

## ***Annex No. 4*** **Management Development Plan 2016–2020**

**The Management Development Plan of the Latvian Academy of Culture 2016–2020** (hereinafter the Management Development Plan) has been formulated to ensure management of the study process at the LAC and the LCC by improving the content of study programmes and developing new study programmes (including STEM study programmes specifically in the field of audio-visual art and creative industries) in line with the labour market demand and in compliance with the strategic basic guidelines in planning cultural policy and education policy of Latvia and the European Union as well as to promote integration of studies, research and creative work.

The Latvian Academy of Culture is the highest management institution and decision-making institution on strategic, financial and administrative issues of the structural entity of the LAC – the **The Latvian Culture College**.

The present Plan analyses the management structure and processes, decision-making and strategic management:

1. Substantiation of the formulation of the Management Development Plan.
2. Description of the management of the Latvian Academy of Culture and the Latvian Culture College, including
  - 2.1. Institutional management: rights and competence of decision-making institutions in implementing autonomy and democracy
  - 2.2. Structural management: participation of structural entities in decision-making and budget formulation
  - 2.3. Result management and assessment of aims, tasks and performance results of structural entities and individual performers in achieving aims of the Development Strategy of the Latvian Academy of Culture and the Latvian Culture College
  - 2.4. Improvement of policies and the internal regulation
3. The strategic part of the Management Development Plan 2016–2020, including
  - 3.1. the aim of the Management Development Plan
  - 3.2. main results of the Management Development Plan
  - 3.3. the Action Plan of the Management Development Plan 2016–2020

### **1. Substantiation of the formulation of the Management Development Plan**

The management policy of the Latvian Academy of Culture and the Latvian Culture College is implemented in compliance with national normative acts, internal normative documents of the LAC and the LCC of the LAC as well as strategic basic guidelines for planning the cultural policy and the education policy of Latvia and the European Union.

## **2. Description of the management of the Latvian Academy of Culture and the Latvian Culture College**

### **2.1. Institutional management: rights and competence of decision-making institutions in implementing autonomy and democracy**

Under the Constitution of the LAC<sup>45</sup> **the Latvian Academy of Culture** is an institution of higher education and research founded by the state of Latvia, which implements academic and professional programmes and is engaged in, research and creative work. The LAC is an autonomous higher educational institution with the right to formulate its own Constitution and to determine the content and form of studies, directions of research and their content in compliance with effective normative acts. The Constitution of the LAC guarantees the academic, research and creative independence of the academic personnel and students provided by normative acts of the Republic of Latvia. The LAC has to right to establish its own management, organisational and administrative structure and to form its personnel. The LAC is a derived public person, it has been registered by the Register of Educational institutions with No. 3342301524 under the procedure prescribed by law; it has its own seal with the small coat of arms of the Republic of Latvia, its own attributes: a flag and an emblem. The Latvian Academy of Culture is a higher educational institution subordinated to the Ministry for Culture of the Republic of Latvia.

The representation and management institutions and the main decision-making institutions of the LAC are as follows: **the Constitutional Assembly, the Senate, the Rector, and the Academic Arbitration Court**. The highest representation and management body and the main decision-making body of the LAC is the Constitutional Assembly that sets the strategy for studies, research, creative work and administrative development of the LAC. The Constitutional Assembly of the LAC:

- adopts and amends the Constitution of the LAC;
- elects and removes the Rector;
- listens to the report of the Rector;
- elects the Senate and removes its members;
- elects representatives of the academic personnel to the Academic Arbitration Court and removes its members;
- approves regulations of the Constitutional Assembly, the Senate and the Academic Arbitration Court;

- reviews and takes decisions on conceptual issues of the operation and development of the LAC.

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<sup>45</sup> Available at: <http://likumi.lv/doc.php?id=104218>

The Constitutional Assembly of the LAC consisting of 50 people is elected for a period of three years from among the academic personnel, students and the general personnel to seats allocated to them to ensure proportional representation. Only the personnel of the respective group may nominate candidates of representatives of the respective group and only the personnel of the respective group may vote for them. The vote is secret with ballot papers listing all the nominees. The proportion of the academic personnel in the Constitutional Assembly must not exceed 60% (30 delegates) and the proportion of students must be no less than 20% (10 delegates). A delegate of the Constitutional Assembly may be recalled only by the group of representatives of the personnel who has elected the delegate. In compliance with the respective regulation a representative of students is recalled by the Students' Self-Government of the LAC. The Constitutional Assembly is convened by the Rector or the Senate no less frequently than once a year. The procedure for the convocation and procedure of the Constitutional Assembly is prescribed by the Regulation on the Constitutional Assembly<sup>46</sup>.

The Senate of the LAC is a collegiate management and decision-making body of the LAC that formulates and approves the procedure and regulations for all fields of activity of the LAC and manages the study process of the LAC. Under the Constitution of the LAC the Senate consists of 15 representatives of the academic personnel, 1 representative of the general personnel and 4 representatives of students. The Constitutional Assembly of the Academy elects Senators by secret ballot for a period of three years from among members of the personnel of the Academy. Representatives of the general and academic personnel and students are elected to the Senate only by those representatives of the Constitutional Assembly who belong to the respective personnel category. In compliance with their regulation representatives of students are elected and recalled from the Senate by the Students' Self-Government of the LAC. Decisions of the Senate which are not administrative acts may be challenged in cases and under the procedure prescribed by the Regulation on the Senate.

The Rector is the highest official of the Academy and implements the general administration of the Academy and represents the Academy without special authorisation. The Rector is elected by the Constitutional Assembly for a term of five years but for not more than two times in succession in compliance with the Regulation on the Elections of the Rector approved by the Senate of the LAC. The regular elections of the Rector are held by the LAC at least one month prior to the expiry of the Rector's term of office. The Rector elected by the Constitutional Assembly of the LAC is approved by the Cabinet of Ministers. The Rector promotes the development of the higher educational institution and secures respect for the academic freedom of the academic personnel and students. Vice-Rectors are approved by the vote of the Senate following the Rector's proposal. Vice-rectors perform the direct management of the LAC during the Rector's absence.

The Academic Arbitration Court of the LAC reviews submissions of the academic personnel and

students concerning infringement of the academic rights prescribed by the Constitution of the LAC, disputes between officials of the LAC, administrative bodies of structural entities, which are subject to a subordinate relationship as well as other matters that are in its competence in compliance with the Law on Higher Educational Institutions. The Academic Arbitration Court consists of a panel of three persons, two of whom are elected by the Constitutional Assembly from among the academic personnel for a term of three years.

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<sup>46</sup> Available at: [http://www.lka.edu.lv/assets/media/cms\\_page\\_media/170/apst.Satv.sapulces%20nolikums.jauna\\_redakcija%20\(1\).pdf](http://www.lka.edu.lv/assets/media/cms_page_media/170/apst.Satv.sapulces%20nolikums.jauna_redakcija%20(1).pdf)

The Academic Arbitration Court must not include representatives of the administrative personnel of the LAC. The representative of students in the Academic Arbitration Court is elected by the Students' Self-Government of the LAC from among students of the LAC for a term of three years. Decisions taken by the Academic Arbitration Court are executed by the administration. Decisions of the Academic Arbitration Court – administrative acts – may be appealed in court under the Law on Administrative Procedure. Other decisions of the Academic Arbitration Court that are not administrative acts are not subject to appeal.

Alongside with the above main management and decision-making bodies of the LAC the Research and Arts Council of the LAC has a particular significance. Under the Constitution of the LAC the Research and Arts Council of the LAC is a collegiate decision-making body of the LAC that formulates the LAC strategy in the field of research and creative work and manages research and creative work at the LAC. The Research and Arts Council of the LAC addresses issues related to the research activity of the Doctoral studies and the academic personnel of the LAC. The Research and Arts Council consisting of no fewer than 7 people is approved by the Senate for a term of three years following the Rector's proposal. The work of the Research and Arts Council of the LAC is stipulated by the Regulation on the Research and Arts Council of the LAC approved by the Senate of the LAC<sup>47</sup>.

### **Participation of external partners (employers, experts of the sector) in the management process**

Participation of external partners (employers and experts of the sector) in the management process of the LAC is ensured by the Convention of Councillors of the LAC. Under the Constitution of the LAC the Convention of Councillors advises the Senate and the Rector on issues of the development strategy of the LAC; it has the right to initiate the review of issues in the Constitutional Assembly and the Senate. Members of the Convention of Councillors of the LAC are elected by the Senate of the LAC. The Convention of Councillors is headed by its Chairperson; the Regulation of the Convention of Councillors<sup>48</sup> is approved by the Senate. On December 8, 2014, the Senate took the decision to approve the following Convention of Councillors of the LAC for a term of three years:

- **Jānis Dripe.** Minister for Culture (1993–1995), Ambassador of Latvia to the Kingdom of Sweden (1996– 2001), Chief Architect of the City of Riga (2006–2011), Chairman of the Latvian Association of Architects (1993–1996), a member of the board of the Support Foundation of the Latvian National Library (since 1998).
- **Vaira Viķe-Freiberga.** President of Latvia (1999–2007), President of the World Leadership Alliance Club of Madrid (since 2014), Vice-president of the Reflection Group on the Future of the European Union (2020–2030), Special Envoy to the Secretary General of United Nations on Reforms (2005). The candidate of the Baltic States

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<sup>47</sup> Available at: [http://www.lka.edu.lv/assets/media/cms\\_page\\_media/170/Zinatniskas\\_un\\_makslinieiskas\\_padomes\\_nolikums.pdf](http://www.lka.edu.lv/assets/media/cms_page_media/170/Zinatniskas_un_makslinieiskas_padomes_nolikums.pdf)

<sup>48</sup> Available at: <http://www.lka.edu.lv/lv/par-akademiju/lka-padomnieku-konvents/>

for the office of the UN Secretary General (2006), Vice-president of the Canadian Council of Science (1984–1989), Professor Emeritus of Montreal University, a member of the Council of Women World Leaders, a member of the Madrid Club and the Latvian Writers' Union.

- **Hēge Grundešena.** A Norwegian writer and lawyer who has promoted and organised cooperation between Latvia and Norway in the field of culture for more than 20 years.
- **Dīta Rietuma.** Head of the National Film Centre (since 2014), a cinema critic, a theoretician, a faculty member, editor of the publication "Kultūras Diena", a representative of the jury of critics of international film festivals, a member of the Film Council of the Ministry for Culture of Latvia.
- **Ojārs Rubenis.** Director of the Latvian National Theatre (since 2006), one of the authors of the TV broadcast "Labvakar!", a member of the National Radio and TV Council (1995–2003).
- **Baiba Rubesa.** A businesswoman, head of the enterprise "Statoil" (1996–2013), a representative of the Council of the AS "Citadele banka" (since 2012), a member of the board of the Support Foundation of the Latvian National Library.
- **Daniels Pavļuts.** A culture worker, public officer and politician. The State Secretary of the Ministry for Culture (2013–2006), the Minister for Economy of Latvia (2011–2013). Currently an advisor to the Minister for Economy and the Minister for Foreign Affairs.
- **Inese Zandere.** A poetess and editor, one of the founders of the journal "Rīgas Laiks" and the publishing house of children's literature "*Liels un mazs*".

In future a more close involvement of experts and employees in the LAC management process is planned by establishing LAC employers' councils (including sectors of audio-visual arts, performing arts (theatre and contemporary dance) creative industries, cultural resources management etc.) that corresponds to the studies offered by the LAC (specific study programmes) that would provide consultations on a regular basis on upgrading and adapting the content of studies to the changing market demands.

### **Participation of students in the management process**

Under the Constitution of the LAC students of the LAC have their own self-government. The students' self-government acts in compliance with the Regulation on the Self-government of Students of the Latvian Academy of Culture<sup>49</sup> approved by the Senate. The students' self-government represents interests of students in academic, material and cultural life issues in the LAC and other public institutions. The responsibility of the LAC is to support and promote the activity of the students' self-government. The students' self-government is financed by the budget of the LAC within the amount



prescribed by the Law on Higher Educational Institutions.

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<sup>49</sup> Available at: [http://www.lka.edu.lv/assets/media/cms\\_page\\_media/170/Studentu\\_pasparvaldes\\_nolikums.pdf](http://www.lka.edu.lv/assets/media/cms_page_media/170/Studentu_pasparvaldes_nolikums.pdf)

The funds are used by the students' self-government for the performance of its functions prescribed by the Law on Higher Educational Institutions. Representatives of students in the Senate of the LAC and the Constitutional Assembly have the right of veto on issues related to students' interests. After the exercise of the veto power the issue is reviewed by a coordination commission that is established by the respective management body with the 2/3 majority of those present. The students' self-government represents students of the LAC in Latvia and abroad. Decisions of the students' self-government after they have been approved by the Senate of the LAC are compulsory for all students. Representatives of the students' self-government have the right to participate in decision-making bodies of the LAC, to receive information from any official on issues that affect students' interests.

In compliance with the Regulation on the Students' Self-government of the Latvian Academy of Culture and other internal normative documents of the LAC representatives of the students' self-government of the LAC are involved in the work of the following decision-making bodies:

- the Constitutional Assembly of the LAC (in compliance with the Constitution of the LAC);
- the Senate of the LAC (in compliance with the Regulation on the Senate of the LAC);
- the Academic Arbitration Court of the LAC (in compliance with the Constitution of the LAC);
- the Council of Study Programmes of the LAC (in compliance with the Rector's Order on the Composition of the Council of Study Programmes);
- the Scholarship Commission of the LAC (in compliance with the Regulation on the Award of Scholarships at the LAC);
- the Library Council of the LAC (in compliance with the Regulation on the Library of the LAC).

The students' self-government identifies needs, interests and expectations of students in improving the academic study process and presents proposals for the implementation of improvements as well as collaborates with the Study Department of the LAC in informing students and applicants about the study process – admission, the procedure of studies and examinations etc.

The participation of students in the management process ensures democratic management of the higher educational institution and respect for the academic freedom of students.

The Latvian Academy of Culture is the highest management and decision-making body of the **Latvian Culture College** on strategic, financial and administrative issues.

Under the Regulation on the LCC, the College Council and the Director of the College are the representation, management and decision-making bodies of the College. The College Council is a collegiate management and decision-making body of the College personnel. The Director is the highest official of the College. The College Council consists of 12 College Council members: Director (according to the position he/she holds), Deputy Director for Study Work (according to the position

he/she holds); three persons elected to academic positions in the College; one representative of the general personnel of the College, two representatives of the students' self-government, two authorised representatives of the Senate of the LAC and two authorised representatives of employers or professional organisations. The inclusion of employers, experts of the sector and students ensures the right and competence of the College Council as a decision-making body in implementing autonomy and democracy. Representatives of students on the College Council have the right of veto on issues related to students' interests. After the exercise of the veto power, the issue is reviewed by a coordination commission established by the College Council and it is discussed repeatedly during the following College Council meeting.

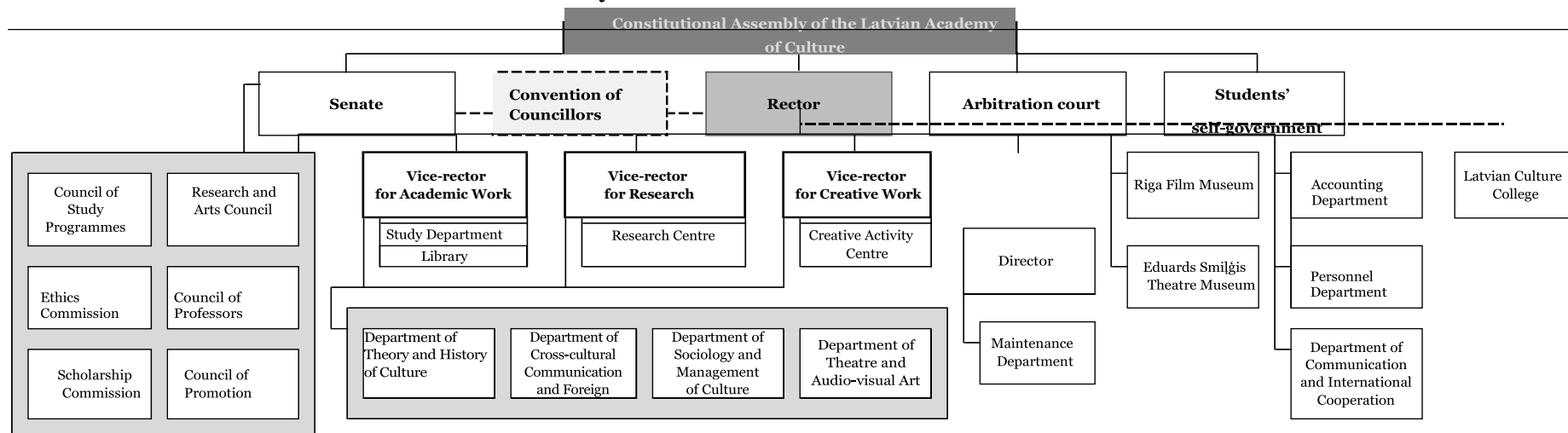
## **2.2. Structural management – participation of structural entities in decision-making and budget formulation**

The basic structure of **the Latvian Academy of Culture** is formed by departments, the Study Department, the Research Centre, the Creative Activity Centre, the Department of Communication and International Cooperation, the Personnel Department, the Accounting Department, the Maintenance Department, the Library, the Riga Film Museum of the LAC, the Eduards Smiļģis Theatre Museum of the LAC, the LAC agency, the Latvian Culture College of the Latvian Academy of Culture. The LAC has the right to establish other structural entities for the performance of tasks prescribed by the Constitution of the LAC – centres of studies, research and creative activity, units of interdisciplinary studies and research as well as structural entities for performance of organisational, administrative work and service provision. The decision on establishment, reorganisation or liquidation of structural entities is taken by the Senate. Tasks, functions and rights of structural entities are prescribed by regulations of specific structural entities that are approved by the Senate of the LAC. The head of each structural entity is responsible for the execution of tasks of the respective structural entity as well as employment of the personnel and rational use of material resources at the disposal of the structural entity. The Constitution of the LAC prescribes the representation of the structural entities of the LAC in the Constitutional Assembly and the Senate of the LAC that ensures participation of structural entities of the LAC in decision-making and budget formulation while separate regulations of the LAC and the Rector's orders ensure their representation in the work of the Council of Study Programmes as well as various work groups and commissions.

The work of **the Latvian Culture College** is led by its Director acting in compliance with the Law on Higher Educational Institutions, the Law on Public Agencies and other external normative acts as well as the Regulation on the College and other internal normative acts of the Academy. The Director also determines the structure of the College that is approved by the College Council. Structural entities of the College are founded for the implementation of the educational process, research, organisational, administrative work or service provision and ensure and motivate the participation of structural entities in decision-making and budget formulation within the frame of the operation of the College taking into consideration the annual reports, development proposals as well as operational recommendations of structural entities in the regular process of work of the College. .

Picture No. 1: Structure of the Latvian Academy of Culture

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### **2.3. Management of results and assessment of aims, tasks and individual performance results in achievement of aims of the Development Strategy of the LAC and the LCC**

The assessment of aims, tasks and performance results of the academic personnel of **the Latvian Academy of Culture** is conducted in compliance with Chapter V “Provisions for assessing the annual performance of the academic personnel” of the Regulation “On the Amount of Work, Establishment of Salaries, Assessment of Work Performance and Material Stimulation of the Academic Personnel at the Latvian Academy of Culture”. The assessment allows drawing the conclusion whether the work performed meets the prescribed demands and whether it has been performed within the planned scale and quality. The assessment may also indicate the necessity to improve performance during the following assessment period. In the course of the performance assessment, individual aims and tasks are established for the following assessment period and their achievement is to be assessed during the following assessment. Performance results are assessed taking into consideration the following criteria:

- work with students during contact hours and outside the study rooms, taking into account assessment given by students;
- competences that have been listed in the assessment form approved by the Rector;
- undertaken research and creative work, its scale and compliance with the strategy of the Academy;
- achievement of individual aims and tasks that have been set during the preceding assessment.

Performance results are assessed as follows:

- the faculty member irrespective of the administrative position – by head of the department;
- the head of the department and the Vice-Rector - by the Rector;
- management skills of the Rector – by the Constitutional Assembly in the course of listening to the report presented by the Rector.

The personnel of the LAC is directly accountable to the head of the respective structural entity for the performance of their responsibilities and tasks, achievement of work tasks as well as for compliance with internal regulations approved by the Constitutional Assembly and the Senate. Heads of structural entities of the LAC report to the Senate at the Senate’s request about the operation of the structural entity, achievement of the set aims and tasks of work.

Aims and tasks of the work of the academic and general personnel of the LAC are set and performance results are assessed in the context of aims identified in the Development Strategy of the LAC.

### **2.4. Improvement of policies and the internal regulation**

The operational policy of the LAC and the LCC of the LAC is implemented in compliance with

national normative acts, the internal normative acts of the LAC and the LCC of the LAC as well as strategic policy planning guidelines of the cultural and educational policies of Latvia and the European Union.

To ensure effective, development-oriented operation of the LAC and the LCC of the LAC and to ensure the improvement of its internal regulation, it is necessary to develop the management system processes of the LAC and the LCC of the LAC by encouraging the involvement of the personnel in improving the study process and the internal normative regulation as well as to upgrade the internal normative documents of the LAC and the LCC of the LAC in line with changes introduced in national normative documents as well as results of the audit of internal normative documents of the LAC and the LCC of the LAC.

### **3. Strategic part of the Management Development Plan 2016–2020**

#### **3.1. Aim of the Management Development Plan**

**The main aim of the management development of the Latvian Academy of Culture and the Latvian Culture College of the LAC is** to ensure management of the study process by improving the content of study programmes and developing new study programmes (including STEM study programmes specifically in the field of audio-visual art and creative industries) in line with the labour market demand and incompliance with the strategic basic guidelines planning the cultural policy and the education policy of Latvia and the European Union as well as to promote integration of studies, research and creative work.

#### **3.2. Main results of the Management Development Plan**

1. The study programme quality assurance system is optimised through cooperation with students, graduates and employers;
2. The quality of studies is improved by involving highly qualified faculty members from Latvia and foreign countries, experts of creative industries and the audio-visual sector as well as by systematic examination and assessment of development trends of creative industries, the audio-visual and technology sector in Latvia and in the world;
3. Processes of the management system are improved by stimulating the involvement of the personnel in improving the study process and the internal normative regulation;
4. Financial and material-technical resources necessary for studies and the economic activity are thoroughly planned;
5. The academic environment is improved by promoting the development and upgrading of the qualifications of the academic and general personnel;
6. The process of achieving the strategic aims of the higher educational institutions is assessed on regular basis.

### 3.3. Management Development Plan 2016–2020

Tasks	Activities	Deadline or period	Responsible party	Performance indicators
<b>(U1) Ensuring the topicality of study programmes</b>	(P1.1) To optimise the study programme quality assurance system	2016–2020	Study Department, Study Department of the LCC	(R.1.1.1) Harmonisation of the study programme quality assurance system with current requirements of national and EU normative documents
		2016–2020	Study Department, Deputy Director of the LCC for study work	(R1.1.2) Regular and systematic assessment of the quality of study programmes – measurements of the assessment of students, undergraduates, graduates, faculty members, employers
<b>(U2) Improvement of the quality of studies</b>	(P2.1) To involve highly qualified faculty members from Latvia and foreign countries, experts of creative industries and the audio-visual sector	2016–2020	Vice-rector for Academic Work, departments, heads of study programmes, sub-programmes and specialisations of the LCC, Deputy Director of the LCC for study work	(R2.1.1) The number of involved faculty members and experts (in each programme and sub-programme)
		2016–2020	Vice-rector for Academic Work, departments, heads of study programmes, sub-programmes and specialisations of the LCC	(R2.2.1) The number of study programmes and sub-programmes upgraded in line with results of the assessment of development trends of creative industries, the audio-visual and technology sector
				(R2.2.2) The number of new study programmes and sub-programmes



Tasks	Activities	Deadline or period	Responsible party	Performance indicators
<b>(U3) To improve processes of the management system</b>	(P3.1) To promote the involvement of the personnel in the improvement of the study process and the internal normative regulation	2016–2020	Vice-rector for Academic Work, departments , Study Department, Deputy Directors of the LCC, Personnel Department	(R3.1.1) Involvement of the personnel in improving the study process and the internal normative regulation
<b>(U4) Planning of financial and material-technical resources necessary for study and economic activity</b>	(P4.1) To improve the material-technical basis of studies at the LAC and the LCC	2016–2020	Maintenance Department, Material-technical Department of the LCC	(R4.1.1) Floor space of study premises
		2016–2020	Maintenance Department, Material-technical Department of the LCC	(R4.1.2) Technical equipment of study premises (necessary presentation equipment)
	(P4.2) To update the LAC and the LCC Library collections and develop the material-technical equipment of the libraries	2016–2020	Library, Manager of the LCC Library	(R4.2.1) Updated database of the LAC and the LCC Library
		2016–2020	Library	(R4.2.2) Accessible research databases
		2016–2020	Library	(R4.2.3) The number of denominations in the Library collection
		2016–2020	Library	(R4.2.4) The number of Library units
		2016–2020	Library, Maintenance Department, Material-technical Department of the LCC	(R4.2.5) The number of computers in the Library
	(P4.3) Improvement and upgrading of the information accrual and storage system necessary for ensuring the study process at the LAC	2016–2020	Library, Study Department	(R4.3.1) Upgraded current information accrual and storage in databases
		2016–2020	Library, Study Department	(R4.3.2) Development of new information accrual and storage in databases (on research, practice papers etc.)

Tasks	Activities	Deadline or period	Responsible party	Performance indicators
	(P4.4) To provide investments required for the planned and systematic improvement of the material-technical basis for STEM study programmes/sub-programmes (including creative industries and audio-visual art)	2016–2020	Departments, Maintenance Department, Heads of specialisations of the LCC, Head of the Material-technical Department	(R4.4.1) Identified financial sources for the improvement of the material-technical basis for STEM study programmes/sub-programmes (including creative industries and audio-visual art)
<b>(U5) Improvement of the academic environment</b>	(P5.1) Promotion of the development of the academic and general personnel and upgrading of their qualifications	2016–2020	Vice-rector for Academic Work, Vice-rector for Research, departments , Personnel Department, Deputy Director of the LCC for study work, head of the Personnel Department	(R5.1.1) the number of available professional upgrading courses (per year)
		2016–2020	Vice-rector for Academic Work, Vice-rector for Research, departments , Deputy Director of the LCC for study work, head of the Personnel Department	(R5.1.2) The number of representatives of the academic personnel in Doctoral studies
<b>(U6) Regular assessment of progress in achieving the strategic aims</b>	(P6.1) Assessment of aims, tasks and performance results of structural entities and individuals in achieving aims of the Development Strategy of the LAC and the LCC of the LAC	2016–2020	The Constitutional Assembly, the Senate, the Rector, Vice-rectors, structural entities of the LAC. the Council of the LCC. the Director, Deputy Directors	(R6.1.1) Performance results of structural entities and individuals in achieving aims of the Development Strategy of the LAC and the LCC of the LAC