STANDARD SUMMARY PROJECT FICHE

1. Basic Information
   1.1. Désirée Number: LE01.03.02
   1.2. Title: Development of Civil Society in Latvia 2002-2003
   1.3. Sector: Civil Society
       Location: Latvia, all Latvian regions and municipalities. Public Administration, Secretariat
       of Minister for Special Assignment on Public Administration Reform
       J.Rusko, Head of the Secretariat
       Address: Raina blvd 4, LV-1050, Riga

2. Objectives
   2.1. Overall Objectives
       To promote public participation, raise popular awareness and enhance the role of civil society by improving the environment in which non-governmental and non-profit organisations (NGOs/NPOs) strive to work as well as by building up their institutional and operational capacity.
       To encourage the inclusion and participation of individuals and groups who risk being economically, socially or politically marginalized.

   2.2. Project purpose:
       • To promote a dialogue between state institutions and representatives of civil society.
       • To enhance the participation and role of civil society in the preparation and adoption of decisions made by the public administration.
       • To raise the credibility of the public administration by establishing an open public participatory process of policy development and implementation.
       • To strengthen civil society by developing the institutional and operational capacity of NGOs/NPOs.
       • Preparation of third sector (NGOs/NPOs) to effectively fulfil its role in the implementation of the acquis communautaire in the policy areas where it plays an important role in implementation and advocacy, and to raise public awareness and acceptance in these areas.
       • To alleviate specific problems in the areas of environmental protection, socio-economic development and to reduce marginalisation.

2.3. Accession partnership and NPAA priority
   1. Accession partnership:

   2. National Programme for integration in the EU:
       • SI-006 “Creation of preconditions to develop informed and participating society”, creation and distribution of educational and informational materials.
3. Description
   3.1. Background and justification

A well-developed and functioning civil society, also known as the “third sector”, is an indispensable element of a democratic system, and efficient NGO/NPOs have a key role to play in articulating the demands of citizens through encouraging their active participation and through raising their consciousness. Furthermore, many elements of the *acquis communautaire* are based on the existence of thriving and active NGOs/NPOs. Without the activities of these NGOs/NPOs, the *acquis* could not find public acceptance or be implemented fully.

The political participation of inhabitants is a necessary precondition for the formation of civil society. There are 5000 NGOs registered in Latvia now. NGOs are established in order to solve problems faced by the society and represent its interests in issues and problems that are partly addressed or not addressed by the state. However, the civil society sector cannot solve these problems in a vacuum and a mutual and trustful co-operation with the state to successfully achieve its tasks is very much needed. In a democratic society, this process takes place via public opinion leaders, interest groups, grassroots initiatives and other actions of the third sector.

The Latvian society currently has a very low trust in state institutions. Latvian inhabitants have more trust in institutions, which inform and educate the public, while their trust in state authorities and political parties is significantly lower. A recent survey undertaken by the Naturalisation Board of Latvia has shown that the population has more trust in schools, mass media and churches, than in government bodies and that people have more trust in local governments than in the central one. Only about one out of five Latvian inhabitant has trust in the *Saeima* and the Cabinet of Ministers.

A public survey undertaken by the Ministry of Environmental Protection and Regional Development about public participation in environmental decision-making has also shown very clear results. When asked whether public participation in the environmental decision-making process is important, 80 percent of respondents answered positively, 6 percent responded that they had actively participated in the past and only 4 percent were of the opinion that their participation had made some difference.

This situation is reflected in the very low motivation and lack of willingness on the part of society to participate in the decision making process including commenting on legal drafts, discussions and feedback on new policy initiatives and actual implementation of decisions. The society does not have a sense of ownership of decision-making process, therefore, polarisation between the state and civil society is constantly growing.

Political trust and belief in one’s political efficacy are significant indicators of vertical integration of society. In Latvia there is a clear gap between the society and the higher state authorities. There are networks of contacts formed at the level of authorities and general public however, links between these two levels are still very weak. Cooperation between non-governmental organisations as representatives of civil society and public administration institutions as representatives of state governance is episodic and not systematic in Latvia. There is a lack of
sound state policies vis-à-vis the third sector and a lack of clarity about the division of roles and responsibilities among the state institutions and the third sector.

The importance of public involvement in the building of civil society is also stressed in the UNDP report “Latvia Human Development Report” published in 1999:

“Latvia’s integration in the EU demands better society’s involvement in settlement of most important state’s and development questions and protection of national interests. Self-initiative and identification among different interest groups is necessary for defence of common interests. State management has to ensure legislation process lucidity. Very important matter in management democratisation is explanation of state politics and initiative, society’s information, clarification of the citizens’ opinion and assurance of reflexive link. An open discussion about the priorities of government politics and long run goals would promote society’s agreement about common nation development vision, it would contribute to nations consolidation and identification for achievement of common goals. It would diminish also the prevalent mistrust in government and politicians”.

The very weak public participation, the absence of systematic co-operation between state institutions and civil society, and the lack of co-ordinated action underlines the necessity to elaborate a “Civil Society’s Development Strategy”. The main aims of this Strategy shall be to define the framework of cooperation between the public sphere and civil society with a view to strengthening the role and the capacity of the latter. This will necessitate a critical analysis of the legal, financial and organisational environment in which civil society organisations currently operate in Latvia. The Strategy will identify short-, medium- and long-term actions to be implemented to address the shortcomings of this environment as well as the main tasks to be performed by the various stakeholders involved in order to favour a sound development of civil society. In order to ensure the true ownership of the Strategy and of its implementation, the drafting process will pursue a consensus building approach involving all stakeholders; state administration, local governments, NGOs/NPOs and other representatives of civil society.

The need for a Strategy is defined in the draft “Strategy of Public Administration Reform”. The objectives of designing a “Civil Society’s Development Strategy” are clearly mentioned in this document. Paragraph 3.2. lists the following main tasks:

- to create and develop a dialogue with social partners: employees and trade unions, NGOs, and professional associations;
- to ensure access to information on policy design process;
- to implement practice of delegation of tasks and functions undertaken by government to NGO sector;
- at the state level to define institutional structure for creation of the dialogue between public administration and society;
- to create stable communication system for ensuring feedback on policy design process relevant to particular target group interests;
- to form consultative boards which promote public administration and society agreed decision-making.

Paragraph 3.3. underpins the need for transparency in policy design important for society and its implementation. The main tasks comprise:

- development of regional information centre system and one-stop agencies in local municipalities;
- improvement of the quality of information and presentation structure in internet web pages of public institutions, and regularly publishing annual performance reports,
- development of information internet portals,
- elaboration of system of opinion polls and evaluation of the public administration efficiency by the clients.

The absence of such a Strategy could result in very fragmented actions that will fail to build a synergy of actions among civil society and the state.

During the Strategy development process there will be a need to draw from the experience of other countries, especially from the experience of EU member states in democracy building and public involvement. Involvement of short- and medium-term foreign experts will be a key element to strengthen the project activities.

Although the number of NGO/NPOs can seem relatively high, their financial sustainability is still very low and their main source of income remains foreign donors, it is therefore important to continue to support their activities and to promote their growth. The second main activity of this project will therefore be to finance these organisations through a grant scheme, which will be implemented as a follow-up and continuation of the PHARE ACCESS Programme. The grant scheme will be implemented throughout the duration of the project.

3.2. Linked activities

3.2.1. Submitted project to PHARE "Promotion of Integration of Society in Latvia –2001", planned to be realised until 2004.
3.2.2. EU PHARE project LE 9803.02 “Integration of Society through Information and Education”. The project is in its implementation stage. The goal of the project is to develop an operational Information centre within the Naturalisation Board, whose main task is to provide information about citizenship, national minorities and society integration process.
3.2.3. Project targeted at schools “Towards a Civic Society” implemented by the Naturalisation Board.
3.2.4. The Programme for Studies and Activities “Towards a Civic Society”, Naturalisation Board. There are regular public surveys undertaken in the frame of the programme. The results will be used for development of the “Civil Society’s Development Strategy”.
3.2.5. The World Bank Education Development Project. The project is in implementation stage. The goal of the project is to create development programmes in the schools.
3.2.6. EV-63. National Public Investment project ”Unified municipalities information system“ (UMIS), the project is in its implementation stage.

3.3. Results

- Elaborated Strategy for civil society development conducted through participatory and interactive process and agreed widely with society’s main target groups;
- Concrete initiatives to increase operational capacity of NGOs/NPOs are identified;
- Improved credibility of state administration based on mutual co-operation with the third sector;
- Civil Society more closely integrated in public administration decision-making process;
- Increased public awareness about opportunities to participate in civil society initiatives;
- Successfully implemented NGOs/NPOs grant projects, and as appropriate, including in areas where NGOs/NPOs play an important role in the implementation of the acquis.
4. Activities
Component 1

- Elaboration of "Civil Society's Development Strategy"
- Conduct a research – analysis of already existing state policies in the context of society’s development (concept, strategy, programme);
- During the Strategy design process the existing legislation in the NGOs/NPOs field will be analysed and, if needed, amendment proposals will be made as regard registration, legal status, accountability, independence as well as other legal requirements that would favour the establishment of a sound and effective NGOs/NPOs sector.

During the Strategy design process there will be developed institutional and procedural instruments for ensuring the independence of civil society opinion in terms of veto rights on unacceptable public administration decisions, using consultative boards, referendum practices at the local and regional administrative level.

- Establish joint working group to follow the implementation of the project and especially to: (1) discuss and appreciate the results of the analysis of the legal, financial and organisational environment in which civil society organisations currently operate in Latvia; (2) accompany the preparation and promote the adoption of the Strategy. The joint working group will be formed by representatives of Ministry of Welfare, Ministry of Justice, Ministry for Environmental Protection and Regional Development, Ministry of Education and Science and Ministry of Finance, Board of Radio and TV, NGO’s, NPOs, Latvian Union of Municipalities, representatives form social sciences, mass media, church.

Sectoral working groups could be established, if considered necessary by the joint working group, in areas like legislation, education, communication, environmental protection, etc. involving representatives from the state administration and from the civil society. The results of the sectoral working groups that will be established will be synthesised in the consensus building process by the joint working group.

- Strategy will be put forward for wide public consultation and revision via round tables on TV and Radio, interactive discussion on the Internet (home page, developed for that purpose) and special NGO events.

Inputs:

This section identifies expected outputs in relation to necessary inputs

Involvement of experts:

- Analysis of the sector at national level and identification of best EU practices (3.0 man – months)
- Structure of the Strategy (1.0 man -month)
- Legislation analysis and amendment proposals (2.0 man – month)
- Draft Strategy (7.0 man -month)
- Public discussions and analysis of results of public discussions (2.0 man -month)
- 3 seminars - popularisation of the positive experience to municipalities and governmental institutions (3 days, 2 experts)
- 15 meetings – preparation of the strategy (15 days – 1 expert)
- 20 publications in mass media (1 month, 1 expert)
- 5 seminars – direct dialogs with the society (5 days, 2 experts)
- 6 round table - on TV and Radio (6 days, 2 experts)
- Finalisation of the Strategy (1.0 man – month).
Service contract:
1 Long-term expert (12 m/m).
Desired expert profile
Competence area: NGOs/NPOs sector and EU legislation.
- At least 10 years experience working in field of NGOs/NPOs sector, creating public participation;
- Ability to prepare comparative analysis on EU Member States’ experience with strategy design, implementation and effectiveness with regard to civil society and about necessary changes in the legislation and practical aspects of implementation of legislation;
- Experience in the development of strategic documents in this field;
- Experience in planning and implementation of the action plans;
- Fluency in English.

Tasks to be performed: make an analysis of the existing institutional and legal environment, design the structure of the strategy, accompany the work of the joint working group and provide advice, draft the strategy, participate in the presentation of the Strategy to relevant stakeholders and mass media.

1 Medium-term expert (4 m/m)
Competence area: Public involvement and participation and awareness raising
Tasks to be performed: elaboration of a methodology for facilitating and moderating the working groups and for presenting the Strategy, advice on and participate in the presentation of the Strategy to relevant stakeholders and to mass media.
- At least 5 years experience in field of public involvement and creating public participation;
- Experience in sociology and political analysis;
- Experience in the development of strategic document in this field;
- Experience in planning and implementation of the action plans;
- Fluency in English and Latvian;
- Experience in facilitation in workshops and training in seminars.

Short-term experts (3 months): to provide advice on specific legal, financial and sociological issues linked to the preparation of the Strategy. Fluency in English and in Latvian.

Component 2

This component will be carried out as a grant scheme and will be a direct continuation of Phare ACCESS II programme. The aim of the grant scheme is to promote bottom-up initiatives of actors involved in the process of promotion of civil society. The projects proposed by registered NGO’s/NPOs will be co-financed through this grant scheme, and eligibility criteria will be precisely defined in the guidelines. Access will support initiatives and strengthen the operational capacity of non-governmental (NGOs) organisations through co-financing grants for projects of relevance to the EU acquis implementation and to certain social need priorities. In addition, participation costs in EU-wide NGO/NPO networks will be supported. The Access Programme will take into account the different needs and priorities for assistance, as laid down in the Accession Partnership for Latvia.

The Grant programme will be open for non-governmental and non-profit organisations, which meet the following criteria:
**Non-Governmental Organisations (NGOs)**

- NGOs are not created to generate personal profit. Although they may have paid employees and engage in revenue-generating activities they do not distribute profits or surpluses to members or management;
- NGOs are voluntary. This means that they are formed voluntarily and that there is usually an element of voluntary participation in the organisation;
- NGOs are distinguished from informal or ad hoc groups by having some degree of formal or institutional existence. Usually, NGOs have formal statutes or other governing document setting out their mission, objectives and scope. They are accountable to their members and donors;
- NGOs are formally independent, in particular of government and other public authorities and of political or commercial organisations;
- NGOs are not self-serving in aims and related values. Their aim is to act in the public arena at large, on concerns and issues related to the well being of people, specific groups of people or society as a whole. They are not pursuing the commercial or professional interests of their members.

**Non-profit organisations (NPOs)**

- The NPOs may be either private or public sector organisations provided that they are of decentralised character. Project partners from the public sector must be truly decentralised, i.e. they must be able to demonstrate that they are operationally independent from central government and not involved in national policy-making activities.

**The size of the EC grants will be between 10 000 and 100 000 Euro.** The EC contribution will not exceed 90% of each project costs.

A maximum of 5% of the total allocation of the Grant Scheme may be reserved for the establishment of a networking facility.

**Project duration:**

The project duration must be at least 6 months and may not exceed 12 months.

**Management:**

Between 5 and 10% of the total allocation of the Grant Scheme will be reserved for the management of the programme.

5. **Institutional framework**

The main institutions to take part in the project are the Secretariat of Minister for Special Assignment on Public Administration Reform (leading state institution – responsible for the Sector programme), Ministry of Education and Science, Ministry of Justice, Ministry of Environmental Protection and Regional Development, European Integration Bureau, National Rights Office, Schoolteacher Trade Unions, Board of Radio an TV, Association of Local Municipalities, and NGOs/NPOs, as Society of Lawyers, NGO centre, Society for transparency “DELNA”, International Association for Human Rights in Latvia, the Centre for Human Rights and Ethnical Studies, Latvian Adult Education Centre, Latvian Schoolchildren Parliament, and
Latvian Student Association, Association of Mass Media, Movement “We for Europe”, New Journalist School, Latvian Business and Professional Women Association, Latvian Farmer Association, Society of Handicapped People, Environmental Protection Club (VAK), Regional Environmental Centre, Association of Environmental Educators, Children Environment School.

In addition regarding overall role for the implementation of the project NGO centre will be assigned as a co-ordinator of NGO involvement in the strategy design process. That will ensure civil society’s adequate representation through opinion leaders and relevant non-governmental organisations.

Responsibility for the project implementation is undertaken by Secretariat of Minister for Special Assignment on Public Administration Reform. Secretariat was established in 1999. Its main goal is development and implementation of state administration reforms, and informing the society about the reforms, on behalf of the government the Secretariat has task to organise co-operation with non-governmental organisations (Ref. Cabinet of Ministers regulations Nr. 261, of August 1, 2000).

6. Detailed budget (in EUR)

<table>
<thead>
<tr>
<th></th>
<th>PHARE Support</th>
<th>Total PHARE (=I+1B)</th>
<th>National financing</th>
<th>Co-IFI</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institution building</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract 1 Service</td>
<td>200 000</td>
<td>200 000</td>
<td>20 000</td>
<td></td>
<td>220 000</td>
</tr>
<tr>
<td>Contract 2 Service or</td>
<td>800 000</td>
<td>800 000</td>
<td>90 000</td>
<td>890 000</td>
<td>5 to 10 % of this amount will be for the management of the grant scheme</td>
</tr>
<tr>
<td>Financing Agreement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1 000 000</td>
<td>1 000 000</td>
<td>110 000</td>
<td></td>
<td>1 110 000</td>
</tr>
</tbody>
</table>

7. Implementation arrangements

The implementing body for the Grant scheme will be selected through one of the two options provided below:

Option 1: a tender is organised by the Central Financing and Contracting Unit. Option 2: a financial agreement is directly concluded with a civil society development institution (or similar organisation).

The choice between the two options will be based on an evaluation of the progress achieved in the implementation of the Phare Access 2000 Programme. Option 2 will only be chosen if an adequate institution, with an appropriate capacity, is deemed to exist in Latvia.
A special Steering Committee will be created represented by Secretariat of Minister for Special Assignment on Public Administration Reform, Ministry of Education and Science, NGO centre and others NGOs/NPOs. The Steering Committee will take key strategic decisions concerning the programme and will supervise the implementation of the programme.

Central Financing and Contracting Unit (CFCU)
PAO – Ms. Valentina Andrejeva, State Secretary, Ministry of Finance
Address: Smilsu Street 1, Riga, LV – 1050, Latvia
Phone: +371 7226672
Fax: +371 7095503

CFCU has the following responsibilities

Component 1:
• To organise a tender for Component 1 (1 service contract);

Component 2:
In the case of option 1:
• To organise a tender for the implementing body of the Grant Scheme (1 service contract);

In the case of option 2:
• to prepare the financial agreement that will be concluded with the civil society development institution (or similar organisation) that will have been entrusted with the implementation of the Grant Scheme.

SPO – Ms. Svetlana Proskurovska, Deputy Head of the Secretariat of Minister for Special Assignment on Public Administration Reform.
Address: Raina blv 4, LV-1050, Riga
Phone: 7223109
Fax: 7223148

SPO has the responsibility for
• Overall implementation of the project,
• Co-ordination among involved institutions, evaluation of the Component 1,
• Monitoring and evaluation of the Component 2.

7.1. Contracts

<table>
<thead>
<tr>
<th>Activity</th>
<th>Agreement</th>
<th>EURO</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Elaboration of “Civil society’s development strategy”</td>
<td>Service</td>
<td>220 000</td>
</tr>
<tr>
<td>Implementation of the Grant scheme</td>
<td>Service if option 1, financial agreement if option 2</td>
<td>890 000 5 to 10% of this amount will be used for management purposes</td>
</tr>
</tbody>
</table>
7.2 Implementation of Grant Scheme

A Steering Committee involving representatives of national and local administration, civil society representatives and international donors will be created. The Steering Committee will be chaired by the SPO. The basic responsibilities of the Steering Committee will be as follows:

- Approval of grant scheme guidelines (including objectives, priorities, eligibility and evaluation criteria, etc.);
- Approval of the report of the evaluation committee for project selection;
- Monitoring of the grant scheme and approval of progress reports prepared by the implementing body;
- Providing recommendations to the implementing body on the implementation of the scheme.

Projects will be selected through an open Call for Proposals, organised by the implementing body. The standard procedures of the Commission in the field of External Aid will be followed (particularly the practical guide to PHARE, ISPA and SAPARD contract procedures, Section 6 Grants).

The selection procedure starts for all projects after the deadline of receipt for applications and is carried out in three steps:

1. **Initial screening**: All applications are checked against fixed eligibility and conformity criteria. Projects that do not meet these criteria are eliminated at this stage.

2. **Selection**: An Evaluation Committee including at least three voting members with proved expertise in the NGO/NPO sector will be established by the CFCU to evaluate the projects and selects those of highest quality. In order to support the work of the evaluation committee, independent assessors may be recruited to carry out detailed examination of project proposals before the final selection.

8. Implementation Schedule

<table>
<thead>
<tr>
<th>Activity</th>
<th>Agreement</th>
<th>Start of tendering</th>
<th>Start of project activity</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elaboration of “Civil society’s development strategy”</td>
<td>Service</td>
<td>I Quarter 2002</td>
<td>II Quarter 2002</td>
<td>I Quarter 2004</td>
</tr>
<tr>
<td>Implementation of the grant scheme</td>
<td>Service or Financing Agreement</td>
<td>III Quarter 2002</td>
<td>I Quarter 2003</td>
<td>IV Quarter 2004</td>
</tr>
</tbody>
</table>

9. Equal opportunity

As all the project activities are realised on basis of voluntary involvement, their nationality, race, age or social target group does not grade the participants. The project implementation unit is
interested in covering as wide as possible target groups, since it is the only possibility not to be confronted by citizens’ indifference.

10. Conditionality and sequencing

The successful implementation of the project will depend on the successful co-ordination among various bodies involved in the programme, effective programme management, availability and due timing of co-financing resources.

Main risks of effective implementation of the project are as follows:

- The lack of political will to favour a sound and effective development of civil society organisations as key partners in decision-making.
- The absence of a real partnership and dialogue between NGOs/NPOs, public and state administration involved in the project.
- The weak operational capacity of the NGOs/NPOs to develop and implement successful projects under the Grant Scheme.

The EU financing of the project will be conditional upon:

- Visible commitment by the government to develop a strategy to further support and promote the development of civil society. The government will approve the establishment of a working group for that purpose.
- The adequate implementation of the Phare Access 2000 Programme.
## LOGFRAME PLANNING MATRIX FOR PROJECT

**Programme name and number**
LE01.03.02

**Development of Civil Society in Latvia 2002-2003**
Contracting period expires
Contracting period expires
Total budget : 1110 000
PHARE budget : 1000 000

<table>
<thead>
<tr>
<th>Overall Objective</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote public participation, raise popular awareness and enhance the role of civil society by improving the environment in which non-governmental and non-profit organisations (NGOs/NPOs) strive to work as well as by building up their institutional and operational capacity.</td>
<td>Increased number of active NGO’s/NPO’s Increased participation of civil society for targeted groups Improved participation of NGOs/NPO in <em>acquis</em> implementation</td>
<td>Statistics Publications in mass media Cabinet of Ministers Studies by international institutions</td>
<td>Political and economic stability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project purpose</th>
<th>Indicators of Achievement</th>
<th>Sources of Information</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To promote dialogue between government and non-governmental and non-profit organisations (NGO/NPO) • To build up society’s role in development and adoption of decisions undertaken by the state administration • To raise public administration’s credibility by providing open public participatory process of policy design and implementation • To strengthen civil society by building the institutional and operational capacity of NGOs/NPOs. • Preparation of third sector (NGOs/NPOs) to effectively fulfil its role in the implementation of the <em>acquis communautaire</em> in the policy areas where it plays an important role in implementation and advocacy, and to raise public awareness and acceptance in these areas. • To alleviate specific problems in the areas of environmental protection and socio-economic development and the reduction of social</td>
<td>Civil society’s development strategy Number of new NGO and NGO associations Number of NGO’s and people, who participate in the creation of strategy Increase in number and quality of applications for funding Number of projects carried out successfully Increased participation of people from risk groups involved in NGOs</td>
<td>Project report Data from Enterprise Register. Project report, Publications in mass media Statistics Secretariat of the Minister of Special Assignments for affairs of state administration reforms</td>
<td>Support from other relevant institutions Cooperation and coordination between the relevant organizations involved Availability of local and national financial resources for co-financing Relevant capacity of selected NGO’s/NPO’s</td>
</tr>
</tbody>
</table>
### Results

- Ensured continuation of the PHARE ACCESS programme in Latvia
- Elaborated strategy for civil society development carried out by participatory and interactive process and agreed widely with society’s main target groups,
- Improved credibility of state administration based on mutual co-operation with third sector
- Increased public awareness about opportunities to participate in civil society initiatives.
- Successfully implemented NGO/NPO grant projects.
- NGOs/NPOs more closely integrated in public administration decision-making process.

### Indicators of Achievement

- Civil society’s development strategy
- Increased number of project proposals
- Number of successful projects

### Sources of Information

- Statistics
- Project report
- Project monitoring report
- Publications in mass media
- Secretariat of the Minister of Special Assignments for affairs of state administration reforms

### Assumptions

- Support from other relevant institutions, NGO sector
- Efficient programme management (implementation, monitoring and assessment)
- Effective Coordination between the implementing agency, contracting organizations and NGO’s
- Timeliness of co-financing resources

### Activities

#### Component 1

- Elaboration of “Civil society’s development strategy"
- Reports and proposals of medium-term experts expert 4 m/m,
- 6 round tables,
- Interactive discussion on the Internet,
- 20 publications in mass media
- 5 seminars
- Research report,
- 3 seminars to popularise the positive experience

#### Component 2

- Implementation of projects, using the Grant scheme
- Reports and proposals of short-term experts expert 3 m/m,
- Meetings of Steering Committee
- Meetings of Evaluation Committee
- Meetings of Implementation Agency
- Project report,
- Lists of participants

### Sources of Information

- Project report
- Lists of participants

### Assumptions

- Support from other relevant institutions, NGO sector
- Effective cooperation of NGO's and public administration
<table>
<thead>
<tr>
<th>Elaboration of “Civil society's development strategy”</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form management committee and project’s technical introduction unit</td>
<td>J</td>
<td>F</td>
<td>M</td>
</tr>
<tr>
<td>Posted competition for selection of European and PHARE country consulting companies</td>
<td>J</td>
<td>F</td>
<td>M</td>
</tr>
<tr>
<td>Popularise the positive experience to municipalities and governmental institutions – 3 seminars take place.</td>
<td>J</td>
<td>F</td>
<td>M</td>
</tr>
<tr>
<td>Form working group, 15 meetings take place;</td>
<td>J</td>
<td>F</td>
<td>M</td>
</tr>
<tr>
<td>Strategy posted to discussions in the society, involving NGO’s. 6 round tables,</td>
<td>J</td>
<td>F</td>
<td>M</td>
</tr>
<tr>
<td>20 publications in mass media and 5 seminars</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>

The strategy is completed and specified in conformity with submitted suggestions.

**Implementation of Grant Scheme**

<table>
<thead>
<tr>
<th>Posting of Competition for service provider or conclusion of financing agreement;</th>
<th>X</th>
<th>X</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launching of Call for Proposals;</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selection of independent experts for evaluation of project proposals</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Evaluation and Selection of projects</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Implementation of projects</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Control and monitoring of the projects.</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Evaluation</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>


### CUMULATIVE CONTRACTING and DISBURSEMENT SCHEDULE (EUR million)

<table>
<thead>
<tr>
<th></th>
<th>31.12.01</th>
<th>31.03.02</th>
<th>30.06.02</th>
<th>30.09.02</th>
<th>31.12.02</th>
<th>31.03.03</th>
<th>30.06.03</th>
<th>30.09.03</th>
<th>31.12.03</th>
<th>31.03.04</th>
<th>30.06.04</th>
<th>30.09.04</th>
<th>31.12.04</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contract 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contracted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
<td></td>
<td>0.07</td>
<td>0.15</td>
<td>0.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Contract 2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contracted</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disbursed</td>
<td></td>
<td>0.27</td>
<td></td>
<td>0.72</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.8</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>