

Action Plan of the Estonia – Latvia Cross-Border Cooperation Programme



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January 2020

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1 Introduction

The current document is the Action Plan made within the EPICAH project to improve the policy instrument Estonia - Latvia Cross-border Cooperation Programme and make maximum use of the outcomes of the programme. The EPICAH project aims to promote the improvement of the policy instruments for cross-border cooperation processes in natural and cultural heritage protection as a basis for cross-border tourism. In consequence and in coherence with the EPICAH project, the Action Plan intends to answer the following question: Which actions, methods and/or tools are necessary for improving the effective development and efficient usage of natural and cultural values?

Policy context		Action Plan type	
Investment for Growth and Jobs programme		Type 1: Implementation of new projects	
European Territorial Cooperation programme	X	Type 2: Change in the management of the policy instrument (improved governance)	X
Other regional development policy instrument		Type 3: Change in the strategic focus of the policy instrument (structural change)	X

In the Action Plan, we present

- the methodological framework used for defining the optimal actions,
- the general information of the policy instrument,
- the justification of the need for improving the policy instrument,
- the lessons learned from the EPICAH project,
- a stakeholder analysis in connection with the EPICAH project,
- all the necessary details of the planned actions,
- as well as other additional information about the indicators, monitoring and risk assessment.

2 Policy instrument's background

The policy instrument to be improved is the Estonia - Latvia Cross-border Cooperation Programme (EstLat Programme). EstLat Programme 2014-2020 has committed over 90% of its funds by fall 2019 and it would be impossible to change the strategic focus of EstLat Programme 2014-2020 in the phase 2 of the EPICAH project (2020-2021). Therefore, the action plan focuses on capitalisation of results of the EstLat Programme 2014-2020 and improving the EstLat Programme 2021-2027, in order to provide more attention and funding to the cultural and natural heritage in cross-border regions.

2.1 The definition of the programme area

The programme area is situated in northern part of Europe and covers the southern and south-western parts of Estonia and the northern and western parts of Latvia. With the total area of ca 66 000 km² and population approximately 2 million inhabitants, the average population density is just over 30 inhabitants/km². If to exclude Riga, the capital of Latvia (640 000 inhabitants), which is included in the programme area, the average density drops to 20 inhabitants/km², *i.e.* the programme area is very sparsely populated having large territories covered with forests, marshes and bogs. Estonia and Latvia share a 343 km land border and a 214 km sea border.

2.2 Connection to the topics of EPICAH project

Development of cross-border tourism based on natural and cultural heritage has been one of the focus areas of the Estonia – Latvia Programme since 2004.

In the EstLat Programme 2014-2020, one of the seven specific objectives the programme supports is “More diversified and sustainable use of natural and cultural heritage”, which has to increase the value of the result indicator “Number of visitors at cultural and natural heritage sites” and has 3 output indicators:

- Improved natural or cultural heritage sites.
- (Sets of) products or services that are created based on cultural or natural heritage.
- Cross-border networks that are established or which are strengthened in order to manage and promote the sites.

The total ERDF support for this specific objective is 6 MEUR (ca 17% of the programme funds).

3 Justification of the need for improving the policy instrument

3.1 Action 1: capitalisation of the results of the EstLat Programme 2014-2020

EstLat Programme 2014-2020 sets a demanding criterion for applicants, who planned to apply under the above mentioned specific objective of the programme - “More diversified and sustainable use of natural and cultural heritage”. The criterion stated: “the programme expects to receive projects that target wider geographical territory and involve larger networks of partners”. It meant that any applicant, who wanted to apply for funding with a plan to create tourism products and packages based on natural and cultural heritage of Estonia and Latvia had to involve large partnerships and cover majority of the programme area. As a result, the programme has financed till today 6 projects (and 2 more projects are expected to receive financing in the beginning of 2020), which do target wide territory, i.e. they all cover large share of the programme territory and involve large networks of partners: several hundred kilometres of new routes have been developed, with around 500 involved sites and hundreds of infrastructure objects. Strict following of the criterion by the programme has meant that the projects could not be local “mirror” projects or based on development of 2-3 sites. Most of the supported projects include over 10 project partners, with a maximum of 35 project partners in one project.

Such approach has been very challenging for the lead partners, project managers and all the project partners, but the achieved results, i.e. the created tourism products, are significant with a strong potential for becoming sustainable and laying basis for future joint developments. During earlier programming periods (2004-2006 and 2007-2013) the Estonian-Latvian joint cross-border tourism development projects have usually remained one-off ventures with limited sustainability. The tourism products created during 2014-2020 period have considerably higher potential for durability.

During our local stakeholder meetings and interviews in 2018-2019 we have learned that there is a lack of horizontal and vertical integration of the tourism area projects (between cultural/nature/cycling/ water etc tourism routes); also between projects and tourism development boards etc.

The routes or recommended itineraries of different cross-border cultural or natural heritage tourism products are not presented jointly, for example on a joint portal of national or regional tourism board, which would help the tourists to understand the array of options in a region and give tourism stakeholders a better overview of the made investments and topics that are jointly promoted on both sides of the border. Still, JTS has published tourism heritage projects that are supported in the present programming in one database (<https://estlat.eu/en/estlat-results>), but much more could be done.

Therefore, the capitalisation of the results of the EstLat Programme 2014-2020 would be useful and necessary, both among tourism development stakeholders and wider audience (incl. tourists, local inhabitants, service providers). Capitalisation exercise should aim at integration of CBC projects, increasing their impact and sustainability in the long run.

3.2 Action 2: funding scheme for small-scale projects in the EstLat Programme 2021-2027

Our findings show that border areas of the Estonia – Latvia Programme lacks cross-border funding for promoting the use of cultural and natural heritage, especially in immediate border areas via grass-root level cooperation. In order to overcome this shortcoming, the action proposed by Peipsi Center for Transboundary Cooperation (Peipsi CTC) is to insert in the EstLat Programme 2021-2027 an option to finance small-scale cross-border projects. Small projects are a perfect tool for bringing together local people on a cross-border level in order to strengthen the fabric of cooperation, often by utilising the resources of local cultural and natural heritage, sustain and develop local cultural and natural heritage, and increase the involvement of youth in such actions.

The EstLat Programme 2007-2013 did not have a small project fund, but it did have a separate priority with a budget of approximately 10% of the programme funds (3.5 MEUR out of total 36 MEUR) that was meant primarily for projects that are commonly recognised as “small projects” by cross-border Interreg programmes. In total, the programme financed 67 projects, of which 28 were financed under priority 3, *i.e.* over 40% of the projects financed by the EstLat Programme 2007-2013 had the elements of small projects and supported grass-root level cooperation between small municipalities and third sector organisations of Estonia and Latvia. 16 out of 28 projects helped to promote cultural and natural heritage of the regions. Such approach had a noticeable positive effect on strengthening the cross-border cooperation fabric between Estonians and Latvians, especially those living in the border municipalities.

The EstLat Programme 2014-2020 does not have a small project fund, neither does it finance any projects, which are commonly recognised as “small projects” by Interreg programmes. The projects in the field of tourism based on natural and cultural heritage are financed by the Estonia – Latvia Programme 2014-2020, but it is stated in the programme manual that “the programme expects to receive projects that target wider geographical territory and involve larger networks of partners”. Due to such pre-condition, the programme has financed till today (November 2019) 6 projects, which do target wide territory of the programme. Most projects include over 10 project partners, with a maximum of 28 project partners in one project. Such policy of supporting only large projects does not allow the municipalities located on the border of Estonia and Latvia to carry out cross-border cooperation on a grass-root level, as the large complex projects, usually with a budget around 1 MEUR, require project management/ financial capacity the border municipalities do not often have.

The positive example of the Estonia – Latvia Programme 2007-2013 indicates that the need and interest of local stakeholders towards small projects in the Estonian – Latvian border area is significant and the Estonia – Latvia Programme 2021-2027 should re-introduce the option of financing small projects.

The financing scheme for small projects in the EstLat Programme 2021-2027 could follow these main principles:

- programme support per project is up to 50 000 EUR;

- application and reporting of the projects is simplified compared to “ordinary” projects;
- the programme uses extensively financial simplifications (e.g. flat rates for staff and administration costs, unit costs and lump sums related to events, etc) for implementing the projects.

The total budget allocated for the small projects for promoting the use of cultural and natural heritage could be approximately 10% of the total programme funds, and it should be complementary to funds allocated to large-scale tourism development projects.

4 Lessons learned

4.1 Action 1: capitalisation of the results of the EstLat Programme 2014-2020

The action plan action got inspirations by the site visits and seminars and field visits held within the EPICAH project.

The experience shared and disseminated within EPICAH project proved that also in other regions they have often experienced insufficient cooperation in the same border area between developers of cross-border tourism routes and packages that are based on common natural or cultural heritage. It is easier for the project or product development teams to focus only on their (narrow) topic. Still, in various CBC regions joint promotion or capitalisation of project results is there.

During CBC projects case studies presented by EPICAH partners we have learned about good practices of cross-border tourism development strategies, integrated tourism products/packages and joint offer, which try to combine water, hiking, cycling routes, culture object etc. We have witnessed that capitalisation would bring in the end benefit and synergies to all parties, service providers, tourists, development associations, as evident of famous Tokaj, Bavaria or Douro border regions.

More specifically, our action got inspiration from Czech-German cooperation “Czech Bavarian Cultural Platform”, The Baroque Region of Bohemia and Bavaria” and “Czech-Bavarian Development Study” and Spanish-Portuguese cooperation on joint Douro Brand or “FLUVIAL” project.

In addition to EPICAH partners’ presentations we have learned from our LSG Latvian members (during our LSG meetings) about Interreg Europe CHRISTA project that worked to protect and preserve natural and cultural heritage assets and deploy them for the development of sustainable tourism strategies.

All those identified good practices have managed to overcome low impact and sustainability of single projects and work of integration and capitalisation of tourism projects/products – using common marketing, digital tools, brand etc.

Good practice	Lessons learned
<p>“The Baroque Region of Bohemia and Bavaria“, and “Czech-Bavarian Development Study” projects</p>	<p>The coordinated work done in improvement the cooperation in services in tourism (tourism information centres, destination offices, cultural organisations, etc.) with cross-border impact.</p> <p>Online information gathering about the Baroque Era via the already existing sites (www.zapadoceskebaroko.cz, www.bbkult.net).</p> <p>The Czech-Bavarian case has taught us how to include different projects under one umbrella and how to promote region jointly by products, sites, routes of different projects. Also, important is to use already existing sites, portals.</p>
<p>DouroBrand and Project FLUVIAL</p>	<p>FLUVIAL Project envisages the valorisation of the historical and natural heritage linked to the Douro River aiming at developing a joint sustainable tourism activity and creation of complementary tourism offers</p> <p>From MARCADUERO (DouroBrand) project we have learned about creation of border river routes and implementation of common touristic products while positioning the project territory as high-quality tourism destination.</p> <p>In this context, it was also developed a shared quality brand: MarcaDuero (Douro’s Brand) and marketed together (involving various tourism products, offers).</p> <p>Spanish-Portuguese cooperation shows very well how to create joint cross border tourism brand, with joint marketing, further planning etc.</p>

4.2 Action 2: funding scheme for small-scale projects in the EstLat Programme 2021-2027

The action plan is mainly inspired by the lessons learnt and discussions with the programme bodies (Joint Secretariat and the Managing Authority) working in the Czech – German border area, which was visited by the EPICAH project team in March 2019. In the Czech – German border area the EUREGIO has been in charge of executing over 2000 projects in the frames of small-project fund financing schemes during last 25 years, many of them focusing on promotion of local and regional cultural and natural values to foster tourism. The main sources of financing of the small project funds have been the cross-border cooperation programmes co-financed by the European Regional Development Fund and such practice has

considerably activated the local communities to cooperate across the Czech – German border.

Good practice	Lessons learned
<p>Action 2 EUREGIO of the Czech – German border area</p>	<p>Interreg Germany/Bavaria- Czech Republic Programme focuses people to people, small institution cooperation in local scale (<i>Kleinprojektefond</i>).</p> <p>Small-scale projects financed via small project funds during the last 25 years have helped to weave a strong cross-border cooperation fabric between local stakeholders from both sides of the border via joint promotion of local cultural and natural values and tourism.</p> <p>Local grassroots, also people-to-people cooperation helps to overcome also historical scars and differences.</p>

5 Analysis of stakeholders involved in the Action Plan

5.1 Action 1: capitalisation of the results of the EstLat Programme 2014-2020

The proposal of the action is supported by stakeholder meetings held in 2018-2019 and interviews made with the developers of Estonian-Latvian natural and cultural heritage tourism routes and packages in 2019; also discussed further during Estonian-Latvian CBC forum in December 2019 and meetings with JTS and MA.

Majority of these CBC routes developers are project managers and project partners of the projects of the EstLat programme 2014-2020.

The common understanding and conclusion of the discussions has been that there is a lack of coordination between tourism projects/routes/sites developed and more cooperation with Enterprise Estonia, regional visit.ee and visitestonia.com portals should be made. It would give the tourism professionals a comprehensive and consolidated understanding of the latest joint developments in the field of natural and cultural heritage promotion in the Estonia – Latvia cross-border area, and help to set a basis for further joint tourism cooperation and capitalisation activities. More specific networking meetings are needed to integrate the products of different projects and areas of the Programme, as well as to stimulate the cooperation between projects during and after their realization.

Visitestonia.com (also visitvalgavalka.com, visittartu.com, etc. can be used for joint visual presentation of developed border routes for very large target group).

MA and JS of the EstLat Programme 2014-2020 has agreed that besides developed tourism projects database on Programme website (<https://estlat.eu/en/estlat-results>) it is very

advisable to include heritage tourism routes and sites to the regional tourism board platforms (visitestonia, visitlatvia), which would help further capitalisation of programme results.

5.2 Action 2: funding scheme for small-scale projects in the EstLat Programme 2021-2027

The proposal of the action is backed by stakeholder meetings in 2017-2019 and a web survey carried out among local stakeholders in the border municipalities of Estonia and Latvia in April-May 2019. The survey targeted potential idea generators and leaders of small projects, *i.e.* active people, who live in the municipalities that have a land border with Estonia or Latvia, and their top themes for realistic cross-border cooperation in the frames of possible small-scale projects.

The target group of the survey was narrowed down to the municipalities on the land border of Estonia and Latvia (8 in Latvia, 6 in Estonia), as their daily reality demands them to think also in transboundary context, and there is regular communication across the border between these municipalities. The Estonian and Latvian municipalities having marine border between them have much less contact, as there is no regular ferry connection across the border, and municipalities further away from the border have more random contacts across the border.

However, it would be fair to say that cross-border cooperation interests of the municipalities located on the border, reflect well also the cross-border cooperation interests of stakeholders located further from the border.

The key facts and findings of the survey are the following.

- The survey was responded by 75 key stakeholders (44 from Latvia, 31 from Estonia), including community leaders, development specialists and heads of the municipalities, entrepreneurs, people working at culture houses, schools, libraries, NGOs, local action groups of LEADER programme, etc.
- 39% of the respondents were the employees of municipal governments. The rest of the respondents were spread quite evenly between other fields of activities.
- The respondents represented 13 of the targeted 14 border municipalities (1 Latvian municipality did not deliver any responses).
- 65% of the respondents listed cultural or natural heritage and/or tourism in their list of most realistic cross-border cooperation themes in the frames of possible small-scale projects.

NB! The web survey did not have a pre-defined list of cross-border cooperation themes offered to the respondents. All the proposed cross-border cooperation themes were generated by the respondents themselves.

The high response rate of the border municipalities and the analysis of responses proves that:

- The inhabitants of the border municipalities have significant interest towards the option to carry out local cross-border cooperation in the frames of small projects supported by the Estonia – Latvia Programme 2021-2027.

- Small-scale projects would be a useful and popular tool for promotion of local cultural and natural heritage and tourism.

6 Improvement actions

6.1 Action 1: capitalisation of the results of the EstLat Programme 2014-2020

6.1.1 The background

Consultations of Peipsi CTC between the Programme authorities (MA and JS) and tourism stakeholders (implementers of natural and cultural heritage based tourism projects of the EstLat Programme 2014-2020) during September-December 2019 have convinced Peipsi CTC of the need to overcome low impact and sustainability of single heritage tourism projects and work of integration and capitalisation of different projects/routes and further synergies. The capitalisation activity includes implemented and ongoing heritage tourism projects of the Estonia-Latvia Programme.

Our activity got inspiration from EPICAH project partners best practices (mainly in Bavaria, Duoro area) – mostly on part of creating common marketing message of the region and using common digital tools.

Our Action aims to encourage networking and integration between projects, development of coordinated synergies and creation of complimentary tourism offers. This will be done mainly through two kinds of activities:

1. Capitalization and networking meetings between implemented and ongoing heritage tourism project coordinators.

It would give the tourism professionals a comprehensive and consolidated understanding of the latest joint developments in the field of natural and cultural heritage promotion in the Estonia – Latvia cross-border area, and help to set a basis for further joint tourism cooperation and capitalisation activities.

2. Further cooperation with Visitestonia.com (also regional portals: visitvalgavalka.com, visittartu.com, etc.) to be used for joint visual presentation of developed border routes for large target group). Regional tourism platforms today gather various tourism related information, including tourism routes but cross border services, packages are missing.

These actions would help to improve the capitalization process of the EstLat Programme 2014-2020 results.

6.1.2 Action Plan and Time Frame

The activities to be carried out by Peipsi CTC in connection with the Action Plan are as follows:

Activities of action 1	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan-mar
Consultation with the MA, JS and lead partners of the heritage tourism projects	x	x	x								
Implementation of the capitalization meetings between the heritage tourism project coordinators		x	x					x			
Writing summary of recommendation to increase synergies, capitalisation of tourism projects					x	x					
Presentation of the report to LSG, JTS, MA on the ideas if new approach for the capitalization process				x			x				
Further discussion with regional, national tourism development portals (visitestonia.com etc) in order to include developed CBC routes, sites to the portal							x	x	x	x	
Validation of the capitalisation approach										x	x

6.1.3 Players involved

The following stakeholders will be involved into the implementation of the action:

Managing Authority (MA): The MA bears overall responsibility for the implementation of the EstLat Programme.

Joint Secretariat (JS): The JS will be responsible for practical tasks related to capitalisation of the results of the EstLat programme 2014-2020.

Key developers of the created natural and cultural heritage based tourism

routes/products: the following organisation will be consulted during the drafting process of the concept and technical task description of the digital portal.

1. Kurzeme Planning Region, Latvia

2. Latvian Country Tourism, Latvia
3. Vidzeme Tourism Association, Latvia
4. Association of Setomaa Municipalities, Estonia
5. Estonian Country Tourism.

Tourism development national, regional board: Enterprise Estonia, Enterprise Latvia, visitestonia.com, latvia.travel etc sites.

Tourism development stakeholders of the border regions: The results will be disseminated among and with the help of the tourism information centres, tourism development organisations, regional development centres and municipal governments, who are situated on the border of Estonia and Latvia.

Peipsi Center for Transboundary Cooperation (Peipsi CTC): As the partner of the EPICAH project, Peipsi CTC will be the key organisation carrying out the second phase of the project.

6.2 Action 2: funding scheme for small-scale projects in the EstLat Programme 2021-2027

6.2.1 The background

Consultations between the member states regarding programming of the EstLat Programme 2021-2027 will be started in summer-autumn 2019.

Peipsi CTC discussed its proposal for Action 2 with the Managing Authority of the EstLat Programme at the meetings on 28 March 2018 and more precisely on 5 April 2019, also through phone conversation in September-October 2019. In general, the Managing Authority was positive regarding the proposed action, however it was stressed by the MA that in the context of preparing the EstLat Programme 2021-2027, it is important to know precisely, what are the interests and needs regarding cross-border cooperation of people living in the immediate border area.

The justification and survey explained above provide a solid ground for corresponding to the request of the Managing Authority and carrying out the action.

6.2.2 Action Plan and Time Frame

The activities to be carried out by Peipsi CTC in connection with action 2 are as follows.

Activities of action 2 February 2020-April 2021	feb	mar	apr	may	ju n	jul	aug	sep	oct	nov	dec	jan	feb- apr
Presentation and detailed overview about the results of the survey to the MA in order to provide thematic content for the small projects fund of the 2021-2027 programme	x	x											
Presentation at the meeting Sending the presentation to the members of the Joint		x	x										

Programming Committee (JPC) of the Programme. of the JPC, if requested by JPC													
Sending the overview about the survey to the border municipalities of Estonia and Latvia, in order to introduce the key stakeholders the results of the survey and help them to promote the need to finance small projects. Further (LSG) meetings		x	x	x									
Analysing the feedback and comments from the MA, JPC and stakeholders' meeting.				x	x	x	x						
Compiling a progress reports regarding implementation of the action plan every 6 months (covers also action 1).						x						x	
Consulting with the JS regarding the state of affairs of integrating the possibility to finance small-scale projects in the programme document of the Estonia – Latvia Programme 2021-27.		x	x	x	x	x	x	x					
Finetuning the proposal for Action based on the feedback from the MA, JS and JPC.						x	x	x					
Dissemination of the activities, results of the action plan (covers also action 1).						x	x	x	x	x	x	x	x
Monitoring the results of the 1st call for proposals of the EstLat Programme 2021-2027 regarding the interest of applicants towards small projects.												x	x

6.2.3 Players involved

The following stakeholders will be involved into the implementation of the action:

Managing Authority (MA): The MA bears overall responsibility for the planning of the EstLat Programme 2021-2027.

Joint Secretariat (JS): The JS will be responsible for practical preparation of the EstLat Programme 2021-2027, including drafting the programme document, organising meetings of the stakeholders and JPC.

Joint Programming Committee (JPC): The JPC will be the decision-making body in the programming process, including members both from Latvia and Estonia.

Stakeholders of the border municipalities: The stakeholders, who answered to the survey will be disseminated the results of the survey and will promote the need to integrate the possibility to finance small-scale projects in the programme document of the EstLat Programme 2021-2027 during stakeholder meetings and public hearing organised during the programming process. The results will be disseminated with the help of the following organisations, who are situated on the border of Estonia and Latvia:

1. Aloja Municipality Government, Latvia
2. Ape Municipality Government, Latvia
3. Aluksne Municipality Government, Latvia
4. Rujiena Municipality Government, Latvia
5. Mazsalaca Municipality Government, Latvia
6. Naukšeni Municipality Government, Latvia
7. Salacgriva Municipality Government, Latvia
8. Valka Municipality Government, Latvia
9. Häädemeeste Municipality Government, Estonia
10. Saarde Municipality Government, Estonia
11. Mulgi Municipality Government, Estonia
12. Tõrva Municipality Government, Estonia
13. Valga Municipality Government, Estonia
14. Rõuge Municipality Government, Estonia
15. Mulgimaa Development Centre
16. Vidzeme Planning Region

Peipsi Center for Transboundary Cooperation (Peipsi CTC): As the partner of the EPICAH project, Peipsi CTC will be the key organisation carrying out the second phase of the project.

6.2.4 Costs

Implementation of the activities detailed in the time-plans above of action 1 require approximately 4000 EUR to cover staff costs and travel/ meetings costs related to the events in EE/LV region. Online tourism platforms are run by national funding.

Action 2 implementation requires also staff and local travel cost in amount of around 3000 eur; further PI and national funding.

6.2.5 Funding sources

Action 1: Peipsi CTC own funding.

Action 2: Peipsi CTC own funding, PI funding.

7 Risk Assessment Plan

It is very important to identify the potential risks in the Action Plan that can jeopardize the successful implementation of the planned actions.

7.1 Action 1: capitalisation of the results of the EstLat Programme 2014-2020

Potential risk	Probability of occurrence	Impact	Risk management tool
Not satisfying participation of project coordinators in capitalization meetings	low	medium	Active dissemination with project managers about the meeting aims, possible benefits
Limited interest of national tourism boards, portals on inclusion of CBC tourism routes, products	low	medium	Active dissemination and promotion of the idea to the tourism board

7.2 Action 2: funding scheme for small-scale projects in the EstLat Programme 2021-2027

Potential risk	Probability of occurrence	Impact	Risk management tool
Low interest of the JPC towards small projects	medium	high	Drafting a detailed overview of the survey in cooperation with the MA. Readiness of Peipsi CTC to finetune and amend the proposal.
Complications with creating a specific objective/priority dedicated only to small projects	Medium	High	Peipsi CTC will cooperate with the programming bodies to create an option to finance small projects under “regular” priorities and objectives of the programme, as it is very important that also partners with limited financial capacity can take part in cross-border cooperation activities.
Moderate activeness of the border municipalities in the programming process and	low	medium	In addition to sending the stakeholders the results of the survey, Peipsi CTC will send reminders to the stakeholders

supporting the idea of financing small projects			during the programming process regarding stakeholders' meetings to be organised by the JS during the programming process.
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8 Indicators

Action	Output indicator	Result indicator
Action 1	The regional, national tourism portals include info about the Estonia-Latvia cross-border tourism routes based on natural and cultural heritage	EstLat Programme 2013-2020 make use of the data presented at the site, available to large national and international target group.
Action 2	The programme document of the Estonia – Latvia Programme 2021-2027 foresees an option to finance small-scale projects, and among other topics promotion of local cultural and natural heritage, and tourism is listed as eligible activity.	In case at least 5-10% of the programme funds will be allocated for small projects: <ul style="list-style-type: none"> - at least 30 small projects supported in the frames of the EstLat Programme 2021-2027, of which half are focusing on promotion of cross-border cultural and natural heritage and/or tourism.

9 Monitoring

Monitoring and evaluation are important parts of the implementation process of the Action Plan. Project monitoring and evaluation will allow analysis of several aspects of the action plan implementation process, including the team performance, task duration problems, realisation of detected risks, etc.

Monitoring topic	Monitoring aspects
Implementation	Are tasks being carried out as planned: content- and time-wise? Performance of the team members carrying out the tasks Is there a need to re-design activities? Why? What is the impact of these changes?
Unexpected problems	Are there any unforeseen problems? How have the problems been addressed? Do the unforeseen problems influence the overall achievement of the planned results?
Risks	Have any of the detected risks realised? Have the risk mitigation activities been carried out as planned? Quality of the risk assessment plan
Communication	Intensity of communication Clarity of communication Impact of communication
Indicators	Are the output indicators fulfilled as planned? Are the result indicators fulfilled as planned? What are the reasons for under or over fulfilment?

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Interreg Europe EPICAH project action plan

Managing Authority of Estonia - Latvia Programme would like to confirm that we are aware of and agree with the actions proposed by Peipsi Center for Transboundary Cooperation, to improve co-operation between Estonia and Latvia and to contribute to the Estonia - Latvia Programme, which is the cross-border co-operation policy instrument between the two abovementioned countries.

Yours sincerely,

(signed digitally)

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Digital signature page

Signer		Signature	
		Attribute	Value
City	<input type="text"/>	Signer's Certificate issuer	ESTEID-SK 2015
State	<input type="text"/>	Signer's Certificate	ELLO,EGE,47606160255
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Zip	<input type="text"/>	Container format	application/vnd.etsi.asic-e+zip
Role / resolution	<input type="text"/>	Signature format	BES/time-stamp
		Signed file count	1
		Signature Timestamp	27.12.2019 12:19:07 +02:00
		Signature Timestamp (UTC)	27.12.2019 10:19:07 +00:00
		Hash value of signature	30 31 30 0D 06 09 60 86 48 01 65 03 04 02 01 05 00 04
		TS Certificate issuer	EE Certification Centre Root CA
		TS Certificate	SK TIMESTAMPING AUTHORITY 2019
		OCSF Certificate issuer	EE Certification Centre Root CA
		OCSF Certificate	SK OCSF RESPONDER 2011
		OCSF time	27.12.2019 12:19:07 +02:00
		OCSF time (UTC)	27.12.2019 10:19:07 +00:00
		Signer's computer time (UTC)	27.12.2019 10:18:50 +00:00

EGE ELLO 47606160255 | **Signature is valid** CLOSE