

Final report



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Abbreviations

CFCA	Central Finance and Contracting Agency
CID	Council Implementing Decision
CPFMIS	Cohesion Policy Funds Management Information System
EC	European Commission
EU	European Union
ICS	Internal Control System description for RRP management
IPDM	Investment project development manager
MoF	Ministry of Finance of the Republic of Latvia
Moi	Ministry of Interior of the Republic of Latvia
PMB	Procurement Monitoring Bureau
RA	Responsible Authority
RRF	Recovery and Resilience Facility
RRP	Recovery and Resilience Plan
SFRS	State Fire and Rescue Service

1. Executive Summary

The Project final report developed within the project “General technical support for the implementation of Latvia’s Recovery and Resilience Plan” **aims to summarize the work done during the previous Project phases and provide insights into lessons learnt during Project implementation as well as develop necessary communication materials for Project presentation purposes.**

The report is developed based on the conclusions and recommendations formulated in four thematic deliverables that have been elaborated since start of implementation of the Project on 2 February 2022:

- Recommendations Report for Enhancing the Control Framework;
- Recommendations Report for Enhancing the Audit Framework;
- Recommendations Report for Enhancing the Monitoring Mechanisms;
- Recommendations Report for Enhancing Project Management and Stakeholder Coordination Methods and Tools.

Key considerations for RRP implementation based on the lessons learnt during the Project:

- The **undertaken approach with involvement and support of external experts during development of management and control system for RRP implementation in the institution, i.e. the MoI, was successful** – outputs of work and Project approach were adjusted according to the needs of the MoI.
- The high importance of RRP investments in policy areas of the MoI contributed towards **increased level of interest and response from the MoI** in carrying out the Project activities.
- The methodological guidance on management of RRF, as well as the key tools (e.g., CPFMIS) are still being developed by the MoF and CFCA, therefore the MoI needs to **remain flexible in adjusting its ICS**, if required.
- **Participation at knowledge and good practices exchange events and platforms on EU level** would be beneficial for the MoI, allowing to gain new practical solutions for improving the ICS and its elements.
- Orientation towards performance-based financial instruments is a novelty for Latvia and all level stakeholders involved in programme and project management and implementation. Result-oriented approach (in addition to following the general approach on monitoring and reporting on milestones and targets) also requires the MoI to **improve methodological aspects related to calculation of progress in achievement of milestones and targets.**
- Most significant **challenges in capacity of RRP implementation** (both in terms of quantity of staff and competencies and skills) relate to the beneficiary level that means that the MoI needs to look for solutions that in short term would address the capacity needs for project implementation within its subordinated institutions.
- Because of the war in Ukraine and taking into account the raising inflation, **the risk of price increase** for construction projects remains significant, thus the MoI needs to be ready for finding solutions and being flexible during the RRP project implementation stage.

2. Introduction

2.1 Overall context

The outbreak of the COVID-19 pandemic has caused significant damage to the EU economy. To mitigate the economic and social impact of the pandemic and make European economies and societies more sustainable, resilient, and better prepared for the challenges and opportunities of the green and digital transitions, **the Recovery and Resilience Facility (RRF) has been introduced by the European Commission (EC)** as part of a wide-ranging response – a temporary recovery instrument that offers large-scale financial support for public investments and reforms in the Member States.

To benefit from the support of the RRF, Member States submit their recovery and resilience plans to the EC. Each plan sets out the reforms and investments to be implemented by the end of 2026, and Member States can receive financing up to a previously agreed allocation. **The RRF is a performance-based instrument. Fulfilment of agreed milestones and targets towards achieving the reforms and investments in the plans is a prerequisite for unlocking regular payments.**

Latvia submitted its recovery and resilience plan (RRP) on 30 April 2021. After assessment of the RRP by the EC, on 22 June 2021 a proposal for a Council Implementing Decision (CID) approving the EC's assessment of Latvia's RRP was adopted. **On 6 July 2021, the Council of the European Union adopted the CID for Latvia.** Latvia's plan is structured around six key policy priorities: climate, digital transformation, reducing inequalities, health, economic transformation, and the rule of law.

The Ministry of the Interior (MoI) is one of the line ministries in Latvia responsible for implementation of the RRP. Reforms and investments under its responsibility include:

- Component 1 "Climate change and environmental sustainability" Reform: 1.3.1.r. "Disaster management system adaptation to climate change, rescue and rapid response services" investment 1.3.1.1.i. "Disaster management system adaptation to climate change, rescue and rapid response services" – the aim of the investment is to ensure equally efficient, fast and high-quality work of fire and rescue services throughout the territory of Latvia, improving the co-operation and co-ordination of the services involved in operational work. The total financing available for the investment is EUR 36 630 000, excluding value added tax (VAT).
- Component 6 "Rule of law" Reform: 6.2.1.r. "Modernisation of the process of identifying money laundering, investigating economic crimes and judicial proceedings":
 - Investment 6.2.1.1.i. "Establishment of AML Innovation Hub to improve the identification of money laundering" – to improve the identification of money laundering through the continuous transfer of knowledge from research to financial intelligence based on data analysis and typologies within a secure public-private partnership platform. The amount of financing available for the investment is EUR 1 474 010, excluding VAT.
 - Investment 6.2.1.2.i. "Strengthening the capacity to investigate economic crime" – the aim is to promote the rule of law and strengthen the efficiency of money laundering, fraud, finance, identification and detection of economic crimes and the judiciary, to further strengthen the involvement and professionalism of specialized investigators (in interdisciplinary matters) in the investigation of economic crimes by at least 40% increasing the proportion of open criminal proceedings and criminal proceedings submitted for prosecution. The amount of financing available for the investment is EUR 1 050 000, excluding VAT.

On 5 July 2022 the Cabinet of Ministers endorsed the Informative reports for implementation of reforms and investments under the responsibility of the MoI, thus launching the implementation process. **The provisional timeline for implementation of reforms and investments is the following:**

- Investment 1.3.1.1.i. "Disaster management system adaptation to climate change, rescue and rapid response services" – 1st quarter of 2022 – 4th quarter of 2025.
- 6.2.1.1.i. "Establishment of AML Innovation Hub to improve the identification of money laundering" – 2nd quarter of 2021 – 1st quarter of 2025.
- Investment 6.2.1.2.i. "Strengthening the capacity to investigate economic crime" – 3rd quarter of 2022 – 4th quarter of 2025.

2.2 Aim and scope of this report

This report is Deliverable 6 "Final report" (report) of the Project "General technical support for the implementation of Latvia's recovery and resilience plan".



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The aim of the report is to summarize the work done during the previous Project phases and provide insights into lessons learnt during Project implementation as well as develop necessary communication materials for Project presentation purposes.

The scope of the report covers:

- Summary of all tasks undertaken by the contractor over all of the deliverables.
- Insights into the lessons learnt during the implementation of the Project.
- Project summary explaining the purpose and content of the Project that can be used both internally within the beneficiary authorities and externally to present the Project.
- Communication materials consisting of Project description based on the specific template form and social media text draft that can be used for publication in Twitter.
- Annex of the final deliverables developed during the implementation of the Project.

3. Summary of tasks undertaken

3.1 Project goal and phases

The objective of the Project is to assist the Ministry of the Interior in development of a comprehensive management and control system for RRP implementation, which will increase capacity of the MoI to prepare, amend, implement, and revise recovery and resilience plans for reforms and investments under its responsibility. Since the RRP implementation and monitoring process will be ensured within the existing national framework of management and control system for EU funds 2014-2020 as well as the accumulated experience of the MoI in management (including development of internal control systems) of other financial instruments, the key focus of the Project was on the following aspects (see Figure 1):



Figure 1 Key aspects of the Project

The Project was organised in six consequent phases (see Figure 2):



Figure 2 Project phases

3.2 The main conclusions and recommendations from tasks carried out

1. **Project kick-off.** During the Project kick-off focus was made to align the Project implementation approach and the expected results, thus ensuring a common understanding of the scope of the Project, the activities to be performed within the Project and the type of institutional involvement from the very beginning.
2. **Review of control frameworks.** During this phase the focus was on the overall institutional framework and capacity of the MoI as RA in RRP management, the current control systems and arrangements that are in place to detect, control,

prevent and correct corruption, fraud, double-funding and conflicts of interest, as well as improvements needed. The analysis also covered the main processes in investment management and implementation, e.g. planning and contracting, monitoring and reporting, carrying out controls, financial management, data verification, publicity. Inter alia we assessed (1) whether the existing internal risk assessment in the MoI is sufficient to identify higher risk areas in RRP implementation, (2) the conformity of current risk assessment mechanisms, (3) whether the MoI has implemented policies and procedures that describe in detail the internal control system for potential fraud and corruption risks and (4) whether the MoI addresses the obligations of the parties involved in the acquisition and administration of funds.

Key recommendations:

- **Structures and functions** – consolidate the key structures performing core functions of the RA into a single main structure (department) and assign the mandate of the Head of RA at the level of Deputy State Secretary. The recommendation was implemented in May 2022 by approving the amendments to the Procedure of organisation of the MoI;
 - **Capacity** - outsourcing of the project management function should be considered as the main option to ensure sufficient capacity for project implementation at the beneficiary level. Therefore, it was suggested to elaborate solution for financing of project management at the beneficiary institutions. Alternatively, the project management capacity at beneficiary institutions could be ensured by forming a dedicated task force, by attracting the required competency and remunerating it at market level;
 - **Risk environment** - risk management process specific for RRP management and implementation should be introduced throughout the operation of the RA and responsibility for RRP-related risk management should be assigned to a structure of the RA;
 - **Investment planning and contracting** - adopt the project contract template applied by CFCA and define terms and conditions related to management of irregularities in the project contract; distinguish between significant changes and insignificant changes in project. Follow the EU Funds approach to project budgeting, covering only broad investment positions in the project contract, thus minimizing the administrative burden in relation to project contract amendments;
 - **Controls** - carry out ex-ante checks of procurement documentation for all procurements (excluding the scope covered by the PMB). Develop Guidelines on corrective measures and/or procedure for reviewing irregularities, thus defining a complete framework of irregularities for reforms and investments in scope and guiding beneficiaries;
 - **Monitoring** - strengthen the strategic and project level monitoring by advancing the mechanisms how the progress towards the quantitative targets is monitored.
3. **Review of audit frameworks.** During this phase focus was put on design, effectiveness, relevance, and transparency of the currently employed audit systems and procedures in order to understand how they can be improved to better fit the requirements of RRF Regulation and CID as well as the financing agreements and the operational arrangements.

Key recommendations:

- **Audit function and structure.** Analysis identifies the dual role of the internal audit function supporting the implementation of RRP, where both roles need to be ensured by the MoI: (a) performing internal audit on the operation of the ICS for management and control of RRP implementation and (b) provision of consulting regarding implementation and effectiveness of specific actions aiming to reduce the impact of risks, as well as summarizing information relevant for management decision-making. Internal Audit Unit of the MoI does not have a dedicated role in supervision of financial instruments, thus the competency of internal audit at ICS level should be defined and the competence of the Internal Audit Unit should be expanded;
 - **Audit capacity.** To implement internal audit function for the purpose of supervising implementation of RRP meaningfully, options apart from strengthening of Internal Audit Unit of the MoI should be considered as the primary solutions for closing the capacity deficit: (a) setting up a dedicated internal audit task force for assisting with implementation of the RRP, (b) envisaging involvement of an external service provider, whose task predominantly would be focused towards ensuring consultancy related tasks of internal audit.
4. **Review of monitoring mechanisms.** During this phase attention was focused on the milestone and target analysis with the goal to assess (1) the process and responsibilities of monitoring each set of indicators, (2) existing and required IT systems for data storage and processing purposes.

Key recommendations:

- **Targets and milestones** - To ensure clear methodological approach for calculating the values of targets and milestones reached, it would be recommended to develop passports for each target and milestone. To address the achievement of the target for the decrease of area affected by wildfires, it is advised to task the SFRS to increase the awareness measures during the spring season focused on prevention of last year grass fires, since this segment of wildfires in terms of affected area annually is estimated at more than two thirds of the total share of affected area of wildfires. To address the most challenging target values in portfolio of the Mol, it is recommended to assign resources and set a task for the State Police to prioritize strengthening of capacity for detection of criminal offences against the environment. In elaboration of the Informative Report on Implementation of the investments and reforms component "Rule of Law" (6.2.1.r, 6.2.1.1.i, 6.2.1.2i), it is recommended to incorporate the conditions arising from the specifics of investment – i.e., CAMS training related requirements, procurement related requirements.
 - **Common indicators** - Similarly as for targets and milestones, to ensure clear methodological approach for calculating the values reached, it would be recommended to develop passports for each common indicator.
 - **Project implementation progress** - it is recommended to develop a template for gathering data on financial and physical implementation progress of projects as well as to include in Projects Supervision Council meeting routine agenda a point on RRP projects implementation progress.
5. **Review of project management and stakeholder coordination methods and tools.** During this phase we formulated required changes in order to increase the effectiveness of the project management and stakeholder coordination methods and tools, which included (1) formulation of project management and stakeholders coordination structure, (2) review of leading project management methodologies, (3) defining workflows and (4) elaboration of communication materials.

Key recommendations:

- **Stakeholder coordination** – the analytical capacity of the Projects Supervision Council decisions should be ensured by the RA main structure, and a point on implementation progress of RRP projects should be in the meeting agenda as a routine point, following clear structure of information for each project. It would be recommended to involve the Deputy State Secretary in cooperation platforms with the Ministry of Finance (MoF) and Central Finance and Contracting Agency (CFCA), thus facilitating exchange of information at the management level. Appointment of the Deputy State Secretary as representative of the Mol in the EU Funds Monitoring Committee could be considered.
 - **Workflows for project management** – Considering that monitoring of achievement of milestones and targets is crucial for the overall eligibility of RRP investments, as well as taking into account the risk-based nature of RRP, workflows for (a) achievement of milestones and targets, (b) risk management, and (c) conclusion of project contracts were produced, where the recommendations from the previous deliverables were incorporated.
6. **Project closing.** During the Project closing particular attention is paid to summarizing the work done and lessons learnt during implementation of the Project.

4. Lessons learnt during the implementation of the Project

The Project has contributed towards the elaboration of RRP management and control system and its elements in the MoI. It could be concluded that the undertaken approach with involvement and support of external experts during development of management and control system for RRP implementation in the institution, i.e. the MoI, was successful – outputs of work and Project approach were adjusted according to the needs of the MoI. It could be acknowledged that the high importance of RRP investments in policy areas of MoI contributed towards the increased level of interest and response from the MoI in carrying out the Project activities.

The following paragraphs summarize the lessons learnt that are substantial also for the further management and implementation of RRP.

Management and control system

RRP management and control system at the national level is built based on the structures involved in EU Funds management by employing the basic elements utilised in EU Funds management and implementation. In elaboration of its internal ICS implementation of RRP, unlike other line ministries, **the MoI has to adjust its structures, processes as well as tools**. The change in institutional set-up of the RA was adopted in May 2022, shortly following the recommendations of Deliverable 2.

In comparison with EU Funds management and control system, responsibility for sound financial management has been moved towards the competency of RAs, thus emphasizing the importance of the approach each line ministry takes to ensure the compliance of achievement of targets and milestones and eligibility of investments. Therefore, the MoI has to consider which additional mechanisms (such as monitoring requirements on top of CPFMIS, risk management frameworks, etc.) would need to be applied taking into account the timeline for achievement of milestones and targets.

The methodological management of RRF, as well as elaboration of key tools (e.g., CPFMIS) are still being developed by the MoF and CFCA, therefore the MoI needs to remain **flexible in adjusting its ICS**, if required.

Participation at knowledge and good practices exchange events and platforms on EU level would be beneficial for the MoI, allowing to gain new practical solutions for improving the ICS and its elements. Significant value for exchange of experience would be for topics related to development of risk management framework and risk management in RRP implementation.

Achievement of milestones and targets

Orientation towards performance-based financial instruments is a novelty for Latvia and all level stakeholders involved in programme and project management and implementation. That requires not only setting up proper processes that shift the institutions' attention from processes towards results, but also significant increase of skills and competencies. MoI is challenged by elaboration and application of **tailored RRP risk management framework** that would serve as the instrument for supervising the implementation and particularly managing risks of fraud, corruption, conflict of interest and double funding. Approbation of the risk-based approach in the MoI could take time.

Result-oriented approach also requires the **MoI to improve methodological aspects related to calculation of progress in achievement of milestones and targets**.

Capacity

Capacity gaps of the MoI for RRP management and implementation closely correlates with the new approaches that need to be introduced, e.g., risk-based processes, advisory role of internal audit function. However, **the most significant challenges in capacity** of RRP implementation (both in terms of quantity of staff and competencies and skills) **relate to the beneficiary level** that means that the MoI needs to look for solutions that in short term would address the capacity needs and gaps in project implementation in its subordinated institutions.

External environment

The economy of EU experiences the consequences of the war in Ukraine. Due to the collapse of the previously utilised supply chains for the construction materials, Latvia's construction market survives unprecedented fluctuations in terms of availability and prices of materials. The risk of price increase for the construction components of projects remains significant, thus the MoI needs to be ready for finding alternative solutions and being flexible during the RRP project implementation stage.

5. Project summary

GENERAL TECHNICAL SUPPORT FOR THE IMPLEMENTATION OF LATVIA'S RECOVERY AND RESILIENCE PLAN PROJECT SUMMARY

PROJECT BACKGROUND

The outbreak of the COVID-19 pandemic has caused significant damage to the EU economy. To facilitate economic recovery and growth of the EU Member States, the EU has set up Recovery and Resilience Facility (RRF) that offers large-scale financial support for public investments and reforms that support the recovery from the crisis, make Member States' economies more resilient and foster the green and digital transitions.

EU Member States have prepared Recovery and Resilience plans that outline the planned reforms and areas of investment.

RECOVERY AND RESILIENCE PLAN FOR LATVIA

The Recovery and Resilience plan for Latvia amounts to 1.82 billion EUR as approved by the Council in July 2021.

Implementation of the Recovery and Resilience plan in Latvia is coordinated by the Ministry of Finance, while other ministries are responsible for implementation of the planned reforms, including the Ministry of the Interior.

The Ministry of the Interior has asked the EC for technical support in improving its capacity to monitor and control implementation of the reforms and investments under its responsibility.

PROJECT OBJECTIVE AND PARTICIPANTS

To support the efforts of the Ministry of the Interior to strengthen the institutional and administrative capacity to encourage investment, increase competitiveness and to achieve sustainable economic and social convergence, resilience and recovery by implementation of the Recovery and Resilience plan.

The project is funded by the European Union. The client is the European Commission, while the Ultimate beneficiary is the Ministry of the Interior of Latvia.

REFORMS TO BE IMPLEMENTED BY THE MINISTRY OF THE INTERIOR OF LATVIA

Ministry of the Interior is responsible for the implementation of two reforms, each containing specific investments:



Reform: 1.3.1.r. "Disaster management system adaptation to climate change, rescue and rapid response services":

1. Investment: 1.3.1.1.i. Disaster management system adaptation to climate change, rescue and rapid response services, to ensure equally efficient, fast and high-quality work of fire and rescue services throughout the territory of Latvia, improving the co-operation and co-ordination of the services involved in operational work. In total at least 8 centres will be built.

Beneficiary: State Fire and Rescue Service



Reform: 6.2.1.r. "Modernisation of the process of identifying money laundering, investigating economic crimes and judicial proceedings":

1. Investment: 6.2.1.1.i. Establishment of AML Innovation Hub to improve the identification of money laundering, to improve the identification of money laundering through the continuous transfer of knowledge from research to financial intelligence based on data analysis and typologies.
2. Investment: 6.2.1.2.i. Strengthening the capacity to investigate economic crime, to Promote the rule of law and strengthen the efficiency of money laundering, fraud, finance, identification and detection of economic crimes and the judiciary, to further strengthen the involvement and professionalism of specialized investigators (in interdisciplinary matters) in the investigation of economic crimes.

Beneficiary: State Police, Financial Intelligence Unit

GENERAL TECHNICAL SUPPORT FOR THE IMPLEMENTATION OF LATVIA'S RECOVERY AND RESILIENCE PLAN PROJECT SUMMARY

PROJECT APPROX100CH AND ACHIEVED RESULTS IN KEY PHASES

The project was commenced in February 2022 and is expected to finish in October 2022.

In order to strengthen the institutional and administrative capacity of the Ministry of the Interior, recommendations were provided in the following aspects:



Control framework enhancement – recommendations were provided for enhancement of management and control system of the MoI considering provisions foreseen in the RRP, the CID, the financing agreements, the operational agreements, and the requirements of the RRF Regulation. Current control systems, arrangements and practices used by the MoI were assessed for their applicability for RRP implementation.

In order to minimize the RRP implementation risks 33 recommendations structured around 10 aspects in RRP management and implementation. These include: Structures and functions, Capacity, Risk environment, Investment planning and contracting, Controls, Monitoring, Reporting, Financial management, Data verification and Publicity.



Audit framework enhancement – recommendations were provided for enhancement of audit framework of the MoI considering provisions foreseen in the RRP, the CID, the financing agreements, the operational agreements, and the requirements of the RRF Regulation. As part of the analysis the current audit framework of MoI was assessed, which included draft management and control system for RRP implementation, Internal audit strategic plan 2022-2026, Rules of Procedure of the Internal Audit Unit, Internal audit procedure.

In order to minimize the RRP implementation risks recommendations were provided for audit environment, audit function and structure as well as audit capacity improvement.



Monitoring mechanism enhancement – recommendations were provided for enhancement of the practices on how to track the progress made on the implementation of the RRP, in particular on the completion of milestones and targets of the reforms and investments. During the report preparation specific attention was made towards analysis of the used systems, data availability, data gathering and recording practices to ensure the progress reports are trustworthy reflection on the actual achieved results.

In order to minimize the RRP implementation risks 10 recommendations structured around 4 aspects in RRP progress monitoring. These include: Targets and milestones, Common indicators, Project implementation progress and reporting.



Project management and stakeholder coordination method and tool enhancement – recommendations were provided for enhancement of management and stakeholders coordination within the scope of responsibility of the MoI as the RA for managing RRP investments. As part of the report the analysis of good practice from other EU Member States related to RRP project management. To assist the MoI in raising the awareness of RRP implementation communication materials were developed.

In order to minimize the RRP implementation risks 8 recommendations structured around 2 project management methods were provided. These include: Stakeholder coordination, Workflows for project management.

6. Communication materials

6.1 Project description

- Title: General technical support for the implementation of Latvia's Recovery and Resilience Plan.
- Summary: Consultative support to the Ministry of the Interior in developing a comprehensive management and control system, which will increase the capacity of the Mol to prepare, amend, implement, and revise recovery and resilience plans for reforms and investments under its responsibility.
- Context: EU set up a Recovery and Resilience facility to reduce the damage to economy caused by COVID-19 outbreak. To ensure compliance and transparency for the use of funds the Ministry of the Interior asked the EC for technical support in improving its capacity to monitor and control implementation of the reforms and investments under its responsibility.
- Support delivered: Review of the existing arrangements of the national framework and draft management and control system of the Mol to ensure full compliance with the provisions foreseen in the RRP, the CID, the financing agreements, the operational agreements, and the requirements of the RRF Regulation. Formulation of recommendations and transition plans for the aspects that were identified to be improved.
- Results achieved: The capacity of the Mol was increased through provision of recommendations for (1) set up of control and audit frameworks for implementation of RRP, including prevention of corruption, fraud, conflicts of interest and double-funding, (2) monitoring completion of milestones and targets of the reforms and investments, (3) stakeholder coordination and project management and related workflows.
- This Project is funded by the European Union via the Technical Support Instrument and implemented by EY, in cooperation with the European Commission and the Ministry of the Interior in Latvia.

6.2 Social media text



As part of #DGREFORM's general technical support for the implementation of Latvia's Recovery and Resilience Plan the Ministry of the Interior of Latvia has improved and strengthened its management and control system that will support the implementation of reforms and investments under their responsibility worth 39.154m EUR.

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As part of #DGREFORM's general technical support for the implementation of Latvia's Recovery and Resilience Plan (RRP) the Ministry of the Interior of Latvia (Mol) has improved and strengthened its a management and control system that is focussed on helping to reaching the performance-based goals to uncluck the RRP funding.

Performance-based goal setting is a novelty and as a result we encourage other ministries tasked with RRP implementation in Latvia to cooperate with Mol to improve implementation of reforms and investments under their responsibility.

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Appendix A Relevant deliverables

See the separately attached documents:

1. Phase 1-Inception report, see: Deliverable_1_REFORMSC2021131.
2. Phase 2-Control framework, see: Deliverable_2_REFORMSC2021131.
3. Phase 3-Audit framework, see: Deliverable_3_Audit_framework_REFORMSC2021131.
4. Phase 4-Monitoring mechanisms, see: Deliverable_4_Monitoring_Mechanisms_REFORMSC2021131;
5. Phase 5- Enhancing Project Management and Stakeholder Coordination Methods and Tools, see:
Deliverable_5_Project_Management_and_Stakeholder_Coordination_Methods_and_Tools_REFORMSC2021131
6. Final presentation, see: Final_report_presentation_REFORMSC2021131

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