



Result framework: working with indicators to secure funding from external sources

Municipality of Sigulda (Latvia)
Int-Herit Network

Sigulda Municipality has raised funding for reconstruction and restoration of various buildings of the historic Sigulda Castle Complex from three different local and EU funding schemes. Each of these funding schemes has a different focus, but always one compatible with the ambitions of the Municipality for revitalising this complex.

1. Result Framework

The support of each of the three funds is conditional to Sigulda's activities contributing to the achievement of their respective objectives. To monitor and verify this, each funding scheme has defined a few indicators and corresponding targets that Sigulda has to meet in order to retain the full financial support.

Sigulda has pragmatically adopted these combined indicators as the result framework for their implementation of the reconstruction and restoration of the Sigulda Castle Complex. It is presented below:

Objective: Reconstruction and revitalisation of Sigulda Castle Complex buildings to increase entrepreneurship

Indicators	Baseline (2016)	Target (2022)
Degraded area renewed (output indicator)	0	2,5 ha
Workplaces created (output indicator)	0	56
Self-made investments by entrepreneurs (result indicator)	0	80 000 EUR

Objective: Restoration of Sigulda New Castle to increase attractiveness for visitors

Indicators	Baseline (2015)	Target (2023)
Number of newly created cultural services (output indicator)	0	2
Number of visitors (result indicator)	54.700	70.000

Objective: Increase in energy efficiency of Sigulda New Castle

Indicators	Baseline (2015)	Target (2023)
Energy savings per year (result)	0	173.840 kWh
Reduction of CO2 emissions per year (result)	0	32.470 kg CO2

This framework is first of all a concrete expression of the Municipality's integrated ambitions for the castle complex, combining heritage preservation, entrepreneurship support, cultural development and energy efficiency.

This results framework and the requirement by the funders to reach the targets helps the municipality to keep driving the project forward according to plan. Moreover, the Municipality uses it to monitor progress of their implementation on a regular basis, so they can adapt their actions if needed to stay on track. They report on progress to their funders once in a year.

2. Framework limits

One word of caution from the municipality based on this project is that a results framework can sometimes affect flexibility in the implementation of the castle complex strategy. For example, the objective to dedicate spaces to enterprises means that they cannot be easily used for other purposes (e.g. an art exhibition), if new ideas come up. Such aspects should be considered in the design of the results framework of a project (such as creating a shared understanding of the ambitions and limitations of a plan and possibly building a degree of flexibility with external funders and decision makers).

3. Sources

[- Sigulda IntHerit solution story](#)

[- Sigulda Operational Implementation Framework](#)