As per ToR the evaluators were required to assess contribution of the approved projects toward achievement of the objectives of the EU Strategy for the Baltic Sea Region and application of horizontal principles. In particular it was required to assess contribution of Programme's priorities and approved projects towards the implementation of the EU Strategy for the Baltic Sea Region, incl., 2 project examples per priority (see [Annex 7 Good practice projects, page 79](#)) and to identify 2 project examples per SO that serve as best practice in implementation of horizontal principles (see [Annex 7 Good practice projects, page 82](#)).

3.1. How does the Programme contribute toward delivery of the EU Strategy for the Baltic Sea Region and horizontal principles?

The Programme supports and contributes to the delivery of the EU Strategy for the Baltic Sea Region (hereinafter - EUSBSR)¹⁴. Most of the programme SO are directly related to the EUSBSR objective "Increase prosperity". Exceptions are *SO 1.2. To increase integration and efficiency of environmental resource management* and *SO 1.3. To regenerate public areas with environmental problems*, which are directly connected to the objective "Save the sea". Given the close connections between the Programme SOs and the EUSBSR objectives and policy areas (PA), it is possible to confirm that the Programme supports the EUSBSR. The table in [Annex 5 Programme projects per EUSBSR objectives and policy areas](#) gives a detailed illustration of the relationship between the Programme's and the EUSBSR objectives and PA.

Despite the present connections between the Programme's SOs and the EUSBSR objectives and PA, none of the Programme projects have an EUSBSR Flagship status. The largest number of projects contribute indirectly to the PA "Education" (26 projects) and "Health" (25 projects). Programme projects also

¹⁴ EU Strategy for the Baltic Sea Region (EUSBSR): Implementation, available: [accessed 01.02.2019.] <https://www.balticsea-region-strategy.eu/about/implementation>.

78 projects (87%)

have a positive contribution to "Sustainable development"

72 projects (80%) -

have a positive contribution to "Equal opportunity and non-discrimination"

57 projects (63%)

have a positive contribution to "Equality between men and women"

contribute indirectly to PA “Culture” (13 projects), “Tourism” (13 projects), “Secure” (13 projects), “Nutri” (6 projects), “Bioeconomy” (5 projects), “Innovation” (3 projects), “Ship (2 projects), “Hazards” (1 project) and “Transport” (1 project). Majority of projects contribute indirectly to only one PA (69). However, 19 projects contribute indirectly to two PA. Detailed information on project contribution to the objectives and PA of the EUSBSR are presented in Annex 4. In addition, all Programme projects contribute indirectly to the Horizontal Actions “Neighbours” and “Capacity” of the EUSBSR by strengthening the cooperation between the neighbouring regions and raising their capacity via joint implementation of the projects.



Picture # 19 Contribution of project to the EUSBSR objectives

The good practice projects contributing to the EUSBSR were identified on basis of the following criteria:

- specific contribution to the objectives and policy areas of the EUSBSR providing specific new solutions, methodologies or practices;
- a wide partnership with a regional (instead of local) cross-border importance and impact,
- a balanced representation of partners from Latvia and Lithuania.

In the 1st Programme priority the selected good practice projects undertake address environmental issues and promote tourism. One of the projects develops a new ecosystem and landscape-based approach for integrated planning and management of the lowland rivers addressing the eutrophication, which is major problem for the Baltic Sea and related inland water ecosystems. There are specifically targeted solutions introduced that can be further exploited and disseminated to other regions and countries around the Baltic Sea and thus contributing to the objective “Save the sea” of the EUSBSR. Another project promotes the project territory as a joint nature-based tourism destination having European level significance as important bio tops for local and migrating birds thus contributing to the objective “Increase prosperity” and the PA “Tourism” of the EUSBSR.

In the 2nd Programme priority the selected good practice projects improve the offer of the education programmes, challenge the shortage of qualified specialists and enhance the mobility of workers in cross-border territory of the Programme area. Educational programmes cover different fields: electrical engineering and high voltage technologies in maritime and shore industries, technical aspects and interior design of transport vehicle, textile and graphic design, landscape design and agro tourism, agriculture and technologies. Projects are implemented in the

higher and vocational education sectors, and both contribute to the objective “Increase prosperity” of the EUSBSR.

In the 3rd Programme priority the selected good practice projects develop new social inclusion measures and social services, organise social inclusion activities for people with disabilities, children and youth at the discrimination risk, improve the support and counselling services for victims of domestic violence, increase the capacity of the specialists and institutions working in this field. Both projects contribute to the objective “Increase prosperity” of the EUSBSR.

In the 4th Programme priority the selected good practice projects form successful partnerships and synergies of several national authorities that introduce and pilot new initiatives and approaches, apply modern technologies and technical equipment for police, border guard and other institutions involved in the ensuring safety in the Programme area. Both projects contribute to the objective “Increase prosperity” of the EUSBSR.

Detailed description of the best practice projects contributing to the EUSBSR is in [Annex 7 Good practice projects, page 78](#).

While PPS acknowledge the linkage of their individual project to the EUSBSR, there is lack of wider information and dissemination about the overall contribution of the Programme to the EUSBSR. Also, PPs operate in a comparatively closed information cycle of their own project and miss the information about possible synergies with other projects in delivering more significant impact towards the EUSBSR.

Further, as per ToR the good practice projects that contribute to the horizontal principles (Sustainable development, Equal opportunity and non-discrimination, Equality between men and women) were identified based on their [specific contribution to the achievement of one of the three horizontal principles](#). Detailed description of the best practice projects ensuring contribution to the horizontal principles is in [Annex 7 Good practice projects, page 82](#).

3.2. Main conclusions and areas for action

Taking into account the analysis, the Programme contribution to the EUSBSR objectives is evaluated as high (for more information, see evaluation rubrics in [Annex 16 Description of Criteria of Evaluation rubrics](#)).

Programme contribution to the EUSBSR objectives	Assessment				
	Not applicable	Low	Satisfactory	High	Excellent
Increase Prosperity					
Save the sea					
Connect the region					



Table # 7 Improvement to facilitate a wider contribution to the EUSBSR and horizontal principles

While the projects contribute toward objectives and PA of the EUSBSR, none of the projects has acquired the flagship status. Therefore, the Programme bodies are advised to facilitate identification and promotion of best examples from the Programmes projects via certain activities. In particular, the Programme bodies are advised to undertake internal “treasure hunting” of projects, that demonstrate the highest contribution to the EUSBSR. The Programme bodies could use these identified projects for further promotion and wider dissemination of information about the Programme and its role in achieving goals and PA of EUSBSR.

Within the future programmes, the applicants of large-scale projects should be motivated and advised to obtain the EUSBSR flagship project status. This approach should be explained in the Programme Manual and during information activities for the potential applicants. To facilitate and simplify the analysis of the project contribution to the EUSBSR, the project applications could include a more structured description regarding the contribution to the EUSBSR goals and policy areas. A multiple-choice field could be created where project applicants can choose one or several EUSBSR policy areas to which the project application contributes with additional field of the short description about this contribution.

In order to promote the contribution of the Programme to the EUSBSR, the Programme bodies could facilitate the creation of project applications in particular areas, where the Programme could provide a specific contribution (specific new solutions, methodologies or practices) that can be further developed on the larger scale of the Baltic Sea Region. The Programme bodies can establish more closer cooperation with the EUSBSR Communication point in order to better use their expertise and dissemination resources.

Also, projects with a significant synergy with other EUSBSR flagship projects can be used by the Programme bodies for further communication and dissemination activities. In such the Programme could demonstrate also better synergy with other European Territorial Cooperation Programmes in contributing the EUSBSR.

In order to improve the analysis of the project contribution to the horizontal principles (Sustainable development, Equal opportunity and non-discrimination, Equality between men and women), the Joint secretariat could provide guidance or instructions to project applicants on how to evaluate a positive or a neutral contribution of a project application to each horizontal principle. Positive impact can be considered in case the project activities increase the knowledge, influence or change the behaviour of the society or specific target groups regarding the horizontal principles.

For more information on specific recommendations, please see [Annex 1](#) Recommendations for further improvement.

4. Planning for Programme impact evaluation in 2020

The task of the current evaluation is to define availability of data within the projects and beyond, and recommend the most suitable methods for each priority for the upcoming Programme evaluation in 2020.

4.1. Evaluation focus and goals

According to the Regulation No 1303/2013 during the planning period the Managing Authority should ensure that evaluations are carried out to assess the effectiveness, efficiency and impact of a programme. At least once during the Programme's lifetime, an evaluation shall assess Programme's contribution toward objectives for each priority. By the end of the Programme the Managing Authority shall submit a report summarising the findings of evaluations carried out and the main outputs and results of the Programme¹⁵.

Selection of appropriate evaluation method is based on following three criteria:

1. Evaluation focus and goals;
2. Context of Programme specific objectives and potential evaluation questions;
3. Availability and validity of data.

FGD was implemented with the representatives of the MA and JS in April 26, 2019 in order to outline the focus, goals and questions for the upcoming evaluation in 2020. During the FGD potential focus of the forthcoming evaluation was defined¹⁶:

¹⁵ Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006

¹⁶ Potential users of the evaluation will be Managing Authority and JS, National authorities, Monitoring committee members, representatives of planning regions (Latvia) and of "apskirtis" (Lithuania), sectoral ministries, European Commission and beneficiaries.

Task of the current evaluation is to define the availability of data for evaluation of impact and recommend most appropriate evaluation methods to be used for the impact evaluation of the Programme in 2020

Potential focus	Evaluation criteria			
	Relevance	Effectiveness	Efficiency	Impact
Simplification of implementation				
Achieved results				
Programme communication				
Specific role of the programme in promoting cooperation				
Added value of the programme				
Priorities/issues and investment focus for the next planning period				

Table # 8 Potential focus of the upcoming evaluation

Hence, the evaluation should identify Programme’s contribution toward development of cross border cooperation culture and added value within the Programme area.

4.2. Evaluation context and potential evaluation questions

The intervention logic of the Programme contains priorities, specific objectives, results indicators, output indicators and supported actions. In order to identify interrelationships between these elements of intervention and select the causal links to be verified by the evaluation, we have developed logic models for each specific objective (see Annex, page 92).

We advise to apply these logic models for identification of Programme outcomes/impacts to be verified by the evaluation. In the Table # 9 Potential evaluation questions (see below) potential evaluation questions are provided that build upon the generic logic model structure. During the evaluation, these generic questions can be further adapted to suit each specific SO:

Inputs	Actions		Outcomes - Impact		
	Activities	Actors	Short-term	Medium term	Long-term
Was the Programme support for [SO target group] used worthwhile for creation of [SO focus]?	Which supported actions have provided the best results in creation of [SO focus]?	For whom and in what circumstances supported actions have provided the best results in creation of [SO focus]?	How useful are the Programme outcomes? What changes in [SO focus] Programme outcomes have triggered?	How substantially Programme has contributed towards creation of [SO focus]?	Which changes in [SO long term outcome] can be attributed to the Programme?

Table # 9 Potential evaluation questions

4.3. Availability and validity of data

Data necessary to answer the evaluation questions identified before and relevant data sources are outlined in the Table # 10 Necessary data, data sources and methods of analysis

Intervention logic element / evaluation question	Necessary data	Data source / method of analysis
<p><i>Inputs:</i></p> <p>Was the Programme support for [SO target group] used worthwhile for creation of [SO focus]?</p>	<ul style="list-style-type: none"> ▪ Supported activities ▪ Number of target group members benefitting the activities ▪ Amount of resources (financing, human resources etc.) used for delivery of activities 	<ul style="list-style-type: none"> ▪ eMS, project reports ▪ Quantitative analysis
<p><i>Activities:</i></p> <p>Which supported actions have provided the best results in creation of [SO focus]?</p>	<ul style="list-style-type: none"> ▪ Implemented activities ▪ Information about outputs and achieved results ▪ Target group opinion about the effect of activities 	<ul style="list-style-type: none"> ▪ eMS, project reports ▪ Interviews, survey, FGD ▪ Qualitative analysis
<p><i>Actors:</i></p> <p>For whom and in what circumstances supported actions have provided the best results in creation of [SO focus]?</p>	<ul style="list-style-type: none"> ▪ Implemented activities ▪ Information about outputs and achieved results ▪ Information about the target group members benefitting the activities (number, intensity of their involvement) ▪ Target group opinion about the effect of activities 	<ul style="list-style-type: none"> ▪ eMS, project reports ▪ Interviews, survey, FGD ▪ Quantitative / qualitative analysis
<p><i>Short-term outcomes:</i></p> <p>How useful are the Programme outcomes?</p> <p>What changes in [SO focus] Programme outcomes have triggered?</p>	<ul style="list-style-type: none"> ▪ Information about outputs and achieved results ▪ Information how target group is using the outcomes ▪ Target group opinion about the effect of outcomes on their situation 	<ul style="list-style-type: none"> ▪ eMS, project reports ▪ Interviews, survey, FGD ▪ Quantitative / qualitative analysis
<p><i>Medium term outcomes:</i></p> <p>How substantially Programme has contributed towards creation of [SO focus]?</p>	<ul style="list-style-type: none"> ▪ Target group opinion about the effect of outcomes on their situation ▪ Information about observable changes in the area of SO focus 	<ul style="list-style-type: none"> ▪ eMS, project reports ▪ Interviews, survey, FGD, observations ▪ Impact evaluation methods: quasi-experimental/theory based, case studies,
<p><i>Long-term outcomes:</i></p> <p>Which changes in [SO long term outcome] can be attributed to the Programme?</p>	<ul style="list-style-type: none"> ▪ Information about observable changes in the area of SO focus ▪ Information on macro level changes in the area of SO focus 	<ul style="list-style-type: none"> ▪ eMS, project reports ▪ Interviews, survey, FGD, observations ▪ Impact evaluation methods: quasi-experimental/theory based, case studies

Table # 10 Necessary data, data sources and methods of analysis

4.4. Main conclusions and areas for action

Analysis of project and Programme level data show that there is a limited amount of territory specific data available. Most important data source is the eMS. However, neither the eMS, nor the project reports provide detailed information about individuals/ households / organisations / entrepreneurs, etc., that have participated in project activities or benefited from the intervention.

Therefore, it is advised to focus the evaluation at the level of Activities, Actors and Short-term outcomes. The Programme is characterised by a small number of projects and comparatively small number of final beneficiaries, therefore it would be more suitable for theory-based impact evaluation methods. Furthermore, without detailed baseline data nor systematically collected data on final beneficiaries it would not be possible to apply any experimental or quasi-experimental impact evaluation methods.

Any evaluation would need to collect specific data about the effects of Programme. To facilitate data gathering and help forthcoming evaluation it is recommended to start systematic collection of data about Programme's effects. For this purpose, it is advised to apply the *Outcome Harvesting* method for establishment of systematic data collection and analysis framework - see Annex, page 100 for more details. For detailed recommendations please see [Annex 1](#) Recommendations for further improvement.

5. Has Programme implementation become more efficient?

As per ToR the evaluators were required to assess simplification measures introduced in 2014 – 2020 programming period, in order to determine the ones which have reduced the administrative burden most significantly and identify those, that need to be maintained during the next programming period.

5.1. Which simplification measures should be preserved?

In order to reduce the administrative burden for the applicants and PP, various simplification measures were introduced in this Programme implementation period (2014-2020). In overall, the PP acknowledge improvements made and all of them shall be kept further (in this and the next planning period beyond 2020). The following narrative provides an overview of each simplification measure.

The **simplified costs options** (flat rates for staff, office and administration costs; lump sum for project preparation costs) are considered an important positive improvement towards the reduction of administrative burden. Almost half of the respondents of the survey confirmed that these contributed to significant simplification of work (see Picture # 21 below). During an interview it was confirmed: *“the flat rate for staff costs reduces the number of documents to be delivered to and checked by the Financial control (hereinafter – FC) ensuring faster and easier approval of reports”*.

Almost **80%** of partners confirm that the Programme improvements have **simplified their work**

More than **40%** of partners confirm that each simplification measure has **saved from 1 to 4 working days** for project preparation and implementation

Most significant improvements are related to the submission and approval of project applications, and reports via eMS.

To reduce the administrative workload of the PP even further, in case of a larger proportion of staff costs (not using a flat rate) in the project budget, it is advised to consider an introduction of a flat rate for other direct costs (as a share of staff costs). Some PP mentioned that they got confused with the variety of methods for calculation of staff costs and their description in the Programme Manual is seen as complicated. PPs would be interested to receive additional individual guidance regarding the most appropriate method and administrative procedure (documentary evidence), during the inception phase of the project (in the first month of the project implementation).

Additional administrative burden is related to the travel costs that are often clarified by the FC, while they form comparatively small proportion of the budget. Both the FC and PPs agree that checks and clarifications of small travel costs are not efficient against the working-hours spent and it is advised to consider introduction of a simplified costs option.

PPs are positive about using **one standardized application form** common for all cross-border cooperation programmes and see it as a good approach to be continued. As for further improvements, the PPs mentioned the need to simplify the application form, in particular, regarding the activities' time schedule, budget breakdowns and deliverables. Also, some PPs commented that the existing budget form does not serve for financial management of the project and the budget template used in previous programming period was more useful in this respect.

Electronic Monitoring System (eMS) ensured the most significant improvements for the applicants and PP. More than half of the respondents of the survey confirmed significant simplification of their work. During an interview it was mentioned: *“eMS is a pretty handy tool, but functionality needs to be improved”*. Although the PPs mentioned the need to make eMS more user friendly, they are interested in a further use of eMS and positively acknowledge its benefits, in particular, less printed documents; easier and faster processing and accessibility of all project documents; opportunity to operate in the eMS simultaneously for all PP from different geographical locations. Further improvements are recommended regarding technical aspects of project application, financial management and reporting. According to interviews: *“When creating a new report, you cannot see the information, results and costs reported in the previous reports. It would be useful to transfer such information automatically to the new report.”* Also, the possibility to see on one screen budgets of all partners and synchronisation of electronic eMS and printed (pdf) versions of the application forms would simplify further project implementation.

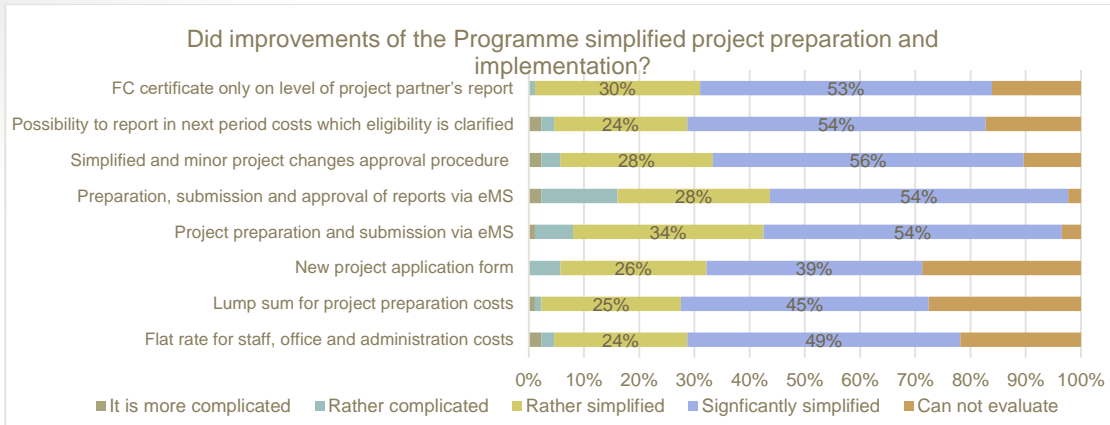
The simplified project changes submission and approval procedure is positively acknowledged by the PPs. Main comments regarding further improvements were more related to the functionality of the eMS. According to the interviews: *“Co-ordination of project changes using eMS has become more time-consuming than before. In case of clarifications the project has to be submitted and it becomes closed to the applicant, which interferes with other operations in the project. And if it requires next*

clarifications submitting / returning corrections / re-submission is inadequately time consuming.” It is advised to integrate the approval procedure of changes within the eMS using “track changes approach” and saving (storing) previous versions of the application form. This would reduce the workload for PPs and would help to avoid double documentary of changes in the paper format.

Two of the simplification measures: **1) the possibility to postpone and report in the next progress report expenses with unclear eligibility; 2) issuing the Financial control (hereinafter – FC) certificate only at the level of PP report** (in comparison with the previous Programming period when certificate was issued also for the consolidated progress report) are considered as important positive improvements that facilitate the cash flow within the projects, since the reimbursement of the reported costs takes place more rapidly.

However, the FC (especially in Latvia) is perceived as one of the Programme bodies, with a more bureaucratic approach. While, the FC provides informative support for PPs during seminars in the national language, via Guidelines for sound financial management and reporting, and individual consultations, more customer-oriented and advisory approach is still expected by the PPs, e.g., individual consultations regarding specific topics (procurement procedure, contractual requirements). In order to reduce the workload for PPs and FCs, as well as avoid delays in grant payments, it is advised to consider the possibilities of reducing the number of supporting documents to be submitted and checked by additional simplification of costs or introduction of sample (check) approach for each project based on risk assessment.

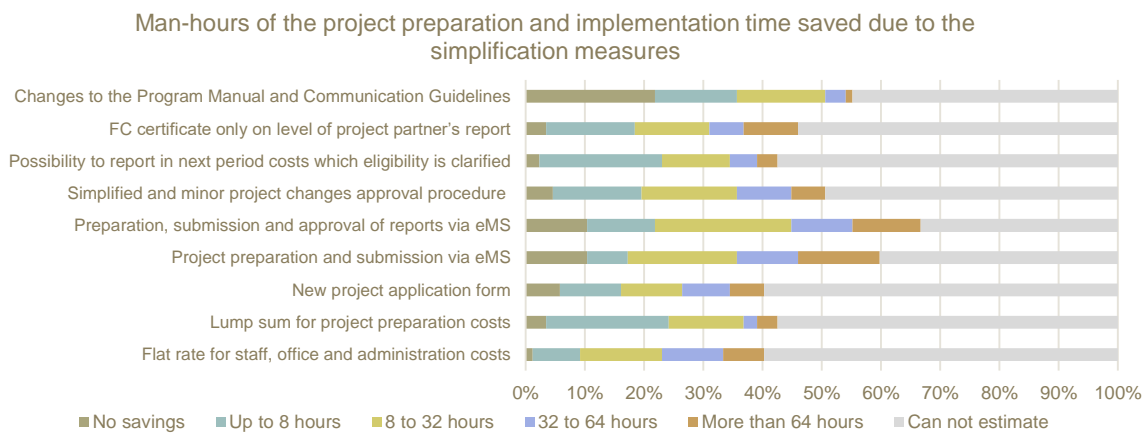
As regards the availability of **the Programme documentation** (guidelines, templates, etc.), the PPs consider that these are detailed enough and easy understandable for the reader. Yet the changes in the Programme manual and the Communication guidelines are criticized. During an interview it was mentioned: *“Less changes to the guidelines during the project implementation. Project Managers already have too many normative acts to follow and the procedures are quite cumbersome when the guidelines are amended several times during the implementation of the project”.*



Picture # 20 PPs opinion about the simplification measures introduced (Survey results)

5.2. Did simplification measures decrease administrative burden?

In general, the PPs acknowledge that the simplification measures have improved their work: *“Changes reduced the administrative burden and saved time for project activities”*. Also 42% of respondents confirmed that each simplification measure on average has **saved from 1 to 4 working days** during project preparation and implementation (see Picture # 21 below)¹⁷.



Picture # 21 Opinion of PPs about the efficiency of the simplification measures (Survey results)

During the interviews it was observed that **public procurement** is seen as a significant bottleneck for project implementation. Statistics confirms this assumption - considerably largest proportion of financial corrections are due to the failures in

¹⁷ However, part of the respondents are newcomers to this Programme (at least individuals), thus they could not estimate precise effects of the simplification measures.

Public procurement procedure. PPs often lack knowledge, experience and legal expertise to organise public procurement procedure properly. According to interviews: *“There are difficulties in the public procurement procedure, mainly when receiving comments from FC about not proper quality of the tender documentation and it needs to be clarified, or when the procurement should be terminated without results and the procedure announced again to avoid the financial corrections”*.

FC checks the tender procedure, documentation and results before the decision is taken, that often leads to termination of the procedure, appeal procedure and further delays in the project. While the JS is not authorized to advise partners on the requirements of the respective national procurement regulations, it organised seminars for PPs in both countries in national languages about the national procurement regulations. Furthermore, the PPs would be interested in additional consultations prior launch of the tender procedure that could be provided by the FC based on their experience on mistakes found during the checks. In addition, involvement of external legal expertise (with a specialisation in the procurement) might improve the capacity of PPs.

5.3. Main conclusions and areas for action

Given the positive assessment of the simplification measures by the PPs (during the survey), the overall rating is high.

Criteria	Assessment				
	Not applicable	Low	Satisfactory	High	Excellent
To what extent the simplification measures introduced so far have contributed to reducing administrative burdens for applicants and project partners					
High					

Table # 11 To what extent the simplification measures introduced so far have contributed to reducing administrative burdens

The PPs in general recognise and positively acknowledge efforts made by the JS towards simplification of project application and implementation. Nevertheless, there a potential to further support implementation of the projects and reduce the administrative burden of the PPs. Some recommendations regarding simplification complement the ones proposed in relation to the involvement of newcomers, for detailed recommendations please see [Annex 1](#) Recommendations for further improvement.

Communication objective 1

Ensure, that the organisations that are able to provide significant input in achievement of the SO of Programme priorities are informed about the financial support and receive necessary support during project application preparation and key pre-conditions are provided to meet the expected project results

6. How well the Programme has ensured communication?

As per ToR the evaluators were required to assess relevance of the Communication Strategy regarding the Council Regulations Nr 1303/2013 and to assess implementation of the Communication Strategy, and provide recommendations accordingly.

6.1. Communication with project applicants and project partners

Programmes web site

The website is the main communication tool of the Programme, that carries significant informative weight, incl.:

- General information about the Programme;
- Supporting materials for preparation of applications/implementation of projects;
- Information on project activities/planned activities.

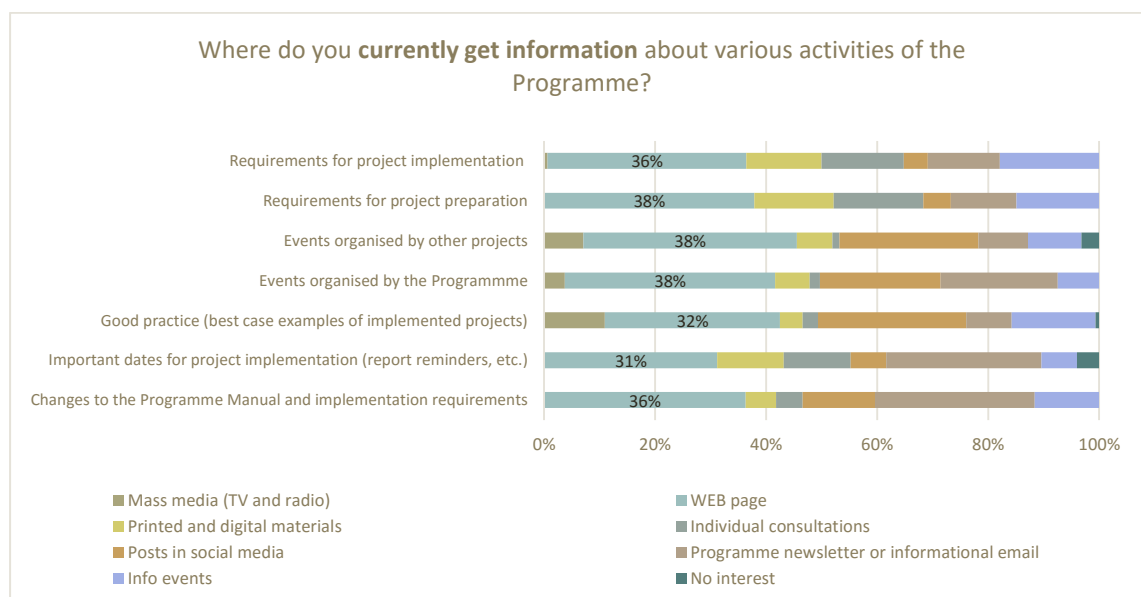
During the survey the applicants confirmed that they mainly received information about the Programme through the website.

The overall rating of the website is positive. The Programme has recently introduced a novelty – video tutorials (12) for the applicants of the 3rd CoP. Since it is still a novelty, videos have not generated significant amount of views. It is believed, that this tool will assist the applicants during the preparation of the application.

However, there are areas for potential improvement. In particular, during the interviews it was noted that the section *calendar/events* was overcrowded. The projects

post information on all types of activities, but there is no tool to select relevant information, that diminishes functionality of the website.

Guidance and support for application and implementation process is not sufficiently highlighted – the title *presentations* do not give sufficient significance to this section. In general, information is clustered around the CoPs, rather than around the needs of an applicant/PP.



Picture # 22 Information sources about the Programme (Survey results)

Information provided by *Google Analytics* shows that 40,717 users have visited the website from 01.03.16 till 25.05.19. Number of visitors increases in May, that coincides with the publication of CoP. The most part are new visitors (79,8%), while repeated visitors make up 20,2%. Information is mainly viewed in English (40,23%), and Lithuanian (13,66%). Only 8,87% viewed information in Latvian. There is almost equal representation of visitors from Lithuania (34,99%) and Latvia (34,06%). More detailed information is presented in Annex, page 102.

Seminars organised by the JS

There are regular seminars organised by the Programme, that cover various topics and needs of the PP (seminars on project implementation, reporting, public procurement, communication) and potential applicants (series of seminars for the potential applicants for the 1st, 2nd and 3rd calls) and are well attended. In particular, training on communication and publicity requirements was provided (number of participants of the seminars range from 14 to 43, see Table # 13 Seminars organized by the Programme in Annex 12 Information on communication activities). The most attended were the seminars on reporting. See Table # 22 Seminars organised by the

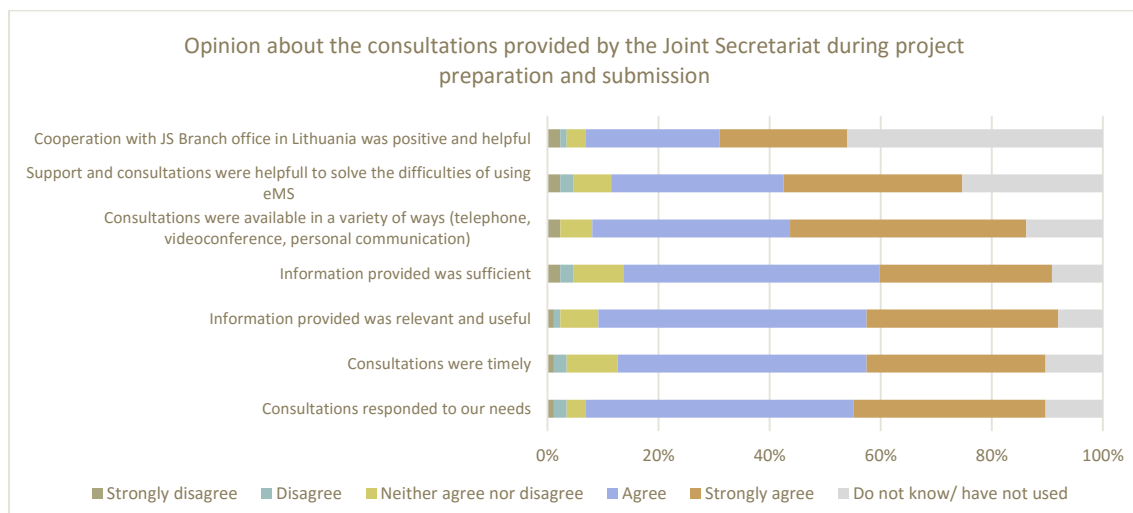
Programme in Annex. In order to further improve the quality, during the interviews¹⁸ it was suggested to coordinate the seminars with other programmes (e.g., with the seminars organised by European Neighbourhood Instrument Cross-Border Cooperation Programme Latvia – Lithuania - Belarus 2014-2020).

During the evaluation two observations were performed of the seminars under the 3rd CoP. It was observed that these seminars were focused upon practical involvement, generation of ideas, solution of issues. Presentations were logical, structured, but too little practical examples were used. Also, the best practice presentations from other projects did not focus upon experience (who did what, why), but presented the overall achievements of the projects.

Both the survey results and the interviews confirmed that more practical information is needed. Also, meetings among the potential partners would be appreciated. In the same time there is notion that, some PP are rather protective of their ideas. There is need to find solution for both finding PP and remaining ownership over one’s ideas.

Consultations provided by the JS

Consultations during the application phase are rated positively in general, see **Picture # 23**.

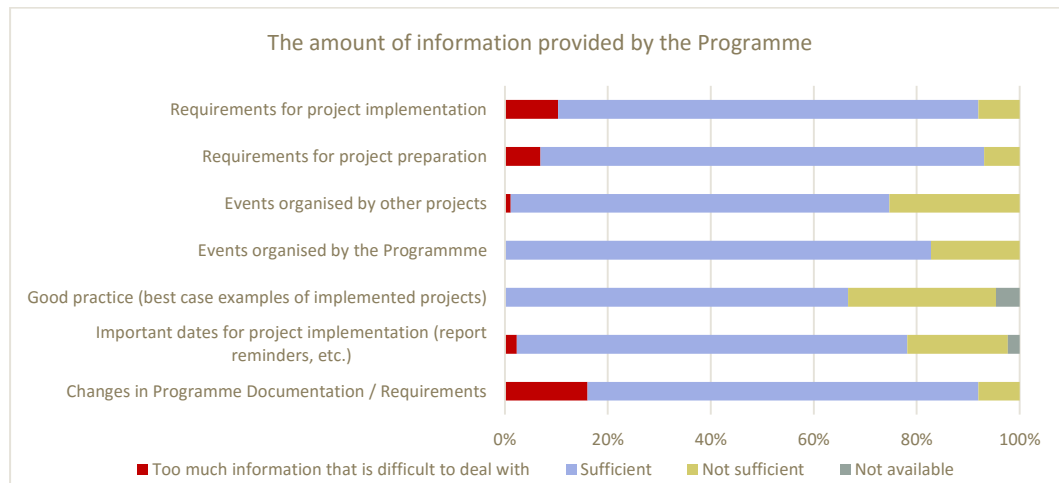


Picture # 23 Assessment of consultations provided by the JS for the applicants (Survey results)

The respondents of the survey gave a positive assessment of the consultations provided during the implementation. Assessment was lower regarding statements “provided information was sufficient” and “support and consultations were helpful to solve the difficulties of using eMS”, and regarding timeliness of the consultations. However, the number of such answers was relatively low. See **Picture # 38 Assessment of consultations provided by the JS for the beneficiaries** in Annex.

¹⁸ During the interviews the interviewees were asked to assess the seminars in general, without further division according to themes.

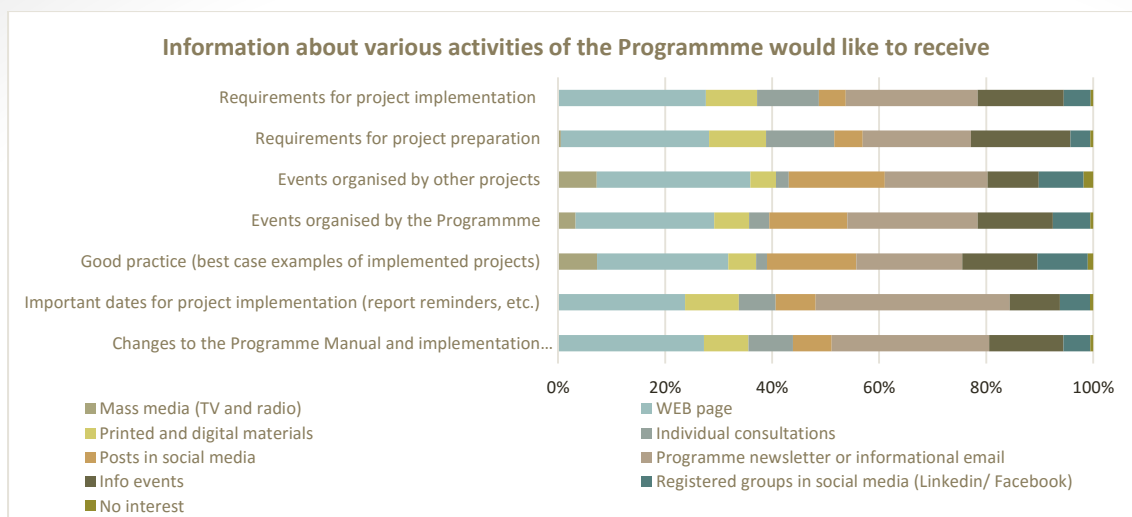
During the interviews it was mentioned that PP would appreciate face to face meetings with the JS staff and more pro-active involvement of the JS during project implementation, also with the staff in Lithuania: *“It has been very helpful that there is a person in Lithuania who can comment on the publicity requirements, which are complex”*.



Picture # 24 Assessment of information provided by the JS (Survey results)

The respondents stated that they faced some difficulties to understand changes to the Programme documentation and requirements. This statement was also reiterated during the interviews. The respondents noted that insufficient information was provided regarding the best practice. The best practice can be enriched by examples from other programmes in the same region, thus providing broader overview and perspective.

In future the respondents want to receive information through the website, Programme’s newsletter or informative emails. The website is the leading communication channel regarding all topics/ thematic areas. E-mail and newsletter are key regarding important dates for implementation.



Picture # 25 Future information needs of the beneficiaries (Survey results)

6.2. Communication with wider public

Publications in media

Publications in media regarding the Programme were analysed. Information was searched through news.lv (in Latvia), which provides information from 100 different newspapers and BNS¹⁹. In Lithuania information was searched through the Lithuania National Bibliography Database (NBDB)²⁰. Analysis covers publications in media, but TV and radio broadcasts are not included as information is not available.

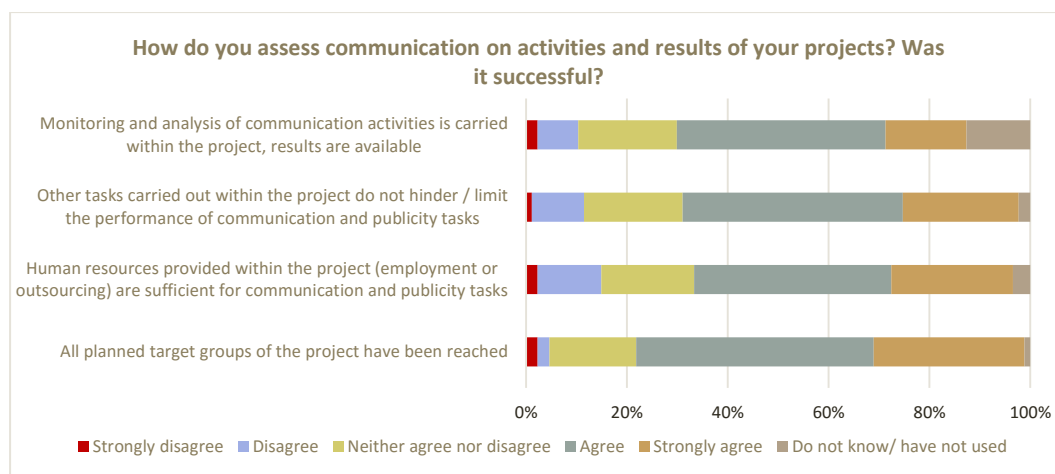
Publications are mainly found in the regional media, that is relevant to the Programme's specifics. Mainly, the publications inform about commencement of the project, individual project activities, and results of projects. Several publications are dedicated to description of the Programme, cooperation opportunities, and plans of the municipalities for development of cross border cooperation. Projects mostly provide media with information on project-related events - project launch, events and project results, but content related communication is largely missing.

During the interviews many PP noted that regional media are effective instruments for reaching the target audience, since the local newspapers reach the project target groups. Since almost all projects noted positive cooperation with the regional media, it is not clear why there are so little publications in news.lv database – it is either

¹⁹ News.lv, available: [accessed 01.02.2019.] <http://news.lv/about/news.lv>.

²⁰ Lithuania National Bibliography Database (NBDB), available: [accessed 01.02.2019.] <https://nbdb.libis.lt/>.

mistake of the database, or the publications do not contain correct titles of the Programme.



Picture # 26 Communication activities of the beneficiaries (Survey results)

In general, the respondents provided positive assessment of project communication activities. An opinion was expressed regarding insufficient human resources for communication in the projects. In the interviews it was noted that the projects with dedicated communication person have better results, since more active communication is ensured and more creative solutions are used. The opposite is seen in small scale projects, where the project coordinator implements functions of PR person, and thus communication is often formal.

The respondents gave positive assessment of their communication capacity, see table Self-assessment of the beneficiaries in Annex, page 106. However, during the interviews it was noted that the Programme Communication guidelines were not totally clear (the interviewees mentioned that the Communication guidelines were too bulky and could not be easily reviewed (per topics), the demands for press releases make them too formal, and that there were too many changes in the Communication guidelines, that made them hard to trace). On the other hand, attendance rate of the communication seminars is average, which shows that communication is often not the seen as a priority by the PP.

Facebook

Facebook account of the Programme [@LatviaLithuaniaProgramme](#) is active since 01.07.2013. It has 996 followers and it has accumulated 881 likes²¹. It shows both Programme related events and project related events. While it allows for reaching wider audience, on the other hand – it is more difficult to obtain information on Programme news specifically. The followers are both from Latvia (384) and Lithuania

²¹ As of 28.05.19. The first message, that gained popularity was made in 26.05.2017. the most popular post was “Are you enjoying the warm weather as much as we are? Getting in the mood for a vacation? 🌞, about the project ‘Exploring Zemgale by Bicycle’ (21.07.18). It achieved 4541 reach

(358). The number of followers is increasing, and there is a low number of unfollowers.

Public events

The Programme has implemented various events, that are aimed at wider society: Balts’ Unity Days (Baltu dienas), European Cooperation Day, photo exhibition “Celebrating 10 years of Latvia - Lithuania Cross Border Cooperation 2007-2017”, that was demonstrated in cities in Lithuania and Latvia.

Events for general public (2017)	Number of participants
European Cooperation Day in Riga	200
Balts’ unity day in Palanga and Jelgava	200

Table # 12 Events for general public organised in 2017

Balts’ Unity Days and photo exhibition were successful initiatives, that foster cross border cooperation, since they took place in both countries. During the interviews it was also noted that Balts’ Unity Day was successful, especially, due to the use of communication and advertising instruments. The interviewees agreed that such events, that unite the territories/ people are needed, and should be facilitated in future.

6.3. Main conclusions and areas for action

It is concluded that the consultations provided by the JS are in line with the expectations and needs of the PP. However, more efforts should be dedicated to assist the PP with the communication activities within their particular projects, since Programme’s visibility largely depends upon visibility of projects. The overall rating therefore is “satisfactory”.

Criteria	Assessment				
	Not applicable	Low	Satisfactory	High	Excellent
The level of the efficiency against of the actions, results and the achievement of the Communication strategy <i>on the Programme level</i>					
The level of the efficiency against of the actions, results and the achievement of the Communication strategy <i>on the Project level</i>					

Satisfactory

Table # 13 The level of the efficiency of the actions, results and the achievement of the Communication strategy

Nevertheless, there is a room for improvement – more real-life examples, case studies, interactive presentations would be appreciated during the seminars for applicants and PP. More emphasis upon users' perspective would help to improve efficiency of the website (both in terms of presentation and content). Further support should be provided to PP with their project communication activities, in order to focus upon the content, rather than process related information. Given that the Programme's visibility depends largely upon visibility of projects, efforts should be made to facilitate communication of projects results to wider public.

In order to capitalise upon the project results, the Programme bodies are advised cluster the communication around thematic blocks (e.g., social services, tourism, business support), and apply story-telling method for development of communication materials. The Programme bodies are advised to involve communication professionals (outsourced services) to design the content of such communication and the respective media plan. The Programme bodies could engage PPs to participate more actively in the EU-level communication campaigns (e.g. under EUSBSR). Benefits of such EU-level campaigns should be clarified and promoted to local actors and PPs.

Also, additional work could be undertaken to capitalise the Programme results by thematic topics and by geographical coverage, as well as highlighting their linkage and importance towards the EUSBSR. These capitalisation results of best practices, new and innovative approaches introduced, results of regional importance achieved within the Programme should be communicated and disseminated on the EU level in such facilitating further negotiations about the Programme perspective beyond 2020. It is recommended to encourage the involvement of the members of the Monitoring committee and the National authorities of the Member States in the public events of the projects and overall dissemination of the Programme. The Ministry of the Environmental Protection and Regional Development of Latvia organised clustering events of common topics for projects of several European Territorial Cooperation Programmes (hereinafter – ETC), which is seen as a good approach in promoting the synergy between projects and disseminating the capitalisation results to wider general public.

For detailed recommendations please see [Annex 1](#) Recommendations for further improvement.

Annex 1 Recommendations for further improvement

In this section recommendations are provided, that are aimed to improve efficiency of the LatLit Programme. The recommendations are aimed at the Programme bodies – the JS and MA, but decision regarding responsible institutions remains with the NAI. Recommendations are structured in operational ones – aimed at improvement of Programmes efficiency, and strategic ones – aimed at further improvement of Programme’s relevance, effectiveness and impact.

	Recommendation
Simplification of project implementation and attraction of newcomers to the Programme	<p>In order to simplify project implementation, lump sum approach could be applied for calculation and reporting of travel costs, incl., predefined amount for in-country travels, abroad 1-day travel or travel with overnight stays (e.g. experience from Erasmus+ programme can be used).</p>
	<p>In order to simplify project implementation in case of a larger proportion of staff costs (not using a flat rate) in the project budget, an introduction of a flat rate for other direct costs (as a share of staff costs) could be applied.</p>
	<p>In order to simplify and improve the application form, the required level of details regarding deliverables and budget breakdowns could be rewed and practical use/ functioning of activities time schedule improved within eMS.</p>
	<p>In order to reduce the workload for PPs and FCs, and avoid delays in grant payments, the possibility to introduce sample (check) approach for each project based on risk assessment could be considered.</p>
	<p>Introduction of more customer-oriented and advisory approach in the work of the FC (particularly, in Latvia) could be promoted in order to improve the PPs perception towards the Programme bodies and the Programme as whole. Individual consultations regarding specific topics (procurement procedure, contractual requirements) are expected by the PPs.</p>
	<p>In order to improve the user experience, the functionality of eMS could be further developed, particularly, regarding the reporting,</p>

request for and tracking of the changes introduced in the project application.

In order to reduce mistakes applied within the Procurement documentation by PPs, additional consultations prior launch of the tender procedure could be provided by the FC based on their experience on mistakes found during the checks

In order to attract newcomers it is recommended to introduce a two-phase application phase, extend application process or announce the deadlines for the submission of project applications well in advance (before CoP is launched).

To make the Programme more attractive to smaller organisations and NGOs it is recommended to establish a small-scale project facility with simplified project application and implementation rules and provide additional individual consultations on the project idea and the cross-border relevance.

In order to attract newcomers with specific sectoral competence (sectoral agencies, training institutions, associations, e.g.) it is recommended to the Programme bodies to take more pro-active role in facilitating the matchmaking between newcomers and experienced project partners through stakeholders mapping to identify potential newcomer organisations and organise the contact catching, as well as speed dating events for potential partners.

It is recommended to consider the possibilities of the involvement of the private sector (SMEs, in particular) as PPs in the projects.

To facilitate data gathering and improve data analysis on the geographical coverage the project applications, a field with a pre-defined drop-down list of the municipalities (linked to the classification of administrative territories of local level) should be included in the application form to be selected for each PP.

Impact evaluation

To facilitate data gathering and help forthcoming evaluation it is strongly recommended that the JS and MA start systematic collection of data about Programme effects in order to establish systematic data collection and analysis framework (e.g. Outcome Harvesting).

To ensure higher reliability of project outputs it is recommended that the JS and MA clarify definition of outputs.

Programme contribution to the EUSBSR objectives and horizontal principles

The project applications should include a more structured description regarding the contribution to the EUSBSR goals and policy areas.

Programme bodies should undertake an internal “treasure hunting” to identify potential “to be like” flagship projects and communicate their achievement to wider audience. Also, the JS could provide more targeted suggestions on obtaining the EUSBSR flagship status especially to large scale (regional) projects.

It is recommended to identify and promote the synergy between projects of this Programme or with flagship projects of other European Territorial Cooperation Programmes and use it for further dissemination and demonstration of the Programme contribution to the EUSBSR.

Criteria and/or instructions to evaluate if and how a project has a positive or a neutral contribution to each horizontal principle should be developed and disseminated to the applicants to ensure more relevant information in the project applications.

Communication activities

It is recommended to ensure separate communication channels according their purpose and audience. Website could be used as the main source for the applicants and PPs, but Facebook used mainly for general public.

Re-organize the website according the users’ perspective, in order to accommodate informative needs of the applicants/ PPs. Use ‘step by step’ approach for presentation of information - organize information according to the key stages of project application, implementation and finalization.

Introduce option of “push notifications” for the latest news and updates that are relevant for project applicants and project partners (web push notifications, which send push notifications to the website subscribers, when new information on website is added).

Presentations in seminars should focus on practical examples and case study analysis - information on Programme requirements should be translated into real life examples, incl., infographs and further development of informative videos. In addition to seminars and daily consultation, on-line consultations could be introduced, e.g., Facebook live Q&A

In order to enable more proactive approach towards the project applicants and PPs, it is recommended to identify and list the topics of consultations provided by the Programme bodies (e.g. JS and FC).

That would allow understanding the topics or potential problem areas for other project applicants or PPs.

It is recommended to establish a contact/ cooperation network, to assist the applicants with the search for PPs (e.g., similar to Horizon 2020). In order to avoid unwanted disclosure of project ideas, it could include information on previous experience of the organisations and interests.

It is recommended to use Facebook for the Programme promotion to wider public as it provides an opportunity to reach-out specific target groups with small publicity budgets, that could help to increase awareness of specific topics/ project applications/events, e.g., “Lat Lit Vieta”

It is recommended to use media monitoring²² to gather and analyse news from printed and electronic media at project level. The aim would be both to collect and compile information (date, country, title of the article, type of media, media name, type of article, project title) on projects’ media activities. Information on article type would reveal how interested media are in project activities (short news vs. feature article). This would allow to identify the best-case examples that could be used in communications with wider public/project applicants.

Encourage the PPs to use content marketing approach – to build communication on project content, rather than project progress. Media would be more interested in particular topics addressed by the project than the administrative events.

Content marketing (using *storytelling* technique²³) focuses upon development of stories that are interesting for wider public. The PP acts as an expert in this context. Storytelling technique ensures that the target auditory can relate the content of the publication to their daily activities/ experience. Hence, wider public gets acquainted with the project aims and results.

It is recommended to the Programme bodies to engage PPs in more active participation in the EU-level communication campaigns (e.g. under EUSBSR, DG Regio).

In order to facilitate further negotiations about the Programme perspective beyond 2020, the capitalisation results of best practices, new and innovative approaches, results of regional importance achieved within the Programme should be collected and

²² LETA media monitoring reviews the widest range in Latvia and the Baltics on a daily basis – the traditional media, such as national and regional press, online portals, TV and radio channels, social media network. Retrieved from: <https://monitorings.leta.lv/>

²³ E.g., Netflix in cooperation with New York Times
<https://www.nytimes.com/paidpost/netflix/women-inmates-separate-but-not-equal.html>

disseminated on the EU level more actively. Involvement of members of the Monitoring Committee and National Authorities would be beneficial as they are important actors in negotiations with EC.

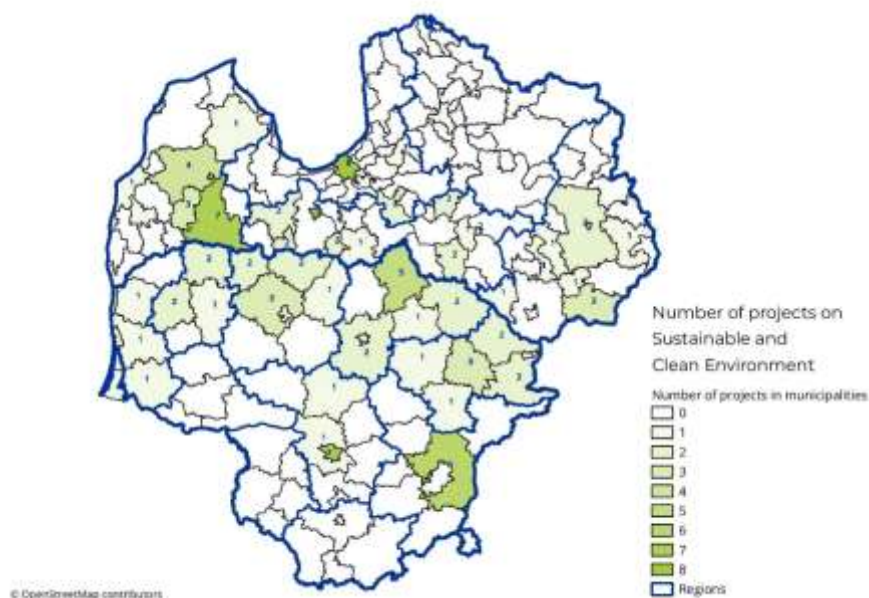
Table # 14 Recommendations for further improvement

Annex 2 Territorial coverage of the projects by Programme's priorities

Priority 1 "Sustainable and clean environment through cooperation"

Under the **Priority 1 "Sustainable and clean environment through cooperation"** distribution of the projects is rather balanced, especially on both side of the Latvia-Lithuania border. An exception is Kurzeme planning region, where a number of municipalities are involved in several projects, while other municipalities are not involved in any projects. There are slightly more projects in Latvia (66) than in Lithuania (56).

The highest number of projects is in Zemgale planning region (25) and Kurzeme planning region (19), followed by Latgale planning region (13), Panevezys region (12), Utena region (10) and Kaunas region (9). The number of projects in Siauliai region is 7 and in Klaipeda and Telsiai regions: 6. There are projects outside the Programme area: Riga region (7), Vilnius region (6) and Vidzeme (2). The highest number of projects under Priority 1 is reached by Jelgava (8) and Riga (8), while the latter is outside the Programme area. Kaunas and Saldus have 7 projects each, followed by Vilnius, which is outside the programme area, with 6 projects and Birzai with 5 projects.



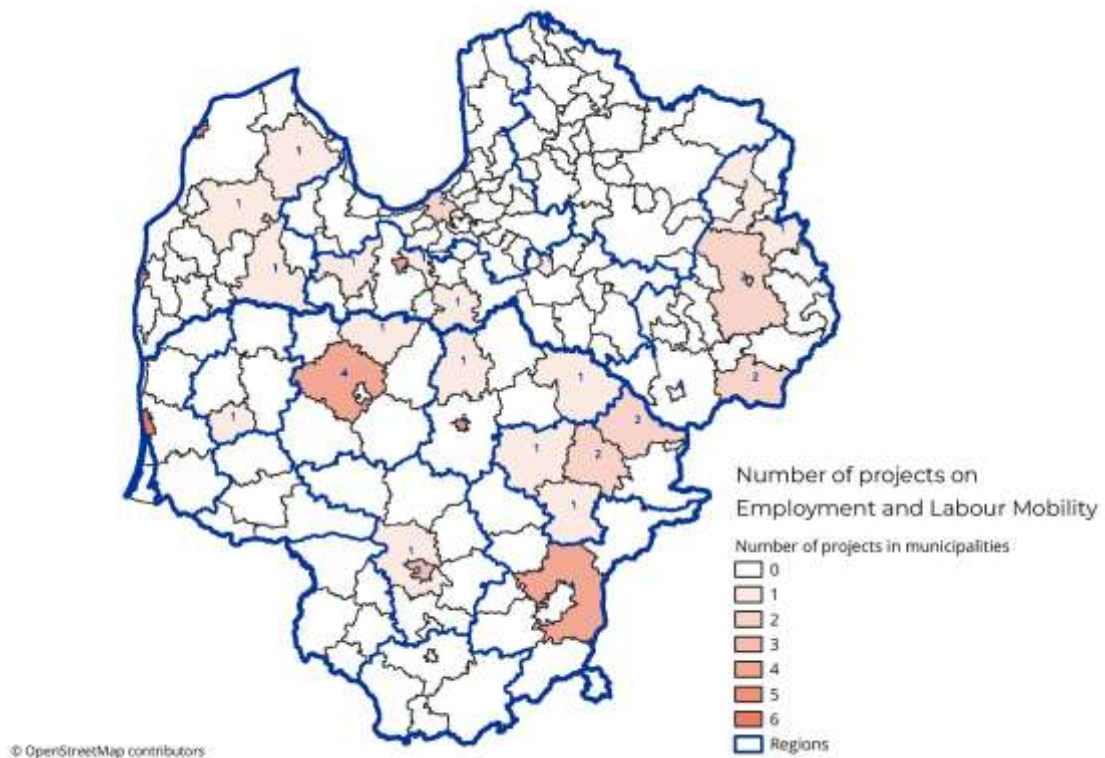
Picture # 27 Territorial coverage of the approved project applications on Sustainable and Clean Environment

Priority 2 “Support to labour mobility and employment”

Under the **Priority 2 “Support to labour mobility and employment”** the distribution of projects is also rather balanced. An exception is Telsiai region that has only one project in the priority. The number of projects is almost equal in Latvia (33) and Lithuania (34).

The highest number of projects is in Kurzeme planning region (13) and Latgale planning region (10). The number of projects in Zemgale planning region is 8, Panevezys region 7, Utena region 7, Klaipeda region 6, Siauliai region 5, Kaunas region 4 and Telsiai region 1. There are projects outside the Programme area: Vilnius region has 4 projects and Riga region has 2 projects.

The highest number of projects under Priority 2 is reached by Klaipeda (6), Liepaja, Panevezys and Ventspils (each 5). Daugavpils, Jelgava, Siauliai and Vilnius each have 4 projects and Kaunas 3 projects.



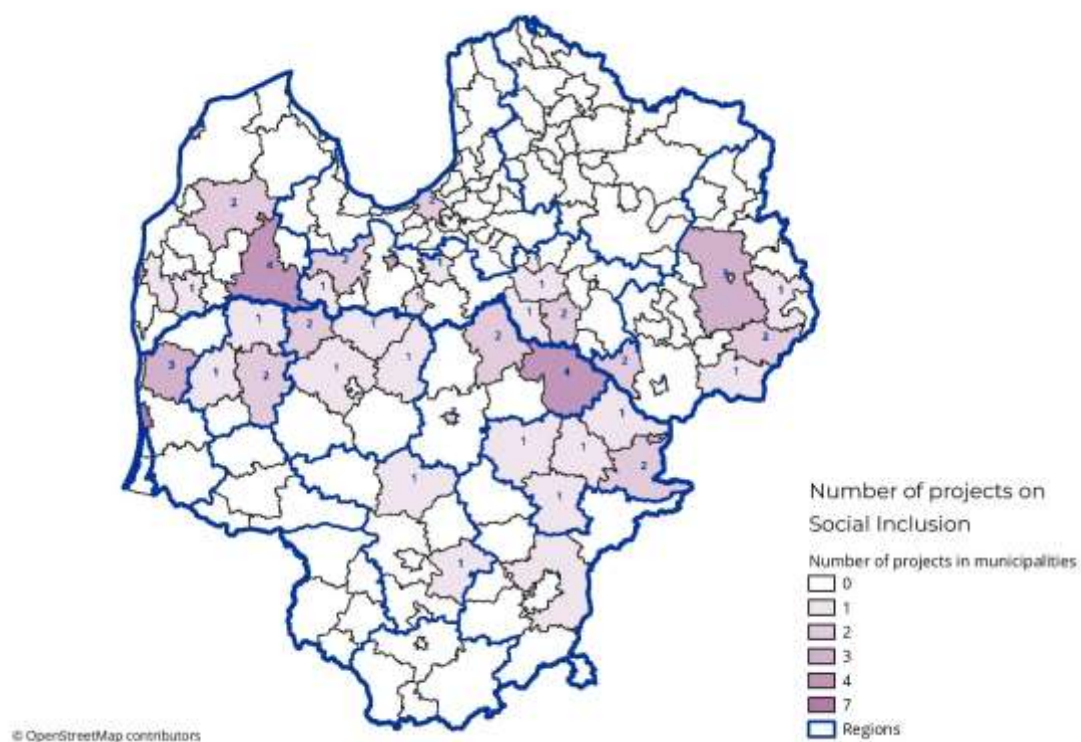
Picture # 28 Territorial coverage of the approved project applications on Employment and Labour Mobility

Priority 3 “Social inclusion as a precondition to territorial development”

Under the **Priority 3 “Social inclusion as a precondition to territorial development”** distribution of projects is balanced, especially in close proximity to the Latvia-Lithuania border. There are slightly more projects in Latvia (46) than in Lithuania (40).

The highest number of projects is in Latgale (16), Zemgale (15) and Kurzeme (14). These regions are followed by Klaipeda region with 11 projects and Utena region with 10 projects. Panevezys region has 8 projects, Telsiai region 5, Siauliai region 4 and Kaunas region 2 projects. Outside the programme area, Riga region has 1 projects.

The highest number of projects under Priority 3 is reached by Daugavpils (7) and Klaipeda (7). Liepaja, Rokiskis and Saldus municipality each have 4 projects and Jelgava, Kretinga district municipality, Rezekne and Visaginas municipality each have 3 projects.



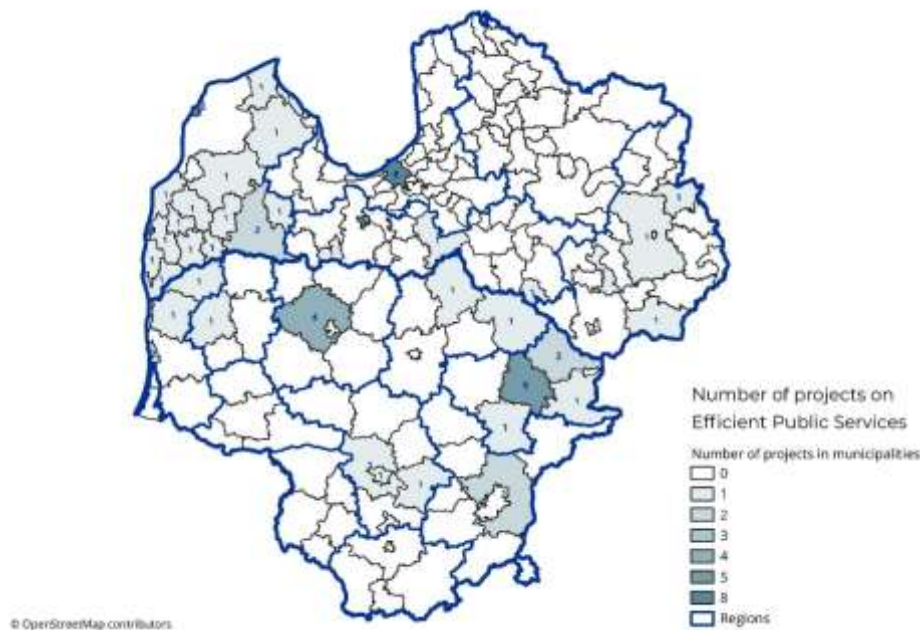
Picture # 29 Territorial coverage of the approved project applications on Social Inclusion

Priority 4 “Improved quality of living through efficient public services and administration”

Under the **Priority 4 “Improved quality of living through efficient public services and administration”** distribution of projects is less balanced than in other priorities. There is an active representation of PP in the western part of the programme area (Kurzeme and Klaipeda regions) and the eastern part of the programme area, especially in Lithuania (Utena region). There are significantly more projects in Latvia (45) than in Lithuania (27).

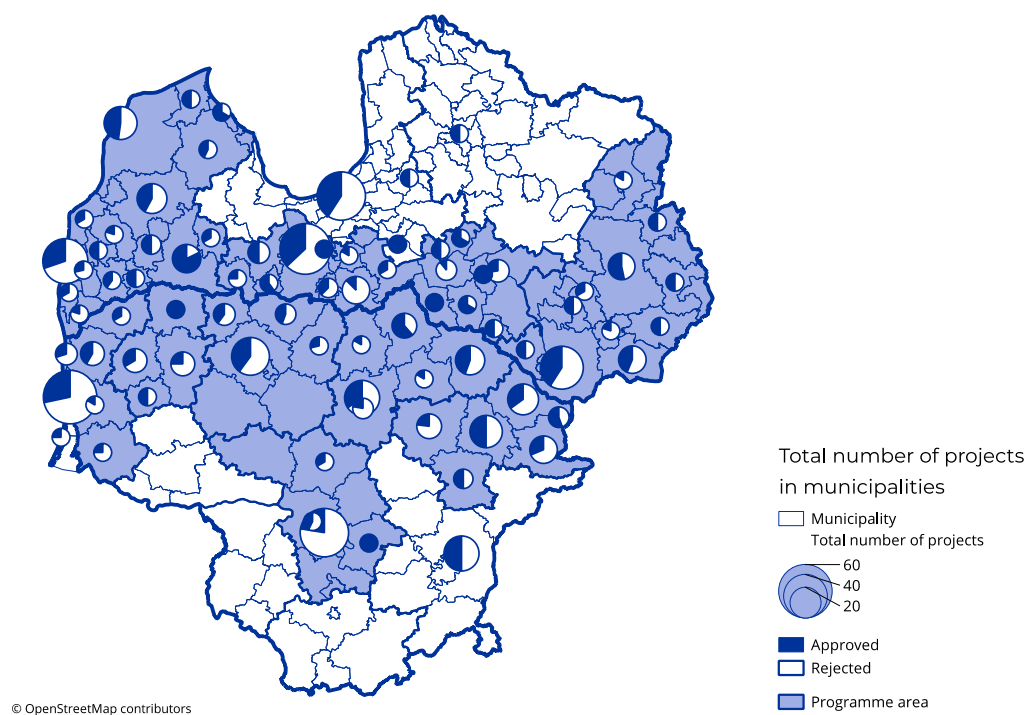
The highest number of projects is in Kurzeme (24), which is followed by Latgale and Utena region with 10 projects in each and Zemgale with 9 projects. Klaipeda region has 6 projects; Siauliai region has 4 projects. Kaunas region has 3 projects, Panevezys region 2 projects and Telsiai region 1 project. Outside the programme area, Riga region has 2 projects and Vilnius region has 1 project.

Regarding municipalities, the highest number of projects in Priority 3 is reached by Riga (8), which is outside the programme area. Jelgava and Utena follows with 5 projects, Liepaja and Siauliai has 4 projects and Daugavpils 3 projects.



Picture # 30 Territorial coverage of the approved project applications on Efficient Public Services

Territorial coverage of approved and rejected project applications

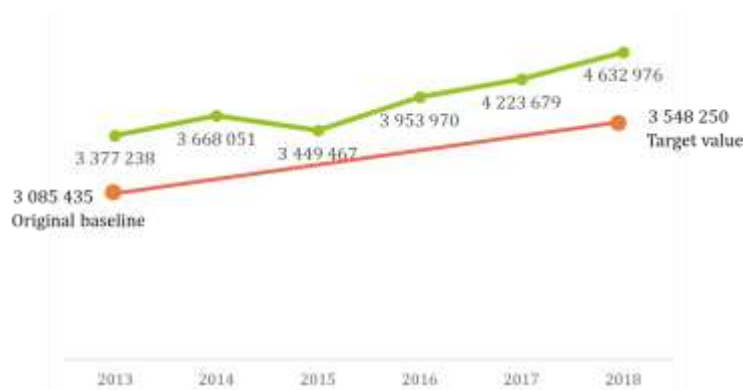


Picture # 31 Territorial coverage of the approved and rejected project applications

Annex 3 Calculation of Programme result indicators

1.1. Overnight stays of visitors in the Programme area

Programme baseline calculated in 2013 estimated 3 085 435 overnight stays in the Programme area. Data retrieved in April 2019 from Latvian and Lithuanian national statistical boards²⁴ demonstrate that official data for 2013 have been changed (recalculated) for Lithuanian regions (apskirtis). As a result, the baseline value has increased reaching 3 377 238 overnight visits in 2013. Number of overnight stays in five years has increased in all Programme regions, reaching 4 632 976 overnight visits in 2018. Taking into account recalculated data and tendency of constant growth, the target value of the indicator for year 2023 shall be recalculated accordingly.



Picture # 32
Overnight stays of visitors in the Programme area 2013-2018.

Source: National statistics of Latvia and Lithuania

Due to the fact, that the first projects under the SO 1.1. started activities in 2018 and there is a tendency of constantly growing number of overnight stays since 2013, it can be concluded that the increase of overnight stays is triggered by other factors (e.g. overall economic development) and Programme's contribution here is limited.

1.2. Number of organisations jointly contributing to environmental resource management

Programme baseline in 2013 estimated that 177 organisations in the Programme area are contributing to environmental resource management. Baseline was calculated on basis of specific survey of cross-border programs, whose eligible territories include the Latvia Lithuania Programme area. Methodology of the survey is available, but due

²⁴ Latvian National Statistical Board, available: [accessed 01.02.2019.] https://data1.csb.gov.lv/pxweb/lv/transp_tur/transp_tur_turisms_izm_ikgad/TUG040.px; Lithuanian National Statistical Board, available: [accessed 01.02.2019.] <http://osp.stat.gov.lt/en/statistiniu-rodikliu-analize?id=2715&status=A>.

to the fact that only few projects have reported their outcomes to date, it would be premature to measure achievement of the indicator at the moment.

1.3. Number of households not facing pollution, grime and other municipal environmental problems

Programme baseline in 2013 estimated that 855 069 households in the Programme area faced pollution, grime and other municipal environmental problems. The official statistics of Lithuania does not provide data on this indicator at the level of regions (apskirtis). Hence, specific inquiry to the national statistical board of Lithuania is needed.

2.1. Newly established businesses per year

Programme baseline in 2012 estimated that 6619 new businesses are established in the Programme area annually. The official statistics of Lithuania does not provide data at the level of regions (apskirtis). Hence, specific inquiry to the national statistical board of Lithuania is needed.

2.2. Number of people receiving upgraded skills matching labour market needs per year

Programme baseline in 2013 estimated that 34396 persons have received upgraded skills matching labour market needs. Baseline was calculated on basis of specific survey of public institutions (or institutions providing trainings for public funding). An increase of 5% or 1720 more trained persons per year is estimated for 2023. Methodology of the survey is available, but due to the fact that only few projects have reported their outcomes to date, it would be premature to measure achievement of the indicator at the moment.

2.2. Number of commuters per day

Programme baseline in 2013 was calculated by the national road administrations of Latvia and Lithuania. Since the reconstruction works have just commenced, it is premature to measure achievement of the indicator.

3.1. Number of people benefitting from more accessible, efficient social inclusion measures and social services

In 2013 a specific survey was performed to collect data from regions and municipalities about the territories with environmental problems. Methodology of the survey is available, but due to the fact that only few projects have reported their outcomes to date, it would be premature to measure achievement of the indicator at the moment.

3.2. Number of households not facing pollution, grime and other municipal environment problems

See the description for indicator 1.3.

4.1. Number of solutions improving public services

In 2013 a specific survey was performed to collect data from regions and municipalities about existing joint solutions for public services in cross-border municipalities. Methodology of the survey is available, but due to the fact that only few projects have reported their outcomes to date, it would be premature to measure achievement of the indicator at the moment.

Annex 4 Potential impact of output commitments to the achievement of Programme result indicators

Strong and direct causality

Under SO 1.2. support to 64 organisations (output) is expected to result directly in increase of organisations jointly contributing to environmental resource management. Due to the lack of information on methodology for measurement of indicator baseline, it is not possible to estimate share of organisations that may establish new cooperation. Use of the result indicator require clear definition of joint contribution and criteria for its measurement. Possibility to reach result indicator: high. Possibility of overreaching result indicator: medium.

Under SO 2.2. the projects have committed to reach 2323 participants in joint local employment initiatives and joint training (output). It is expected that provided support will increase number of people receiving upgraded skills matching labour market needs by 1720 per year (result). Supported projects are being implemented in a period of three years. During that period analogous support is provided also from other Programmes (ESF). Possibility to reach result indicator: high. Possibility of overreaching result indicator: low.

Under SO 2.2. the project has committed to reconstruct 45,93 km of road sections potentially used for cross-border commuting (output). It is expected that number of commuters will increase by 156 per day. Improvement of road infrastructure has repeatedly demonstrated direct effect in increase of commuters. Possibility to reach result indicator: high. Possibility of overreaching result indicator: medium.

Under SO 3.1. the projects have committed to create/improve 40 social services and infrastructure and 77 social inclusion measures (outputs). It is expected that due to this intervention 1000 persons will benefit from more accessible, efficient social inclusion measures and social services. Measurement of the result indicator require use of similar survey as for establishment of the baseline. Possibility to reach result indicator: high. Possibility of overreaching result indicator: medium.

Under SO 4.1. the projects have committed to involve 123 institutions in cooperation (output). It is expected that established co-operations will result in 4 more solutions improving public services. Use of the result indicator require clear definition of 'solution improving public services' and criteria for its measurement. Possibility to reach result indicator: high. Possibility of overreaching result indicator: medium.

Medium strong and indirect causality

Under So 1.1. the projects have committed to increase number of visits to supported sites of cultural and natural heritage and attractions by 290 096 visits (output). It is

expected that as a result of this overnight stays of visitors in the Programme area will increase by 462 815 per year. Statistical data demonstrate tendency of constantly growing number of overnight stays that most probably are triggered by other factors (e.g. overall economic development). Hence, measurement of contribution of the Programme to the result values may require additional efforts in monitoring of project outcomes. Possibility to reach result indicator is high mostly due to the overall tendencies. Possibility of overreaching result indicator: high.

Under SO 2.1. the projects have committed to improve/create 28 business support services, improve/create 15 business support infrastructure objects and provide non-financial support to 546 enterprises (outputs). It is expected that these commitments will result in 199 more newly established businesses per year. Project activities are mainly targeted at providing support to already existing enterprises, but they may also include actions motivating establishment of new enterprises. Results of the indicator may also influence broad and various entrepreneurship support schemes provided under other Programmes (ESF, etc.). Possibility to reach result indicator is high mostly due to the overall tendencies. Possibility of overreaching result indicator: medium.

Under SO 3.2. the projects have committed to involve 41 deprived community in the regeneration activities (output). It is expected that this support will result in 5985 more households not facing pollution, grime and other municipal environment problems. Measurement of the result indicator highly depends on the nature of regeneration activities supported under the projects as well as criteria used for measurement of households facing municipal environmental problems. Possibility to reach result indicator is medium mostly due to influence of other factors. Possibility of overreaching result indicator: low.

Low and indirect causality

Under SO 1.3. the projects have committed to rehabilitate 38,71 ha of land (output). It is expected that this support will result in 5985 more households not facing pollution, grime and other municipal environment problems. Measurement of the result indicator highly depends on the nature of regeneration activities as well as other factors that influence the quality of life of households. Possibility to reach result indicator is low due to high influence of other factors. Possibility of overreaching result indicator: low.

Annex 5 Programme projects per EUSBSR objectives and policy areas

Objective	Policy area	Projects
Save the sea	Nutri	LLI-49, LLI-249, LLI-291, LLI-325, LLI-373, LLI-408
	Hazards	LLI-303
	Bioeconomy	LLI-49, LLI-181, LLI-249, LLI-306, LLI-310
	Ship	LLI-42, LLI-92
	Safe	-
Connect the region	Transport	LLI-280
	Energy	-
Increase prosperity	Tourism	LLI-10, LLI-64, LLI-65, LLI-173, LLI-181, LLI-187, LLI-199, LLI-211, LLI-264, LLI-293, LLI-313, LLI-326, LLI-349
	Culture	LLI-64, LLI-65, LLI-173, LLI-181, LLI-187, LLI-293, LLI-313, LLI-323, LLI-326, LLI-337, LLI-349, LLI-350, LLI-384
	Innovation	LLI-143, LLI-384, LLI-416
	Health	LLI-1, LLI-10, LLI-131, LLI-136, LLI-151, LLI-163, LLI-212, LLI-224, LLI-237, LLI-295, LLI-296, LLI-317, LLI-329, LLI-336, LLI-341, LLI-344, LLI-352, LLI-361, LLI-365, LLI-368, LLI-377, LLI-379, LLI-396, LLI-402, LLI-404
	Education	LLI-24, LLI-42, LLI-59, LLI-75, LLI-89, LLI-110, LLI-138, LLI-147, LLI-155, LLI-157, LLI-183, LLI-184, LLI-186, LLI-206, LLI-228, LLI-263, LLI-282, LLI-315, LLI-322, LLI-323, LLI-329, LLI-337, LLI-338, LLI-341, LLI-405, LLI-415
	Secure	LLI-82, LLI-92, LLI-194, LLI-195, LLI-213, LLI-232, LLI-258, LLI-267, LLI-269, LLI-288, LLI-302, LLI-372, LLI-392

Table # 15 Programme projects per EUSBSR objectives and policy areas

Annex 6 Connections between the Programme Specific Objectives and the EUSBSR Objectives and Policy Areas

EU Strategy for the Baltic Sea Region/ INTERREG IV-A Latvia Lithuania Programme		Increase prosperity					Connect the Region		Save the sea					
		Health	Innovation	Culture	Education	Secure	Tourism	Energy	Transport	Bio-economy	Hazards	Nutri	Safe	Ship
Priority 1.	1.1 To increase number of visitors to the programme area through improving and developing cultural and natural heritage objects, services and products													
	1.2 To increase integration and efficiency of environmental resource management													
	1.3 To regenerate public areas with environmental problems													
Priority 2.	2.1 To create employment opportunities through entrepreneurship support													
	2.2 To increase job opportunities by improving mobility and workforce skills													
Priority 3.	3.1 To improve accessibility and efficiency of social services													
	3.2 To improve living conditions in deprived communities and territories													
Priority 4.	4.1 To improve efficiency of public services by strengthening capacities and cooperation between institutions													

Direct connectionIndirect connection

Annex 7 Good practice projects

Good practice projects involving newcomers in the Programme

LLI-82 “Creation of a synergy platform for the public security in the Latvian and Lithuanian Eastern border territories” (SYNERGY FOR SECURITY)

Project **Synergy for Security** involves a newcomer – the State Police of Latvia, which lacks previous experience within CBC programmes, but in this partnership it acts as the LP. Main factor for success in this partnership was involvement of the project manager with experience in CBC. Also, recognition of common sectoral needs with other partners, who have previous cooperation experience from CBC projects, helped to develop a successful project partnership.

LLI-110 “Development of Innovative library solutions for different generations in the border region” (Self-service Libraries for Different Generations)

All partners of the Project **Self-service Libraries for Different Generations** are newcomers (Jelgava City Library as LP and PPs Liepaja Central Scientific Library and Siauliai city municipality public library) that do not have previous experience in CBC programmes. One of success factors for their involvement in the Programme was strong encouragement and support from the administrations of municipalities and previous cooperation experience between both partners of Latvia.

LLI-157 “Boost regional Entrepreneurship by Enabling cross border cooperation” (BEE Lab)

Project **BEE Lab** involves 2 newcomers (Rietavas Tourism and Business Information Centre from LT as LP and Green and Smart Technology Cluster from LV as PP). Both partners have previous experience in other CBC programmes (e.g. South Baltic and Estonia-Latvia), which is seen as one of success factors for creating this partnership. The main driver for establishing this partnership was diversity of organisations in terms of type and specialisation - municipality, university, NGO and local public institution, that ensures wider field of expertise and target groups.

Good practice projects contributing to the EUSBSR

Programme priority	Good practice projects (No and title)
Priority 1	LLI-291 Enhancement of Green Infrastructure in the Landscape of Lowland Rivers (ENGRAVE)
	LLI-10 Introducing nature tourism for all (UniGreen)
Priority 2	LLI-183 Labour Market without Borders (MOBILITY)
	LLI-24 Enhancement of the mobility and employability of Lithuanian and Latvian specialists in the field of electrical engineering and high voltage technologies (LitLatHV)
Priority 3	LLI-317 Improvement of Quality and Accessibility of Social Services in Mid-Baltic Region (SocQuality)
	LLI-392 Women and Children – Safe in their City (Safe City)
Priority 4	LLI-82 Creation of a synergy platform for the public security in the Latvian and Lithuanian Eastern border territories (SYNERGY FOR SECURITY)
	LLI-269 The development of safety services by strengthening communication and cooperation capacity between the local government and police authorities (SCAPE)

Table # 16 Good practice projects contributing to EUSBSR divided by the Programme priorities

Priority 1 “Sustainable and clean environment through cooperation”

LLI-291 Enhancement of Green Infrastructure in the Landscape of Lowland Rivers (ENGRAVE)

The ENGRAVE project aims to enhance river-based green infrastructure by integrating ecosystem and landscape concepts in to the planning and integrated management of the lowland rivers at local and regional scale. The partnership includes 8 partners: Zemgale Planning Region (lead partner), Baltic Environmental Forum- Latvia, Jelgava Local Municipality, Bauska Local Municipality Council, Rundale Local Municipality, Biržai district municipality administration, Directorate of Biržai Regional Park and Directorate of Zagare Regional Park.

The project activities include establishing cooperation via a Stakeholder Panel and training components on landscape and green infrastructure planning and management; elaborating a Methodology for Regional Landscape and Green Infrastructure Planning in Lowland Areas; developing four Landscape and Green Infrastructure Plans (Zemgale Planning region, Bauska municipality, Svete catchment; Biržai Town) and implementing various measures/actions for enhancing green infrastructure.

The project contributes to the objective “Save the sea” and to the policy area “Nutri” of the EUSBSR by developing and testing a new ecosystem and landscape-based

approach for integrated planning and management of the lowland rivers. This will help to address eutrophication, which is a major problem for the Baltic Sea as well as for river and lake ecosystems.

LLI-10 Introducing nature tourism for all (UniGreen)

The UniGreen project aims to facilitate sustainable tourism development in border regions of Latvia and Lithuania by stabilizing and increasing of the number of visitors and number of overnight stays. The partnership includes 11 partners: Kurzeme Planning Region (lead partner), Directorate of Aukstaitija national park and Labanoras regional park, Directorate of Biržai Regional Park, Durbe Municipality, Kretinga District municipality, Kuldīga Municipality, Roja Municipality, Saldus Municipality, Skrunda County Municipality, Ventspils Municipality and Directorate of Žemaitija National Park.

The project activities include development of tourism products and services more accessible for all kinds of travellers, including appropriate promotion activities; facilitation of nature object management by increasing awareness about nature values like wetlands having European level significance as important bio tops for local and migrating birds and supporting local business and development of qualitative living and working environment for different social groups, including persons with disabilities.

The project contributes to the objective “Increase prosperity” and to the policy area “Tourism” of the EUSBSR by promoting the project territory as joint destination for incoming tourism and network of nature-based one-day destinations for the local market. Furthermore, the project contributes to the policy area “Health” by promoting physical exercise (for example, walking) the accessibility to nature objects for travellers with disabilities.

Priority 2 “Support to labour mobility and employment”

LLI-183 Labour Market without Borders (MOBILITY)

The MOBILITY project aims to increase the labour mobility across the border through improved workforce skills matching the needs of the labour market in Latgale – Utena and Šiauliai cross-border area. The partnership includes 8 vocational education schools on both sides of the border: Kraslava Municipality (lead partner), Malnava College, Daugavpils Design and Art Secondary School “Saules skola”, Balvi municipality (Balvi Secondary School of Professional and General Education), Alanta School of Technology and Business, Zarasi Agriculture School, Utena Regional Centre of Vocational Education and Training and Joniškis Agricultural School.

The project activities include capacity building exercises for teachers, joint theoretical and practical workshops for students, improvement of the offer of education programmes and the respective material basis for the education process, joint local employment initiatives and joint training. The project activities cover four inter-

sectoral themes: transport vehicle including vehicle technical aspects and interior design, textile and graphic design, landscape design and agro tourism and agriculture and technologies.

The project contributes to the objective “Increase prosperity” and to the policy area “Education” of the EUSBSR by improving the offer of vocational education programmes so that they provide skills, which match the needs of the cross-border labour market, and thus improve transition from education to labour market and enhance the cross-border mobility or the workforce.

LLI-24 Enhancement of the mobility and employability of Lithuanian and Latvian specialists in the field of electrical engineering and high voltage technologies (LitLatHV)

The LitLatHV projects aims to to increase job opportunities by improving mobility and workforce skills of Lithuanian and Latvian specialists in the field of electrical engineering and high voltage technologies. The partnership includes 5 higher educational institutions on both sides of the border: Lithuanian Maritime Academy, Kaunas Technical College, Liepaja Marine College, Riga Technical University Ventspils Branch and Ventspils Technical College.

The project activities include purchasing and installation of specialised education and training equipment in each partner institution, improvement of 13 study programmes for students and 2 qualification upgrading programmes for working specialists, preparation of methodical materials of 14 titles in 3 languages and joint interexchange of experience, internship of joint teams of teachers and joint pilot training events.

The project contributes to the objective “Increase prosperity” and to the policy area “Education” of the EUSBSR by tackling the challenge of shortage of qualified specialists in the field of electrical engineering and high voltage technologies in maritime and shore industries due to changes in technologies and legislation.

Priority 3 “Social inclusion as a precondition to territorial development”

LLI-317 Improvement of Quality and Accessibility of Social Services in Mid-Baltic Region (SocQuality)

The objective of the SocQuality project is to promote social inclusion of people with disabilities, children, youth and elderly people at risk of social exclusion by creation of social inclusion measures and improving quality of social services in Mid-Baltic region. The partnership includes 8 partners: Zemgale Planning Region (lead partner), Joniskis Algimantas Raudonikis Art School, Dobeles municipality, Jaunjelgava municipality, Viesīte municipality, Public Institution Rokiskis Youth Centre, Day Activities Center of Kretinga and Auce Local Municipality.

The project activities include capacity building and networking of specialists from 8 partner organizations; improving infrastructure and equipment for provision of new

social inclusion measures and qualitative social services; creating and testing quality management system for social service providers in Mid-Baltic territory; organizing summer camps for people with disabilities, children and youth at the discrimination risk.

The project contributes to the objective “Increase prosperity” and to the policy areas “Health” of the EUSBSR by developing new and improving existing social services, which will allow ensuring the accessibility of basic health care services for elderly people, people with disabilities and children at risk.

LLI-392 Women and Children – Safe in their City (Safe City)

The Safe City project aims at eliminating domestic violence in Liepāja and Klaipeda. The partnership includes 8 partners: association "MARTA Centre" (lead partner), Liepaja city council Social services, PO Klaipeda Social and Psychological Services Center and Budgetary Organisation Klaipeda Family and Child Welfare Center.

The project activities include the introduction and improvement of support and counselling services for victims of domestic violence (women and children) based on interdisciplinary teamwork approach. Experience exchange visits between Liepāja and Klaipeda, comparative analysis on victims needs and accessibility of services in Klaipeda and Liepaja, joint trainings for representatives of key institutions and development of guidelines for specialists will be carried out within the project.

The project contributes to the objective “Increase prosperity” and to the policy areas “Secure” of the EUSBSR by enhancing effective cooperation in supporting and protecting victims of domestic violence (women and children).

Priority 4 “Improved quality of living through efficient public services and administration”

LLI-82 Creation of a synergy platform for the public security in the Latvian and Lithuanian Eastern border territories (SYNERGY FOR SECURITY)

The SYNERGY FOR SECURITY project aims at strengthening the institutional capacity and cooperation on cross-border level by the creation of the synergy platform for the state security, strengthening and enhancing cooperation between citizens, law enforcement authorities and local governments. The partnership includes 8 partners: State Police of the Ministry of Interior of the Republic of Latvia (lead partner), The State Border Guard of the Ministry of interior of the Republic of Latvia, Kraslava municipality, Karsava municipality, Utena County Headquarters Police Commissariat, Utena District Municipality, Molėtai District Municipality and State Border Guard Service at the Ministry of the Interior of the Republic of Latvia.

The project activities include the installation of intellectual night and day video surveillance systems with state vehicle registration number recognition on all international routes and domestic transit routes in Latvian and Lithuania Eastern

border territories and significant improvements of the technical equipment for police and border guard and the implementation of a security information campaign “Look and speak!”.

The project contributes to the objective “Increase prosperity” and to the policy areas “Secure” of the EUSBSR by combatting the cross-border crime on the Latvian and Lithuanian border, thus building common capacities for societal security in the Baltic Sea region.

LLI-269 The development of safety services by strengthening communication and cooperation capacity between the local government and police authorities (SCAPE)

The objective of the SCAPE project is to improve public safety by improving skills for national security services and local government employees by using modern technology in their daily work. The partnership includes 4 partners: Administration of Palanga City Municipality (lead partner), Klaipeda County Police Headquarters, Liepaja Municipal Police, Latvian State Police.

The project activities include three joint trainings for police officers and local volunteers on how to use and apply modern technologies, joint demonstration training and conference for experience exchange and purchasing of modern equipment, such as body camcorders 100, vehicle video recorders 32, service bikes 8, tricycles 6, electric bicycles 8, electric car and electric minivan 2, drone 1, traffic video recorders 30, etc.

The project contributes to the objective “Increase prosperity” and to the policy areas “Secure” of the EUSBSR by improving public safety in the project area and promoting communication and cooperation between police and local authorities in the border area, thus building up the resilience and prevention towards emergencies and threats at local level.

Good practice projects contributing to the horizontal principles

Programme priority	Good practice projects (No and title)
Priority 1, SO1.1	LLI-10 Introducing nature tourism for all (UniGreen)
	LLI-349 Development of eco-tourism by using water resources in Latvia and Lithuania (Learn Eco Travel)
Priority 1, SO1.2	LLI-249 Ecological flow estimation in Latvian - Lithuanian trans-boundary river basins (Eco Flow)
	LLI-291 Enhancement of Green Infrastructure in the Landscape of Lowland Rivers (ENGRAVE)
Priority 1, SO1.3	LLI-303 Life in clean environment - a better future! (Clean brownfields)
	LLI-325 Innovative brownfield regeneration for sustainable development of cross-border regions (BrownReg)
Priority 2, SO2.1	LLI-157 "Boost regional Entrepreneurship by Enabling cross border cooperation" (BEE Lab)
	LLI-416 "Development of Local Food Production and Delivery Support System in the Utena- Latgale cross border region" (LOCAL FOODS)
Priority 2, SO2.2	LLI-184 SalesLabs for employability competencies development (SalesLabs)
	LLI-352 Joint and interdisciplinary long-life learning training for professionals working with neuro sensorimotor disorders (Interprof)
Priority 3, SO3.1	LLI-212 See Another Way (I See)
	LLI-341 Social Inclusion of Elderly People (Aging in Comfort)
Priority 3, SO3.2	LLI-377 "Dialogue in the silence and in the dark" - a new way to discover a different world (A different light)
	LLI-237 Creation of Healthy Lifestyle Network of Basketball Enthusiasts in Venta River Communities in Lithuania and Latvia (BVENTA)
Priority 4, SO4.1	LLI-152 Improvement of services available by citizen card in Jelgava and Siauliai (e-Card)
	LLI-302 Improvement of efficiency and availability of local public security services in cross border regions of Latvia and Lithuania (Safe borderlands)

Table # 17 Good practice projects contributing to horizontal principles divided by the Programme priorities

Priority 1 “Sustainable and clean environment through cooperation”

Specific objective 1.1 “To increase number of visitors to the programme area through improving and developing cultural and natural heritage objects, services and products”

LLI-10 Introducing nature tourism for all (UniGreen)

The UniGreen project aims to facilitate sustainable tourism development in border regions of Latvia and Lithuania by stabilizing and increasing the number of visitors and the number of overnight stays.

The project contributes to the horizontal principle “Equal opportunity and non-discrimination”. Pilot activities of the project are implemented in line with the Convention on the Rights of Persons with Disabilities. These activities include jointly developed guidelines for using the universal design in nature objects, training of nature guides how to work with disabled people and improvements of infrastructure, audio solutions etc. for increasing the quality of the living environment for people with disabilities.

LLI-349 Development of eco-tourism by using water resources in Latvia and Lithuania (Learn Eco Travel)

The Learn Eco Travel project aims at promoting the development of eco-tourism and increasing the number of visitors in the region by improving the infrastructure of water objects, enhancing the accessibility of water objects for disabled persons and by creating new eco-tourism products.

The project contributes to the horizontal principle “Equal opportunity and non-discrimination”. Sabalunkos campsite in Grazute Regional Park will become the first fully adjusted site for handicapped in Lithuania. Also children with disabilities will have the possibility to participate in the adventure camps in Aglona and Grazute Regional Park. The project is being implemented in accordance with the implementation guidelines 2014 – 2020 of the United Nations Convention on Persons with Disabilities.

Specific objective 1.2 “To increase integration and efficiency of environmental resource management”

LLI-249 Ecological flow estimation in Latvian - Lithuanian trans-boundary river basins (Eco Flow)

The overall objective of the Eco Flow project is to establish cooperation among the PP in order to encourage development of a new methodology for the estimation of ecological flow in compliance with standards and goals for protected areas under the EU Water Framework Directive and Birds and Habitats Directive in Latvia-Lithuania border region.

The project contributes to the horizontal principle “Sustainable development”. The estimation of the ecological flow will significantly contribute to the environment protection and restoration, including NATURA 2000 areas and protected river stretches designated under the Freshwater Fish Directive (2006/44/EC), as well as contribute to a wise and efficient use and management of water resources.

LLI-291 Enhancement of Green Infrastructure in the Landscape of Lowland Rivers (ENGRAVE)

The ENGRAVE project aims to enhance river-based green infrastructure by integrating ecosystem and landscape concepts in to the planning and integrated management of the lowland rivers at local and regional scale.

The project contributes to the horizontal principle “Sustainable development” by facilitating efficient management of green infrastructure created by lowland rivers of the bordering region. As a result of the project, a new ecosystem and landscape-based approach for integrated planning and management of the lowland rivers will be developed and tested. Moreover, the maintenance of green infrastructure requires integration of ecological, cultural, economic and societal perspectives, which form the key pillars of the sustainable development.

Specific objective 1.3 “To regenerate public areas with environmental problems”

LLI-303 Life in clean environment - a better future! (Clean brownfields)

The Clean brownfields project aims at providing sustainable and resource-efficient restoration of degraded territories, owned by the municipalities.

The project contributes to the horizontal principle “Sustainable development” by carrying out regeneration of brownfields, providing innovative and professional brownfield planning, and promoting the qualitative development of brownfields in the future. As a result of the project, a clean environment will be insured in 16,32 ha of project partners territories in Kurzeme, Kaunas, Klaipeda and Telsiai.

LLI-325 Innovative brownfield regeneration for sustainable development of cross-border regions (BrownReg)

The objective of the BrownReg project is to develop, implement and disseminate a new knowledge for innovative and environmental friendly regeneration of brownfields by cooperation between the research institution and municipalities in cross-border regions of Latvia and Lithuania.

The project contributes to the horizontal principle “Sustainable development” by revitalizing and cleaning-up particular territories in Ludza, Kupiskis and Ignalina municipalities. During the project important practical and scientific information will be collected on innovative and environmental friendly technologies, which could be used in further regeneration projects of brownfield areas. For example, an innovative

approach of phytoremediation will be used for the first time for cleaning and revitalizing of soils of brownfields in Latvia and Lithuania.

Priority 2 “Support to labour mobility and employment”

Specific objective 2.1 “To create employment opportunities through entrepreneurship support”

LLI-157 “Boost regional Entrepreneurship by Enabling cross border cooperation” (BEE Lab)

The BEE Lab project aims to promote entrepreneurship in Rietavas, Talsi, Saldus, Kuldīga and Liepāja municipalities by enabling exchange of good practices and developing a network of skilled business support actors in Latvia and Lithuania.

The project contributes to the horizontal principle “Equality between men and women” by ensuring a gender ratio of 50:50 among experts involved in the project. Additionally, although main selection criteria for project target group is related to entrepreneurship, the project will aim for an even division between men and women while selecting the target group.

LLI-416 “Development of Local Food Production and Delivery Support System in the Utena- Latgale cross border region” (LOCAL FOODS)

The LOCAL FOODS project aims to encourage local product development and sales directly to consumer in order to increase the number of local producers in Utena-Latgale cross-border cooperation region.

The project contributes to the horizontal principle “Sustainable development”. The cooperation between local producers will increase the market of locally grown food, creating a positive impact on environment by lowering CO₂ emissions due to reduced distance of food traveling “from field to plate”. Moreover, small local farms as well as small local producers are more likely to avoid synthetic fertilisers, hormones, preservatives or other chemicals that can damage the environment and harm human health.

Specific objective 2.2 “To increase job opportunities by improving mobility and workforce skills”

LLI-184 SalesLabs for employability competencies development (SalesLabs)

The objective of the SalesLabs project is to improve matching of labour force skills to labour market needs through jointly improved and created educational programmes and infrastructure in Šiauliai and Latgale regions.

The project contributes to the horizontal principle “Equality between men and women”. Both genders will have equal possibilities to take part in joint workshops and training. However, during the selection of business representatives more

attention will be paid to businesses developed by women taking account the results of national and European Union statistical reports.

LLI-352 Joint and interdisciplinary long life learning training for professionals working with neuro sensorimotor disorders (Interprof)

The overall objective of the Interprof project is to increase cross border job opportunities of professionals working with neuro-sensory motor disorders by improving their skills in joint interdisciplinary and innovative life-long learning training.

The project contributes to the horizontal principle “Equal opportunity and non-discrimination”. During the project an informal, interdisciplinary training program will be developed, covering the latest trends in science and practice in the field of neuro-sensory motor disorders. Latest scientific and practical achievements in the field of alternative medicine, physical therapy, speech therapy, occupational therapy (animals and art therapy) will be shared. As a result, specialists of different professions will be instructed to work in team, combining different methods of rehabilitation and taking into account individual needs, opportunities and type of impairments of patients, increasing the quality of rehabilitation and socialization process in Šiauliai and Kurzeme regions.

Priority 3 “Social inclusion as a precondition to territorial development”

Specific objective 3.1 “To improve accessibility and efficiency of social services”

LLI-212 See Another Way (I See)

Project I See aims to promote equal attitudes towards persons with disabilities and to improve social inclusion of persons with visual impairments. It will be reached by strengthening cooperation, raising society awareness, improving competencies of specialists, improving social infrastructure and raising the accessibility, efficiency and diversification of social services.

The project contributes to the horizontal principle “Equal opportunity and non-discrimination”. Visually impaired and disabled persons are the main beneficiaries of the project. Adapted infrastructure and equipment will be useful for service users, public and tourists. Better social services will improve the quality of life for persons with visual impairments and disabilities and their families. Better understanding of needs and rights of visually disabled persons, the usage of Universal design principles in adapting services, equipment, information and infrastructure and enhanced integration opportunities of persons with disabilities will improve and strengthen equal opportunities of every member of society.

LLI-341 Social Inclusion of Elderly People (Aging in Comfort)

The project Aging in Comfort aims at improvement of the quality of social services for home care with newly trained mobile teams - teams of professional care-takers providing home-based social assistance to seniors including assistance in taking care of themselves, basic medical assistance, cleaning and cooking.

The project contributes to the horizontal principle “Equal opportunity and non-discrimination” by improving community-based social home-care services and infrastructure using new methods of help at home and self-help activities for aging in comfort. The project activities will be carried out in various locations across the project territory thus ensuring accessibility to the social services for everyone. The specialised equipment will particularly increase social cohesion in terms of improved access to home-based services of the elderly living in remote rural areas of the cross-border region.

Specific objective 3.2 “To improve living conditions in deprived communities and territories”

LLI-377 "Dialogue in the silence and in the dark" - a new way to discover a different world (A different light)

A different light project seeks, trains, and creates a platform for cooperation and inclusion for deaf and blind artists. The objective of the project is to help deaf and blind people from Telšiai and Kurzeme, Zemgale, Latgale regions who are interested in theatre to work together.

The project contributes to the horizontal principle “Equal opportunity and non-discrimination” by creating a performance with a mixed cast of deaf and blind actors, focusing on promoting creativity of deaf and blind people. Performances created within the project will give deaf and blind artists a creative and artistic home. They will be able to see their own lives and experiences reflected on stage. By integrating both sign and spoken languages, this performance will attract large deaf, blind and hearing audiences including both professional and nonprofessional actors.

LLI-237 Creation of Healthy Lifestyle Network of Basketball Enthusiasts in Venta River Communities in Lithuania and Latvia (BVENTA)

The BVENTA project is focusing on creating a cross-border network of healthy lifestyle and basketball enthusiasts through regular Venta River Basketball Tournaments and networking activities with an aim to improve the living conditions of the targeted deprived communities in of Akmene, Lithuania and Saldus, Latvia.

The project contributes to the horizontal principle “Sustainable development”. The project activities are environmentally friendly as they bring the focus on the Venta River communities across both countries and use the river’s natural link of two districts neighbouring districts of Lithuania and Latvia. Sustainable development

principles will be incorporated and further strengthened by the project in the following way: project partners will include the environmental criteria in the procurement procedures; the focus group discussions and community Tournaments will promote environmental aspects of Venta river; project partners will adapt measures for the organisation of the project events and tournaments in an environmentally sustainable way.

Priority 4 “Improved quality of living through efficient public services and administration”

Specific objective 4.1 “To improve efficiency of public services by strengthening capacities and cooperation between institutions”

LLI-152 Improvement of services available by citizen card in Jelgava and Siauliai (e-Card)

The overall objective of the e-Card project is to improve effectiveness of providing and administrating public services, by strengthening capacity of municipal institutions and structures, as well as by increasing the usage of city cards in Jelgava and Siauliai, i.e. including and centralizing municipal services foreseen for citizens in city e-card, as well as ensuring possibility to use these services cross-border.

The project contributes to the horizontal principle “Equal opportunity and non-discrimination”. Using electronic card to get a discount allows person to hide from the society their status of a supported person, e.g., if a child from a low-income family can receive larger discount than his schoolmates, the others will not know that, because they all are using the same card for payment (only the IT system has the information on the status of a particular person). The project also foresees supply of terminals, so that people can use public services e.g. in polyclinics. As far as it will be possible the principles of universal design as well as specific requirements for persons with disabilities will be used so that terminals are available for persons in wheelchairs, persons with vision or hearing problems, as well as usable in different languages to be appropriate for different nationalities.

LLI-302 Improvement of efficiency and availability of local public security services in cross border regions of Latvia and Lithuania (Safe borderlands)

The Safe borderlands project aims to improve efficiency and availability of local public security services in cross border area by strengthening the capacity, cooperation and making borderlands a safe place. The project involves municipalities, which need to increase the level of public safety and prevent crimes, and at the same time face such challenges as a lack of capacity and a low level of cooperation and effectiveness.

The project contributes to the horizontal principle “Equal opportunity and non-discrimination”. Project partners will have the opportunity to experience the Birzai district municipality practice of involving people with disabilities (mainly movement disabilities) into the process of ensuring public safety by monitoring and observing

surveillance cameras for ensuring public order in the municipality. This practice will show how municipalities can benefit from such initiatives and create employment opportunities for people with disabilities.

Annex 8 Simplification measures for applicants and project partners introduced within the Programme (2014 – 2020)

Simplification measures:

1. simplified costs options (flat rate usage for staff costs and office and administration costs, lump sum usage for project preparation costs);
2. standartized (Interact) application form elaborated by Interact for cross border cooperation projects;
3. submission and approval of project applications, partner and project reports via eMS;
4. simplified project changes procedure, as well as their submission and minor changes approval via eMS;
5. possibility to postpone and include in the next progress report expenses, which eligibility is under clarification;
6. issuing financial control certificate only on level of project partner's report (in comparison with the previous programming period when certificate was issued also for consolidated progress report);
7. availability of the Programme documentation which is detailed (elaboration of separate guidelines with explanations on information that should be provided, examples, etc. for project partners about communication matters, use of Electronic Monitoring System, etc.), easy understandable for reader (logically outlined, without excessive information, written in simple language without specific terminology etc.), as well as timely obtainable.

Annex 9 Logical model of Specific Objectives

1.1 To increase number of visitors to the Programme area through improving and developing cultural and natural heritage objects, services and products

Inputs	Actions		Outcomes – Impact		
	Activities	Actors	Short-term	Medium term	Longterm
<p>Support for sustainable preservation, development and promotion of natural and cultural heritage objects</p> <p>Programme support for capacity building</p>	<p>Ensuring sustainable accessibility to natural and cultural heritage objects</p> <p>Improvement of infrastructure</p> <p>Creation/upgrading of attractive/high quality services</p> <p>Improving related knowledge and skills</p>	<p>Public authorities and public equivalent bodies</p> <p>Research / educational institutions;</p> <p>NCOs</p> <p>Enterprises</p> <p>Local inhabitants and visitors</p>	<p>Improved infrastructure of cultural and natural heritage objects and related services</p> <p>Developed new joint services, products and clusters</p> <p>Increased capacity based on natural and cultural heritage objects</p>	<p>Preserved and improved sites attract more visitors</p> <p>Quality and diversification of services improved</p> <p>Due to new services limited impact of seasonality</p> <p>Local inhabitants and visitors more aware about the value of heritage</p> <p>Increased overnight stays of visitors in the Programme area</p>	<p>Preserved existing cultural and natural heritage</p>

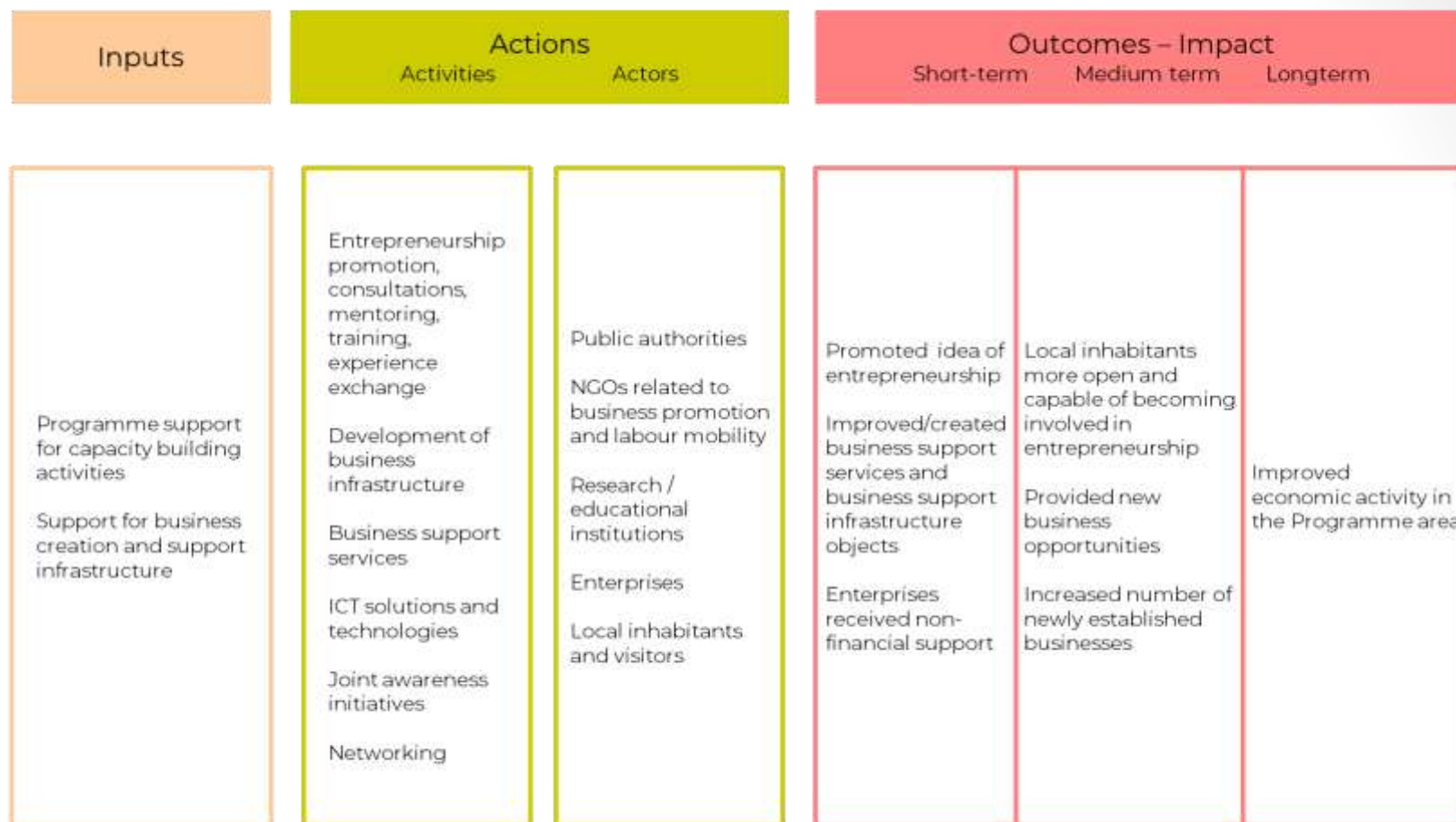
1.2 To increase integration and efficiency of environmental resource management

Inputs	Actions		Outcomes – Impact		
	Activities	Actors	Short-term	Medium term	Longterm
<p>Support for joint environmental resource management activities</p> <p>Support for nature infrastructure and equipment</p> <p>Programme support for capacity building</p>	<p>Joint environmental resource management activities</p> <p>Exchange of practices, trainings, seminars and other actions</p> <p>Improvement of nature infrastructure and equipment</p> <p>Educational and awareness raising activities</p> <p>Joint environmental risk management actions, related equipment and infrastructure</p>	<p>Public authorities and public equivalent bodies responsible for environmental management and protection</p> <p>Research / educational institutions;</p> <p>NGOs related to environmental protection and management</p> <p>Local inhabitants and visitors</p>	<p>Promoted green infrastructure solutions</p> <p>Improved capacities of the involved actors</p> <p>More active coordination and cooperation in planning, implementation and monitoring of natural resources management activities</p>	<p>Environmental, economic and social considerations effectively integrated in the decision-making process</p> <p>More integrated and efficient management of natural resources</p> <p>Promoted principles of ecologically sustainable development</p> <p>Supported organisations jointly contributing to environmental resource management</p>	<p>Sustainable management of the environmental resources in the Programme area</p>

1.3 To regenerate public areas with environmental problems

Inputs	Actions		Outcomes – Impact		
	Activities	Actors	Short-term	Medium term	Longterm
<p>Support for identification / creation of best practices and good practice dissemination</p> <p>Support for investments in municipal brownfield sites</p>	<p>Experience exchange in municipal planning</p> <p>Concepts and primary designs for brownfield revitalisation</p> <p>Pilot investments in municipal brownfield sites, including the deconstruction of derelict buildings, cleaning territory and improving public infrastructure;</p> <p>Dissemination of good practices</p>	<p>Public authorities and public equivalent bodies responsible for spatial planning, environment protection</p> <p>Enterprises</p> <p>Local inhabitants and visitors</p>	<p>Revitalised brownfield sites</p> <p>Identified the best practices for the planning and implementation of sustainable brownfields revitalisation activities</p>	<p>Fostered cooperation among all relevant stakeholders</p> <p>Promoted sustainable and resource-efficient revitalisation of municipality-owned brownfields</p> <p>Increased number of households not facing pollution, grime and other municipal environmental problems</p>	<p>Improved sustainable municipal environment for inhabitants and visitors.</p>

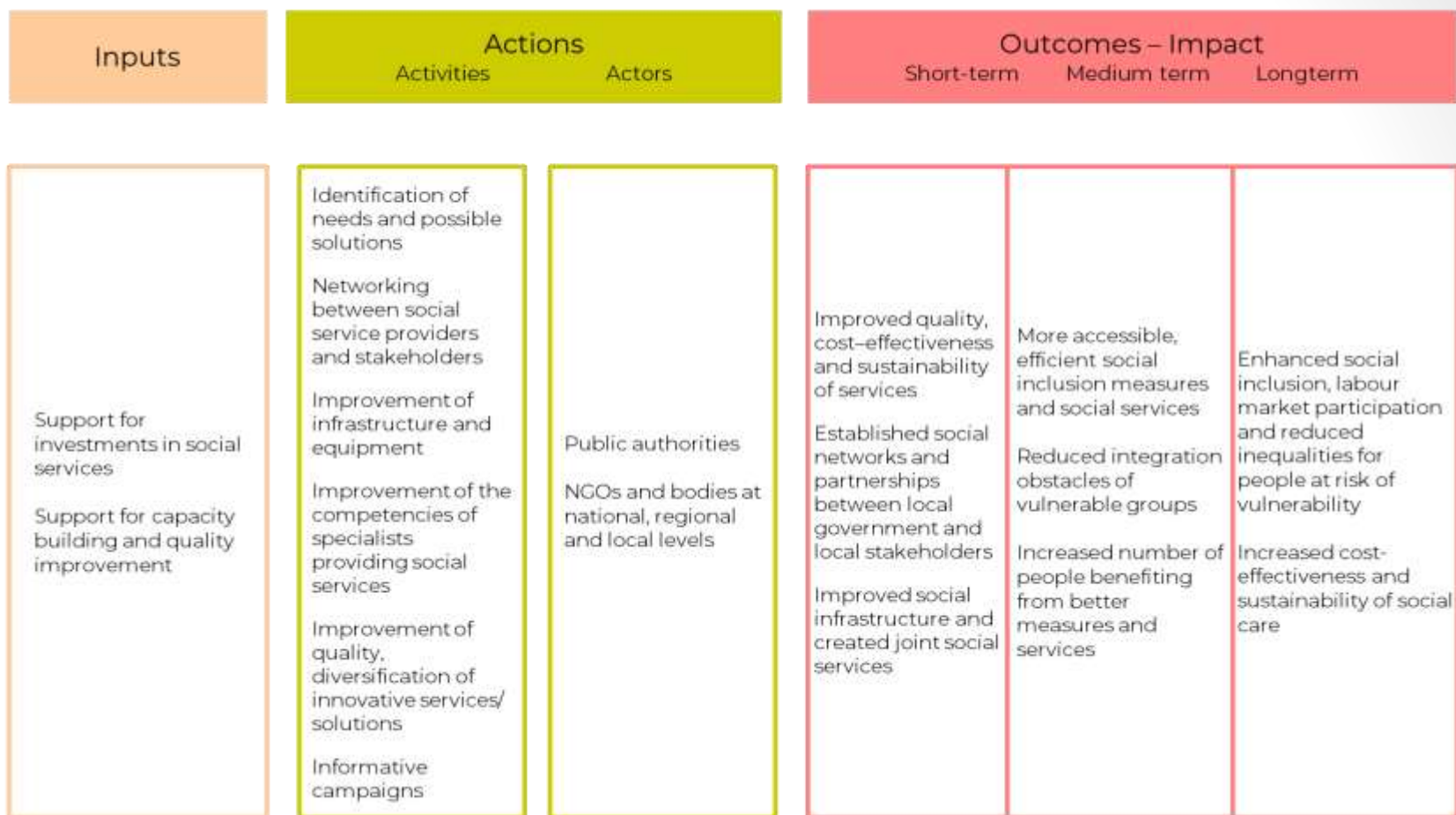
2.1 To create employment opportunities through entrepreneurship support



2.2 To increase job opportunities by improving mobility and workforce skills

Inputs	Actions		Outcomes – Impact		
	Activities	Actors	Short-term	Medium term	Longterm
<p>Programme support for life-long learning and other support activities</p> <p>Support for cross border road infrastructure improvement</p>	<p>Educational infrastructure and equipment</p> <p>Mobility and training programmes</p> <p>Trainings, exchanges, internships and international field practices</p> <p>Job fairs and information exchange</p> <p>Cooperation between businesses and educational institutions</p> <p>Road infrastructure</p>	<p>Public authorities</p> <p>NGOs related to labour mobility and transport</p> <p>Research / educational / vocational institutions</p> <p>Enterprises</p> <p>Local inhabitants and visitors</p>	<p>Improved quality and accessibility of relevant information</p> <p>Improved availability and quality of life-long learning and vocational education offers</p> <p>Improved / created educational and training infrastructure objects planned for joint use</p> <p>Removed physical obstacles for labour mobility</p>	<p>Increased number of people receiving upgraded skills matching labour market needs</p> <p>Increased number of cross border commuters</p>	<p>Increased labour mobility in the region</p> <p>Improved economic activity in the Programme area</p>

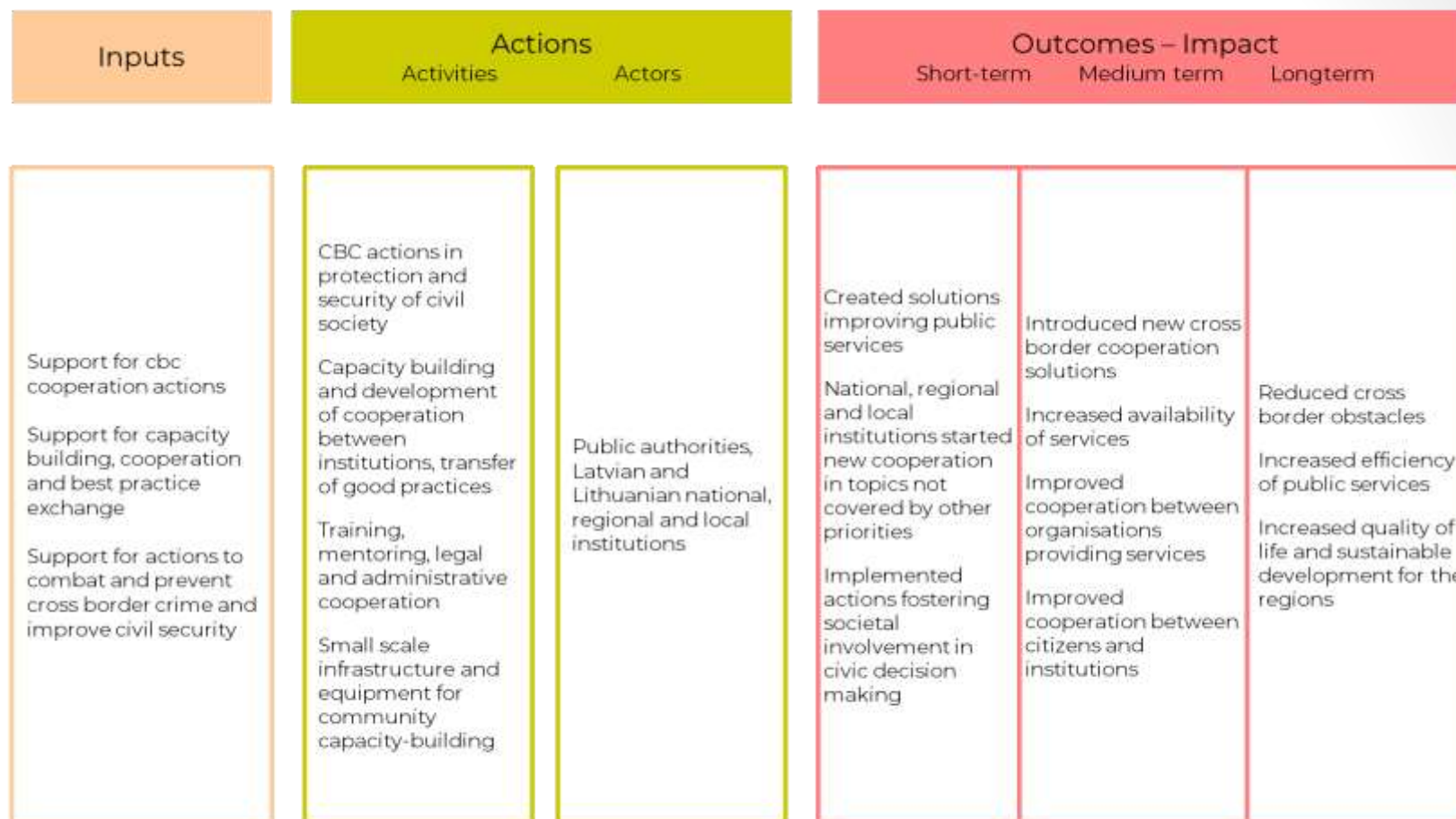
3.1 To improve accessibility and efficiency of social services



3.2 To improve living conditions in deprived communities and territories

Inputs	Actions		Outcomes – Impact		
	Activities	Actors	Short-term	Medium term	Longterm
<p>Support for activating deprived communities</p> <p>Support for networking and best practice exchange</p> <p>Support for small scale infrastructure works</p>	<p>Joint mapping and actions for activating deprived communities and solving related problems</p> <p>Networking activities in education, culture, healthy lifestyle and other fields</p> <p>Creation / upgrading / equipping social spaces</p> <p>Small scale infrastructure works for deprived communities and territories</p>	<p>Public authorities, including municipalities and other social service providers</p>	<p>More accessible services, adapted to individual needs</p> <p>Improved housing and living conditions in settlements</p> <p>Established networks in education, culture, healthy lifestyle etc. fields</p>	<p>Created conditions for deprived communities and their members' inclusion into society</p> <p>People are motivated and prepared to participate in social processes</p> <p>Improved interaction of deprived communities with local municipality</p>	<p>Reduced number of people facing deprivation-related problems</p>

4.1 To improve efficiency of public services by strengthening capacities and cooperation between institutions



Picture # 33 Logic model of SOs

Annex 10 Outcome Harvesting

Outcome Harvesting is an evaluation approach for systematic collection and assessment of Programme effects²⁵. Unlike other evaluation methods it doesn't start with predetermined outcomes, and measure progress towards them, but rather collects evidence of what has been achieved in the Programme or project area and works backwards to determine whether and how the project or intervention contributed to the change. It is particularly suited when focus is on outcomes, rather than activities, and it is suitable for evaluating in complex programming contexts where relations of cause and effect are not fully understood. Outcome Harvesting can be used for either monitoring or evaluation of projects, programs or organisations. Outcome Harvesting process consists of six iterative steps:

1. Design the Outcome Harvest:

Programme stakeholders (harvesters) identify useful questions to guide the harvest and agree what information is to be collected as the outcome description (outcome trophy card), in addition to the changes in the social actors (individuals, groups, communities, organisations directly benefitting from the Programme intervention) and how the change agent's (PP) intervention influenced them.

2. Review documentation and draft outcome descriptions:

Harvesters identify and extract changes in individuals, groups, communities, organisations or institutions evidenced in reports, evaluations, press releases and other documentation, along with what the change agents did to contribute to them.

3. Engage with informants in formulating outcome descriptions:

Harvesters communicate directly with the PP representative (informants) to review the outcome descriptions extracted from the files, identify and formulate additional outcomes, and classify them all. Informants will often consult with others inside or outside their organization who are well-informed about outcomes to which they have contributed.

4. Substantiate:

Harvesters obtain the views of one or more independent people knowledgeable about the outcome, or a representative group of outcomes, and how they were achieved, to enhance the validity as well as the credibility of the findings.

5. Analyse and interpret:

Harvesters organise outcome descriptions through a database in order to make sense of them, analyse and interpret the data and provide evidence-based answers to the useful harvesting questions.

6. Support use of findings:

Harvesters propose points for discussion to harvest users grounded in the evidence-based answers to the useful questions. Discussions with users might include how they could

²⁵ Wilson-Grau R, Britt H., *Outcome Harvesting* (n.p., 2013), n.pag.

make use of findings. The harvesters also wrap up their contribution by accompanying or facilitating the discussion amongst harvest users.

Example of Outcome trophy card

1. Description of an outcome: who did what?

*What happened?
Who did that?
When?
Where?
What is the proof of that?*

2. Significance of the outcome

How significant is the change?

Worth noting *Important* *Significant*

How has the outcome changed the situation??

3. Contribution of the Programme

What contribution was made by the Programme to this change?

Project contribution is insignificant *Contribution is moderate, but there are other, equally important, factors* *Changes have only occurred due to Programme interventions*

How exactly contribution was made?

Annex 11 Results of the survey

The survey was carried out in April 2019 among the PP using the electronic questionnaire in both national languages of the countries represented in the Programme (Latvian and Lithuanian). In total 87 respondents were reached, incl., 54 respondents fulfilled the questionnaire in Latvian language and 33 respondents fulfilled the questionnaire in Lithuanian language. The profile of the respondents is seen below.

Represented region of your organisation	Language of the questionnaire fulfilled		Total
	Latvian	Lithuanian	
Kurzeme	18	2	20
Zemgale	23	0	23
Latgale	13	0	13
Klaipēda	0	7	7
Telsai	0	2	2
Siaulai	0	4	4
Panevezys	0	6	6
Kaunas	0	4	4
Utena	0	8	8
	54	33	87

Table # 18 Representation of respondents of the survey by regions

The role of your organisation within the supported project (-s)	Language of the questionnaire fulfilled		Total
	Latvian	Lithuanian	
Lead Partner	12	15	27
Project Partner	26	17	43
Both as we implement several projects	16	1	17
	54	33	87

Table # 19 Representation of respondents of the survey by their role in the project

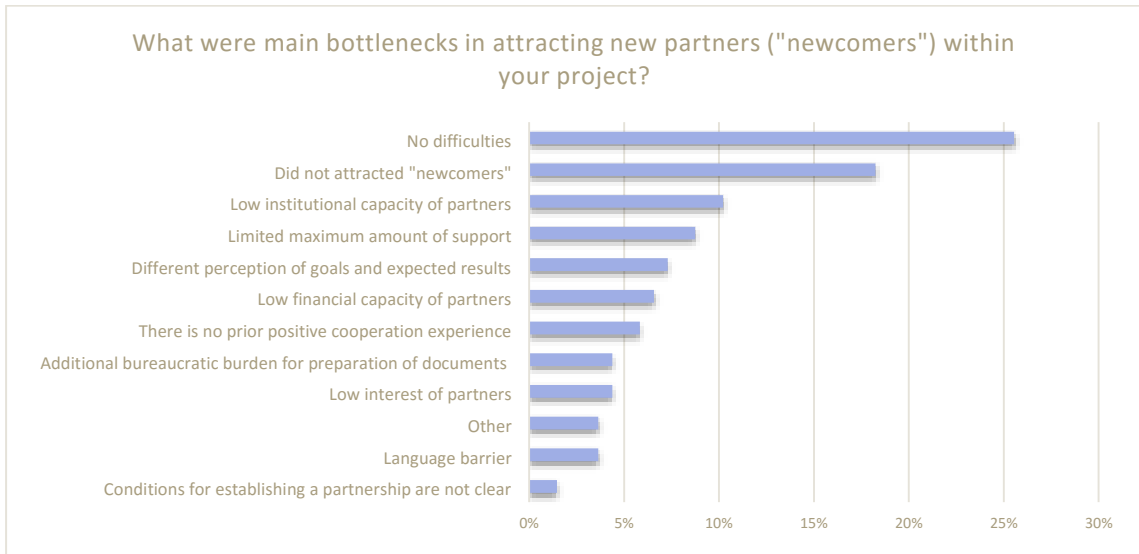
Priority of the Programme ²⁶	Language of the questionnaire fulfilled		Total
	Latvian	Lithuanian	
SUSTAINABLE AND CLEAN ENVIRONMENT	23	8	31
EMPLOYMENT AND LABOUR MOBILITY	12	12	24
SOCIAL INCLUSION	25	10	35
EFFICIENT PUBLIC SERVICES	17	3	20
Don't know	0	1	1
	77	34	111

Table # 20 Priorities of the projects represented by the respondents of the survey

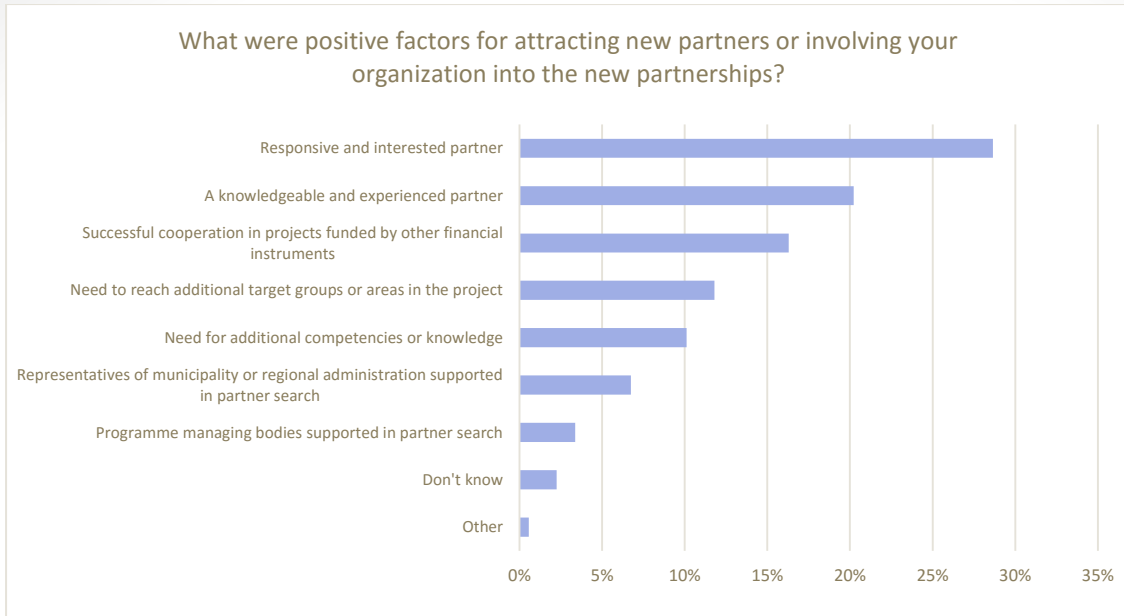
²⁶ In case respondents represent more than one project they showed all priorities of the projects represented

Has your organisation implemented any project in previous Programme period (2007-2013)?	Language of the questionnaire fulfilled		Total
	Latvian	Lithuanian	
Yes	30	17	47
No	23	15	38
Other	1	1	2
	54	33	87

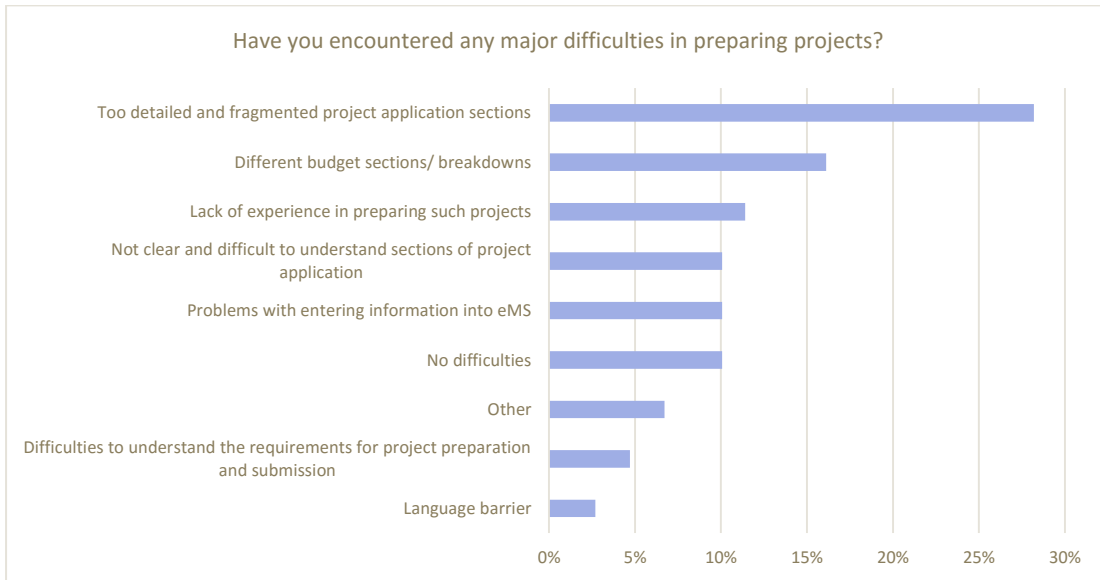
Table # 21 Representation of respondents of the survey by experienced PP and newcomers



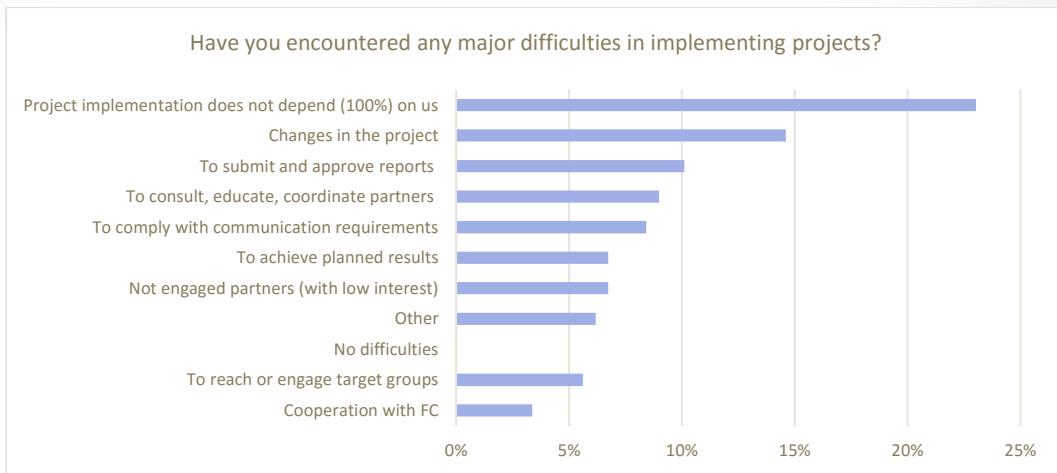
Picture # 34 Main bottlenecks for attraction of newcomers



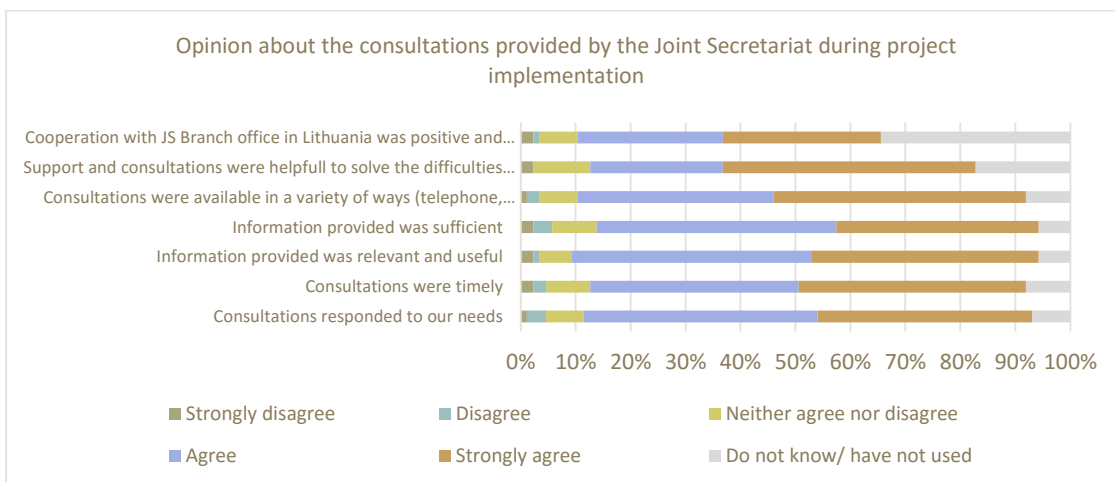
Picture # 35 Driving factors for attraction of newcomers



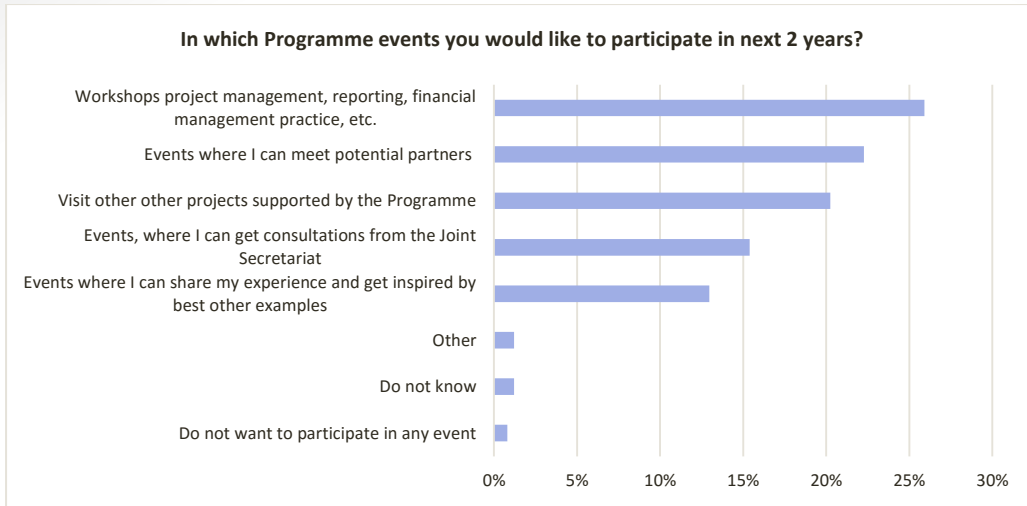
Picture # 36 Opinion of project partners about the difficulties in the project preparation and submission



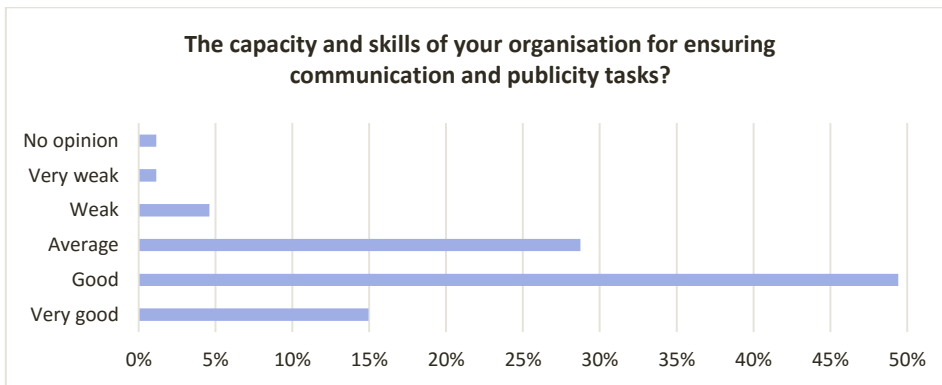
Picture # 37 Opinion of project partners about the difficulties in the project implementation



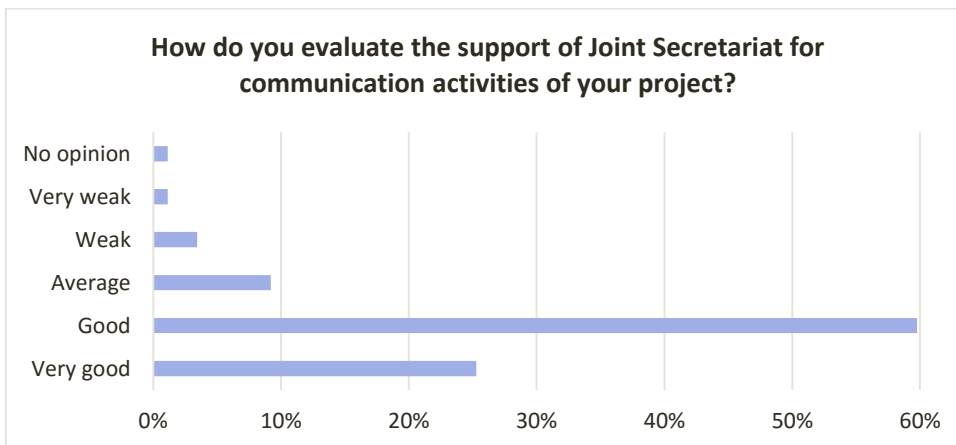
Picture # 38 Assessment of consultations provided by the JS for the beneficiaries



Picture # 39 Future interest of beneficiaries



Picture # 40 Self-assessment of the beneficiaries



Picture # 41 Assessment of JS communication seminars

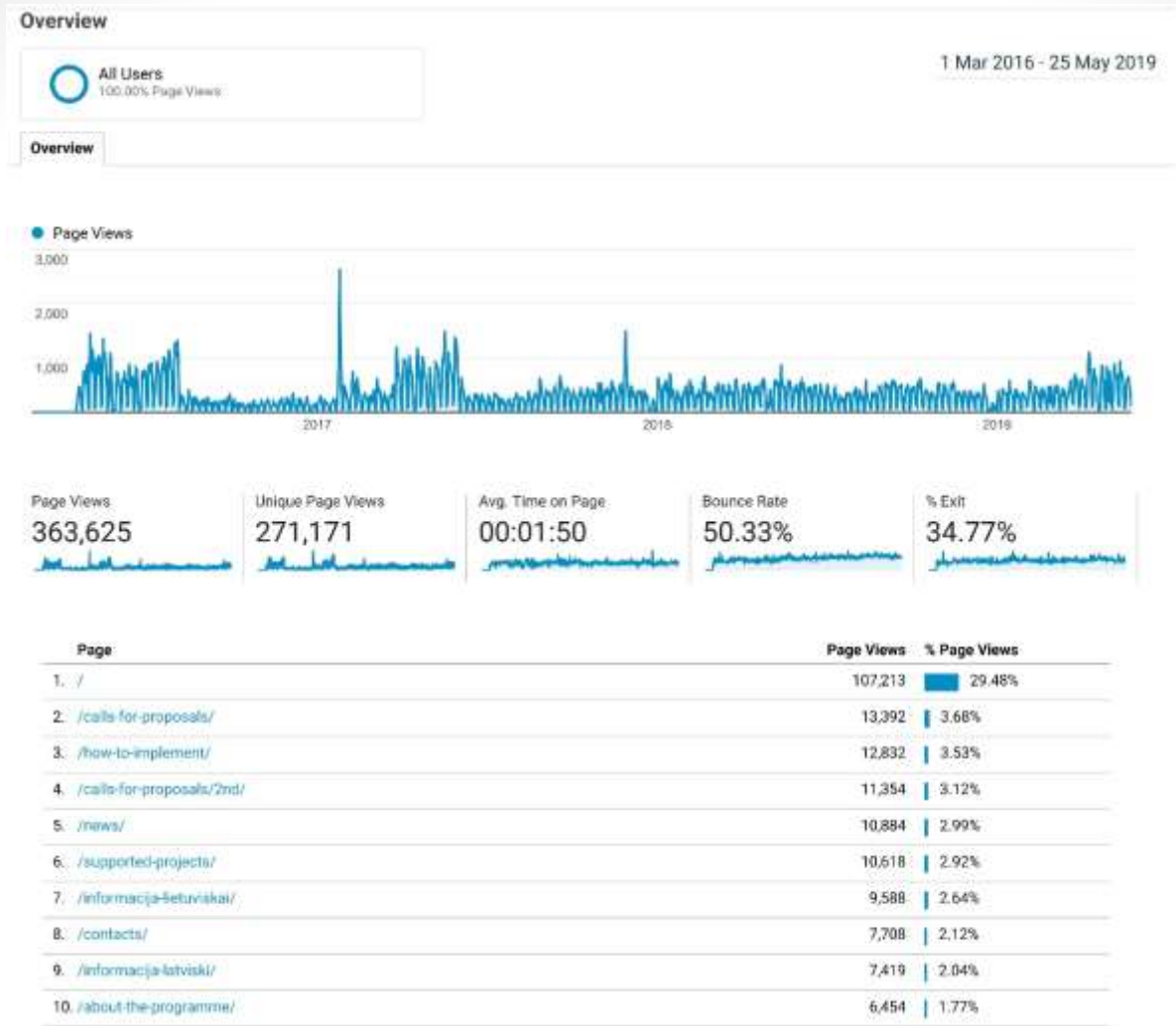
Annex 12 Information on communication activities

Seminars (2017)	Participants	Seminars (2018)	Participants
		Implementation seminar Plunge	48
		Implementation seminārs Kuldīga	56
		Implementation seminar Ignalina	53
		Implementation seminar Rēzekne	42
Reporting seminar Rīga	57	Reporting seminar Anykščai	69
Reporting seminar Rīga	51	Reporting seminar Rīga	70
Reporting seminar Kaunas	79		
Reporting seminar Siaulai	52		
Communication seminar Kretinga	28	Communication seminar Preiļi	29
Communication seminar Vilnius	43	Communication seminar Saldus	30
Communication seminar Daugavpils	16	Communication seminar Klaipeda	20
Communication seminar Jelgava	31	Communication seminar Panevezys	27
Procurement seminar Vilnius	54	Procurement seminar Vilnius	35
Procurement seminar Rīga	43	Procurement seminar Rīga	30
Meeting with financial controllers Vilnius	38	Meeting with Financial controllers Kaunas	35

Table # 22 Seminars organised by the Programme

Project implementation seminars(1 st and 2 nd calls)	Number of participants	Number of accepted projects
1st call seminar Panevezys	94	40
1st call seminar Liepāja	52	
1st call seminar Daugavpils	38	
2nd call seminar Utena	59	48
2nd call seminar Vilnius	35	
2nd call seminar Preiļi	27	
2nd call seminar Klaipeda	46	
2nd call seminar Tērvete	61	
2nd call seminar Rīga	11	

Table # 23 Project implementation seminars (1st and 2nd calls)



Picture # 42 Page view overview

Audience Overview

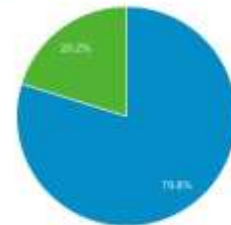
1 Mar 2016 - 25 May 2019

All Users
100.00% Users

Overview



New Visitor Returning Visitor



City	Users	% Users
1. Riga	6,522	19.83%
2. Vainus	4,825	14.67%
3. (not set)	3,267	9.93%
4. Kaunas	1,461	4.44%
5. Kalspeda	1,089	3.31%
6. Jelgava	939	2.85%
7. Saulkal	897	2.73%
8. Riga	873	2.65%
9. Daugavpils	658	2.00%
10. Liepaja	494	1.50%

Picture # 43 Audience overview

Annex 11 Questions of the interview with Programme bodies

Interviewee name:
 Organisation:
 Date of interview:
 Interviewer:

Within the task of the evaluation of the implementation of the Interreg V-A Latvia – Lithuania Cross Border Cooperation Programme 2014 – 2020 (hereinafter – Programme) and its Communication strategy, the evaluation team is organising interviews with different stakeholders involved in the Programme or project implementation. Opinions received during the interviews are collected, analysed and reflected within the report anonymously.

A. Overall questions

1. What are your observations, how is the programme implementation proceeding with regards to programme objectives and reaching targets?
2. So far, what have been the biggest challenges in implementing the programme?
3. So far, what worked well (you are satisfied the most) and where you see the most significant added value of cross-border cooperation within this Programme?
4. Could you mention best practices/ results of projects? Why do you consider them as good practice/result?

B. Questions about involvement of new partners (newcomers) in the project partnership

5. What is your opinion, which organizations are more and which less involved in the projects of this Programme?
6. What is your opinion, is it necessary to involve newcomers in the Programme (By "newcomers" – we understand new organizations, who have not previously participated in the projects of this Programme)?
7. What needs to be improved to attract "newcomers" to the project partnerships?

C. Questions about the project preparation and implementation

8. So far, have you noticed or heard about any challenges or problems that hinder project preparation, submission, evaluation, implementation and monitoring?
9. In your opinion, have the preparation, submission, evaluation, implementation and monitoring of projects been simplified and become less bureaucratic?
10. What do you think about the simplification measures introduced within the Programme so far? In what extent these measures have simplified the implementation of projects?

Simplification measures

1. Simplified costs options (flat rate usage for staff costs and office and administration costs, lump sum usage for project preparation costs)
2. Standardized application form elaborated by Interact for CBC programmes
3. Submission and approval of project applications, partner and project reports via Electronic Monitoring System
4. Simplified project changes procedure, as well as their submission and minor changes approval via Electronic Monitoring System
5. Possibility to postpone and include in the next progress report expenses, which eligibility is under clarification
6. Issuing financial control certificate only on level of project partner's report (in comparison with the previous programming period when certificate was issued also for consolidated progress report)

11. What needs to be improved to simplify project preparation, submission, evaluation, implementation and monitoring (still in this period till 2020 and in next programming period beyond 2020)?

D. Questions about the communication of the Programme and projects

12. Are there any bottlenecks or improvements necessary to ensure more efficient internal communication between the Programme bodies (JS, MA, MC)?
13. In your opinion, how successful were the programme bodies in the communication with potential applicants and project partners?
14. Could you mention any best practices or good approaches and is there any improvements necessary within the communication with potential applicants and project partners?
15. In your opinion, how successful were the projects in the communication about their achievements, activities and results?
16. Could you mention any best practices of projects' communication tools or events, what you have noticed?
17. In your opinion, how successful were the programme bodies in the communication with media?
18. In your opinion, how successful were the programme bodies in the communication with wider society and other stakeholders?

E. Final question

19. Do you have any additional comments or suggestions regarding the project application and implementation?

Annex 13 Questions of the interview with project partners

Project name:
Project number:
Call: 1st or 2nd
Priority:
Interviewee name:
Organisation:
Date of interview:
Interviewer:

A. Overall questions

1. Role of your organisation within the project (-s) of
 - a. Lead partner
 - b. Project partner
 - c. Both roles in different projects
2. Have you implemented projects of Latvia –Lithuania cross border cooperation programme in previous periods (2007-2013, 2004-2006)
3. What was the main motivation for your organisation to participate in the project?
4. What worked well in the project? Why?
5. Are you satisfied with the results of the project? Was the prognoses of the results and indicators realistic, and are they (will they be) achieved?

B. Questions about involvement of new partners (newcomers) in the project partnership

6. *If your organisation is a newcomer in the project of this Programme:* Have you encountered obstacles or problems in the project preparation and partnership creation?
7. Does your project partnership involve any other “newcomers”? Was there any obstacles or difficulties related to involvement of these “newcomer” organisations?
8. In your opinion, what prevents new partners (“newcomer²⁷”) to participate in projects of Latvia-Lithuania cross border cooperation programme? What needs to be improved?
9. What is your opinion which organisations are more and which less involved in the projects of this Programme?
10. What needs to be improved to attract “newcomers” to the project partnerships?
11. What are the bottlenecks and greatest success factors in establishing the partnership of your project?
12. Can you mention any good examples with newcomers or successful partnerships of other projects of this Programme?

²⁷ Previously have not participated in any of projects supported by Latvia-Lithuania cross border cooperation programme.

C. Questions about the project preparation and implementation

13. What have been the biggest challenges in the application (What have been the biggest challenges in the application (preparation and submission) of the project?
14. So far, what have been the biggest challenges in implementing the project?
15. What needs to be improved in the project application and implementation?
16. Comparing to previous Programme period (2007-2013) or other EU funded programmes, has the project application and implementation become simpler (less bureaucratic)? Could you comment in which areas?

D. Questions about the communication of the Programme and projects

Project preparation

17. How was the communication and support provided by the JS (and other Programme bodies) during the project application phase? What worked well, what needs to be improved?
18. Would you agree with the following statements? (fully agree, agree, do not agree, completely disagree, not appropriate):
 - a. Communication and support provided by the JS during the application phase was important for our success.
 - b. JS actively provided information about the programme in materials and in person
 - c. JS strongly encouraged us to engage in cooperation
 - d. JS provided support in finding the relevant partners for cooperation

Could you mention best examples supporting above statements?

Project implementation

19. How was the communication and support provided by the JS (and other Programme bodies) during the project implementation?
20. Would you agree with the following statements? (fully agree, agree, do not agree, completely disagree, not appropriate):
 - a) Support provided by the JS regarding the project implementation of was important for our project success.
 - b) JS encouraged us to promote results of our project
 - c) JS encouraged us to share experience with other projects

Could you mention best examples supporting above statements?

21. What worked well, what needs to be improved?

Publicity and communication of project

22. How would you describe the capacity and skills of your organisation in implementing communication activities?
23. How well did the communication about the project activities and results succeed?
24. What were the most successful communication tools / events in your project?

E. Final question

25. Do you have any additional comments or suggestions regarding the project application and implementation?

Thank you very much for your time, comments and suggestions!

Annex 14 List of Interviews

Project partner organisations

Project number	Project short name	SO	Interviewee name	Organisation	Partner Role	Date of interview	Call	Country	Interviewer
LLI-341	Aging in Comfort	3.1	Algirdas Gildutis	Utena District Municipality Administration	PP	19.04.2019	2nd	LT	Inga Uvarova
LLI-315	Initiation of WEBT	2.2	Justyna Civilyte	Panevezys vocational education and training centre	PP	18.04.2019	2nd	LT	Inga Uvarova
LLI-415	Deploy-Skills	2.2	Justyna Civilyte	Panevezys vocational education and training centre	PP	18.04.2019	2nd	LT	Inga Uvarova
LLI-199	Travel Smart	1.1	Gunta Dmitrijeva	Viesite local municipality	PP	30.04.2019	1st	LV	Inga Uvarova
LLI-306	Open landscape	1.2	Gunta Dmitrijeva	Viesite local municipality	PP	30.04.2019	2nd	LV	Inga Uvarova
LLI-317	SocQuality	3.1	Gunta Dmitrijeva	Viesite local municipality	PP	30.04.2019	2nd	LV	Inga Uvarova
LLI-295	V-R communities	3.2	Gunta Dmitrijeva	Viesite local municipality	LP	30.04.2019	2nd	LV	Inga Uvarova
LLI-110	Self-service libraries for different generations	4.1	Klinta Kalnēja	Jelgava City Library	LP	03.04.2019	1st	LV	Inga Uvarova
LLI-131	BUSINESS SUPPORT	2.1	Anita Diebele	Zemgale Planning region	LP	15.04.2019	1st	LV	Inga Uvarova
LLI-155	Business Bag	2.1	Laina Baha	Bauska Local Municipality Council	PP	05.04.2019	1st	LV	Inga Uvarova
LLI-291	ENGRAVE	1.2	Laina Baha	Bauska Local Municipality Council	PP	05.04.2019	2nd	LV	Inga Uvarova
LLI-280	EASYCROSSING	2.2.	Liesma Grinberga	Latvian road administration	LP	12.04.2019	Direct Award	LV	Inga Uvarova
LLI-372	All for safety	4.1	Aiga Anitena	Jelgava City Council	LP	18.04.2019	2nd	LV	Inga Uvarova
LLI-187	Balts' Road	1.1	Aiga Anitena	Jelgava City Council	PP	18.04.2019	1st	LV	Inga Uvarova
LLI-10	UniGreen	1.1	Alise Lūse	Kurzeme planning region	LP	16.04.2019	1st	LV	Inga Uvarova
LLI-82	SYNERGY FOR SECURITY	4.1	Ilze Stabulniece	State Police of the Ministry of Interior	PP	18.04.2019	1st	LV	Inga Uvarova
LLI-183	Mobility	2.2	Ilze Stabulniece	Kraslava Municipality Council	LP	18.04.2019	1st	LV	Inga Uvarova

Project number	Project short name	SO	Interviewee name	Organisation	Partner Role	Date of interview	Call	Country	Interviewer
LLI-131	BUSINESS SUPPORT	2.1	Anna Builo	Zemgale Planning region	LP	17.04.2019	1st	LV	Inga Uvarova
LLI-313	4SeasonsParks	1.1	Anna Builo	Zemgale Planning region	PP	17.04.2019	2nd	LV	Inga Uvarova
LLI-187	Balts' Road	1.1	Anna Builo	Zemgale Planning region	LP	17.04.2019	1st	LV	Inga Uvarova
LLI-317	SocQuality	3.1	Gundega Vēvere	Jaunjelgava municipality	PP	18.04.2019	2nd	LV	Inga Uvarova
LLI-291	ENGRAVE	1.2	Kristīna Veidemane	Baltic Environmental Forum- Latvia	PP	07.05.2019	2nd	LV	Inga Uvarova
LLI-325	Brownreg	1.3	Kristina Daugytė-Graužlienė	Kupiškis district municipality	Both	07.05.2019	2nd	LT	Inga Uvarova
LLI-181	Heritage Gardens	1.1	Darius Kviklys	Lithuanian Research Center for Agriculture and Forestry Green and Smart Technology Cluster	LP	08.05.2019	2nd	LT	Inga Uvarova
LLI-157	BEE Lab	2.1	Evita Indriksone	Nereta Local Municipality	PP	09.05.2019	1st	LV	Inga Uvarova
LLI-136	Regenerate deprived communities in the regions	3.2.	Solvita Buksa	Lithuanian Countryside Tourism Association	PP	14.05.2019	1st	LV	Inga Uvarova
LLI-181	Heritage Gardens	1.1	Linas Zabaliunas	Kaunas University of Technology PI Rietavas Tourism and Business Information Centre	PP	22.05.2019	1st	LT	Krišjānis Veitners
LLI-186	CREAzone 2.0.	2.1.	Gintarė Ambrozaitytė		LP	10.05.2019	1st	LT	Inga Uvarova
LLI-157	BEE Lab	2.1.	Rasa Baliuleviciene		LP	29.05.2019	1st	LT	Inga Uvarova

Table # 24 List of interviews with PPs

Programme bodies

Interviewee name	Organization	Date of the interview	Country	Interviewer
1. Anna Djakova	Monitoring Committee, Ministry of Environmental Protection and Regional Development	30 April, 2019	LV	Inga Uvarova
2. Julija Jakovleva	Monitoring Committee, Ministry of Environmental Protection and Regional Development	30 April, 2019	LV	Inga Uvarova
3. Kristine Ruskule	First level control, Ministry of Environmental Protection and Regional Development	8 May, 2019	LV	Inga Uvarova
4. Gints Pipikis	Joint Secretariat	3 May, 2019	n/a	Inga Uvarova
5. Marina Gnedova	Joint Secretariat	3 May, 2019	n/a	Inga Uvarova
6. Jānis Vanags	Joint Secretariat	19 March, 2019	n/a	Marita Zitmane, Ieva Cebura
7. Iveta Malina-Tabune	Monitoring Committee, Latgale planning region	10 June, 2019	LV	Inga Uvarova

Table # 25 List of interviews with representatives of the Programme bodies

Annex 15 Evaluation Methods

Evaluation Questions	Case study	Statistical analyses	Cluster analyses	Interviews/ FGD/ Survey	Document analyses	Impact factor analyses	Theory of change	Evaluability	Observations
4.1. To assess territorial coverage of approved projects		X	X	X	X				
4.1.1. To identify good practices which helped to attract new project partners (partners who did not implement projects within the Latvia – Lithuania Cross Border Cooperation Programme 2007 – 2013) to the Programme and to identify obstacles which hindered participation of new project partners, as well as to recommend how these obstacles can be mitigated.	X	X		X	X	X			
4.2. 2.2. To assess impact of approved projects` on the achievement and commitment of Programme`s output indicators and result indicators.	X	X		X	X	X			
4.2.1. To assess commitment of output indicators under each Programme specific objective (hereinafter – SO) per each Programme`s region (by comparing value of SO output indicator in the Programme document versus value formed from counting up output indicator values from projects approved under each SO) and to provide analyses on factors that influenced commitment of output indicator in cases where value of respective SO output indicator within the Programme document differs for 20% or more from value which is formed from counting up output indicator values from projects approved under corresponding SO.	X	X		X	X	X			

Evaluation Questions	Case study	Statistical analyses	Cluster analyses	Interviews/FGD/ Survey	Document analyses	Impact factor analyses	Theory of change	Evaluability	Observations
4.2.2. To assess possible impact on the achievement of Programme result indicators and set target values of Programme result indicators in cases where value of respective SO output indicator within the Programme document differs for 20% or more from value which is formed from counting up output indicator values from projects approved under corresponding SO.	X	X		X	X	X			
4.2.3. To provide analyses about reasons why occurred difference in cases when output indicator values within project applications of approved projects differ for 20% or more from factually achieved values. If during evaluation (for example, during desk checking of project reports, during project partners' interviews) are identified other important project results which are not reflected by project output indicators, information about them and their assessment also should be provided.	X	X		X	X	X			
4.2.4. To assess a potential impact of additional ERDF funding allocated to the Programme in 2018 on the target values of result indicators set within the Programme document. If relevant, provide reasoning and proposal for corrected target values, by describing also the methodology for target values update.	X	X		X	X				
4.3. To assess the contribution of approved projects to the achievement of European Union Strategy for the Baltic Sea Region objectives and implementation of horizontal principles.	X	X		X	X				

Evaluation Questions	Case study	Statistical analyses	Cluster analyses	Interviews/FGD/ Survey	Document analyses	Impact factor analyses	Theory of change	Evaluability	Observations
4.3.1. To assess how Programme priorities and approved projects contribute to the European Union Strategy for the Baltic Sea Region (hereinafter – EUSBSR), by grouping all approved projects according to their contribution to the implementation of the EUSBSR (priorities) and providing the best 2 project examples under each Programme priority.	X	X		X	X				
4.3.2. To identify not more than 2 projects under each Programme’s SO which can be highlighted as positive examples in implementation of horizontal principles (sustainable development, equal opportunities and non-discrimination, gender equality). To prepare a description (up to 1 page) about each project, by mentioning project number, project title, justification for project selection and description of positive example.	X	X		X	X				
4.4. Ascertaining of data availability in project reports and other project documentation and in outside data sources and, depending on data availability, offer methods which could be used for evaluating each Programme’s priority during Programme’s impact evaluation, planned in 2020 to fulfil requirements of preamble (54) sub point, point 3 of Article 56 and point 2 of Article 114 of Council Regulation No 1303/2013.				X	X	X	X	X	
4.5. To assess simplification measures for applicants and project partners introduced within the programming period 2014 – 2020 (which of them decreased administrative burden to the greatest extent, which of them should be kept also in the next programming period, etc.).		X		X	X				
4.5.1. Simplified costs options (flat rate usage for staff costs and office and administration costs, lump sum usage for project preparation costs).		X		X	X				

Evaluation Questions	Case study	Statistical analyses	Cluster analyses	Interviews/ FGD/ Survey	Document analyses	Impact factor analyses	Theory of change	Evaluability	Observations
4.5.2. Standardized application form elaborated by Interact for cross border cooperation projects;		X		X	X				
4.5.3. Submission and approval of project applications, partner and project reports via Electronic Monitoring System.		X		X	X				
4.5.4. Simplified project changes procedure, as well as their submission and minor changes approval via Electronic Monitoring System.		X		X	X				
4.5.5. Possibility to postpone and include in the next progress report expenses, which eligibility is under clarification.		X		X	X				
4.5.6. Issuing financial control certificate only on level of project partner's report (in comparison with the previous programming period when certificate was issued also for consolidated progress report).		X		X	X				
4.5.7. Availability of the Programme documentation which is detailed (elaboration of separate guidelines with explanations on information that should be provided, examples, etc. for project partners about communication matters, use of Electronic Monitoring System, etc.), easy understandable for reader (logically outlined, without excessive information, written in simple language without specific terminology etc.), as well as timely obtainable.		X		X	X				
4.5.8. To provide recommendations for additional simplification measures of project implementation in programming period 2014 – 2020.		X		X	X				
4.5. To assess Programme's Communication Strategy.		X		X	X				

Evaluation Questions	Case study	Statistical analyses	Cluster analyses	Interviews / FGD / Survey	Document analyses	Impact factor analyses	Theory of change	Evaluability	Observations
4.6.1. To assess compliance of Programme's Communication strategy with point 1 (b), (c) and (d) of Article 115 and Article 116 of Council Regulation No 1303/2013.		X		X	X				
4.6.2. to assess the efficiency of implementation of Programme's Communication Strategy and to provide recommendations for improvement of Programme's implementation.		X		X	X				X

Annex 16 Description of Criteria of Evaluation rubrics

Evaluation rubric of contribution toward EUSBSR

Contribution level	Description of criteria
Excellent	Clear and excellent example of the Programme contribution to the EUSBSR objectives. Almost all projects are focused on addressing the key challenges of the strategy, focusing on key aspects of the challenges and provide realistic strategies to their solution.
High	Programme projects have a direct relation to the objectives of the EUSBSR. Most projects are focused on addressing the challenges of the strategy, focusing on some key aspects of the challenges.
Satisfactory	Programme projects have a direct but mediated relation with the objectives of the EUSBSR. More than half of the projects are focused on addressing the challenges of the strategy, focusing on some key aspects of the challenges.
Low	Programme projects have an indirect and mediated relation with the objectives of the EUSBSR. Less than half of the projects are focused on addressing the challenges of the strategy, focusing on key aspects of the problems.
Not applicable	No programme contribution to the objectives of the EUSBSR can be identified. Only a few specific projects address the challenges identified in the strategy.

Table # 26 Evaluation rubric of the Programme contribution towards the EUSBSR

Evaluation rubric of Programme's simplification measures

To what extent the simplification measures introduced so far have contributed to reducing administrative burdens for applicants and project partners	Description of criteria
Excellent	An excellent example. The simplification measures and actions taken have contributed to reducing the administrative burden for applicants and project partners. The simplification measures implemented are considered to be a role model and a good practice. There are no any shortcomings identified. At least 80% of project partners agree that the simplification measures taken have improved the project application and

	implementation.
High	All simplification measures and actions taken have contributed to reducing the administrative burden for applicants and project partners. In some exceptional cases, further improvements are needed to simplify and facilitate project preparation and implementation. The identified deficiencies do not lead to significant negative consequences. 60-80% of project partners agree that the simplification measures taken have improved the project application and implementation.
Satisfactory	The simplification measures and actions taken have mostly contributed to the reduction of the administrative burden for applicants and project partners, with some exceptions. There are several shortcomings, but they do not cause significant negative consequences. 40-60% of project partners agree that the simplification measures taken have improved the project application and implementation.
Low	The simplification measures and actions taken have contributed to reducing administrative burdens for applicants and project partners. However, there is a number of shortcomings and difficulties, that hinder project preparation and implementation. Although they are not critical. 30 - 40% of project partners agree that the simplification measures taken have improved the project application and implementation.
Not applicable	The implemented measures and actions implemented have created additional difficulties in project preparation and implementation. There are a number of significant shortcomings that have led to a critical increase of the administrative burden burdens for applicants and project partners. Less than 30% of project partners agree that the simplification measures taken have improved the project application and implementation. Majority of respondents confirm that the implementation of project become more complicated.

Table # 27 Evaluation rubric of the simplification measures introduced within the Programme

Evaluation rubric of the achievement of the Communication Strategy

Achievement level	Criteria
Excellent	An excellent example of efficiency of the implementation of the Communication strategy. All initially set results, as well as additional results have been achieved.
High	The implementation of the Communication strategy of the Programme is efficient. The chosen strategy was generally successful, with few exceptions. All initially set results and target

	indicators have been achieved. Some minor additional results achieved have been established.
Satisfactory	The initially set results and target indicators have been mainly achieved. However other, more efficient alternatives were possible to achieve results. Additional results have not been established.
Low	Efficiency is low. It is affected by inadequate skills and knowledge of media communication as well as the lack of human resources dedicated to carry out communication with media. Initially set results and target indicators are achieved only in part.
Not applicable	Achievement of the initially set results and target indicators of the Communication strategy cannot be established.

Table # 28 Evaluation rubric of the achievement of the Communication strategy