STANDARD SUMMARY PROJECT FICHE

1. Basic Information
   1.1. Desiree Number: 2002/000-590-01-02
   1.2. Title: Development and Strengthening of Civil Society
   1.3. Sector: Civil Society
   1.4. Location: Latvia, all regions and municipalities of Latvia

2. Objectives

2.1. Overall Objective:

Promoting the quality of life through strengthening and development of the civil society and its organisations, in particular non-governmental organisations (NGOs), to effectively fulfil the role of civil society in important policy areas.

2.2. Project purpose:

- Promoting activities of civil society organisations (NGOs) aiming at improvement of the quality of life, especially fostering socio-economic development and improving environmental protection.
- Strengthening the functional/operational and administrative capacity of the civil society organisations (NGOs), including the initiatives in establishing cooperation and involvement of the NGOs in the international networking.

2.3. Accession Partnership and NPAA priority

2.3.1. Accession Partnership:

The Project will take into account the different needs and priorities for assistance, as laid down in the Accession Partnership. There is no specific priority identified for the strengthening and development of civil society in the Accession Partnership and NPAA. There are number of areas in Accession Partnership where there are expectations that civil society will play a constructive role in public governance.

The project refers to the following priorities set out in the Accession Partnership 2001:

Social Policy and Employment:
- Complete transposition and ensure implementation of the social acquis in the fields of labour law, health and safety at work and equal treatment for women and men.
- Complete transposition and ensure implementation of the acquis in the field of public health.
- Continue to support social partners’ capacity-building efforts in particular with a view to their future in the development and implementation of Community employment and social policy, including the European Social Fund, notably through autonomous bipartite social dialogue.

Environment:
- Complete transposition of the acquis, with special emphasis on access to environmental information, waste management and chemicals.
- Continue integration of environmental protection requirements into the definition and implementation of all other sectoral policies with a view to promoting sustainable development.
2.3.2. National Programme for Integration in the EU:

- SI-006 “Creation of the preconditions to develop informed and participation society”
- LA-013 “Continue to reform the welfare system (social insurance, social assistance and health sectors)”; a principal measure “Elaboration and implementation of programs for prevention of social exclusion of disabled persons, old age persons and poor persons”
- SI-005 “To promote the naturalization process in Latvia”
- LA – 065 “Adopting the principle of equal rights in the areas of employment and related areas (work relations, social insurance, social assistance and others)

3. Description

3.1. Background and justification:

The awareness and understanding of decision-making processes among members of society, their participation and involvement in the social, economic and political life of the country can be regarded as crucial preconditions for the development of civil society and enlivening of the democracy principles. NGOs are important actors in providing the successful and creative participation and involvement process in every society. There are around 6000 registered NGOs in Latvia, half of them are active and only a few have been able to take a stable position in the society and develop their influence in public processes. To fulfil their functions duly, the NGOs in Latvia still face problems in their financial and administrative capacity building. Very often due to the lack of proper financing NGOs cannot involve professional staff for support of their activities to defend society’s interests and opinions and influence qualitatively the overall development and democracy processes. Further support for NGOs and their activities, promoting their qualitative growth and capacity building is therefore essential.

The successful functioning of the NGOs is a necessary precondition not only for democratic development processes in the national context, but also for successful integration of the society of Latvia in the international development processes. Considerable work is still required for adoption and implementation of the acquis communautaire. There are strong expectations that the non-governmental sector will have a significant role in the practical acquis implementation process. Another important field of NGO’s activities is the mutual information exchange and their role as a mediator between the society and public administration. Also one of the four main Strategic Objectives for 2000-2005 of the European Union “Shaping the New Europe” states on promoting of new forms of European governance, where one of the issues is devoted to the open government and accountability idea through strengthening civil society’s voice in the process of policy shaping and implementation to ensure a proper representation of the Europe’s social and economic diversity.

This project is a continuation of previous Phare funded projects in the field of civil society. It is expected that with the assistance of the Phare 2001 project “Development of Civil Society in Latvia 2002 – 2003” the Civil Society’s Development Strategy will be elaborated, the main aims of which would be to define the cooperation framework between the public sphere and civil society with a view to strengthening the role and capacity of the latter. The responsible institution for the Strategy development is the Secretariat of Minister for Special Assignment on Public Administration Reform. The Strategy will indicate the priority directions and corresponding actions to promote strengthening of civil society and development of dialogue and cooperation with the institutions of public administration. The findings outlined during the process of elaborating the Civil Society’s Development Strategy will serve as a framework for eligible activities for the grant scheme under this project. Consultations with the civil society organisations,
including NGOs, will be the key working method especially during the process of elaboration of Strategy. Opinions of representatives of NGO’s will be analysed and proposals included as far as appropriate in the Strategy.

Already during the project preparation period, a number of different civil society organisations in Latvia were consulted (e.g., NGO Centre, Environmental Protection Club, Resource Centre for Women “Martha”), especially on the issues regarding further promotion of participation and involvement of the civil society and its organisations in the dialogue with public administration and on the elaboration of a Civil Society Development Strategy. Throughout the consultation process the NGOs expressed their appreciation of the initiated activities through the Phare programme framework. The on-going consultations with various NGOs have taken place also on the involvement of representatives of the NGO sector in the work of the Project Steering Committee.

3.2. Linked activities:

Under Phare:

Civil Society development
- Special Civil Society programme ACCESS for Latvia in 1999, 2000;
- Phare 2001 National Programme project “Development of Civil Society in Latvia 2002-2003” (LE01.03.02);

Society integration
- Phare 1998 programme project “Integration of Society through Information and Education” (LE98.03.02) – development of an operational Information Centre within the Naturalisation Board with the main task to provide information about citizenship, national minorities and society integration process.
- Phare 1999 – Acceleration of the integration of non-citizens (LE99.02.01)
- Phare 2000 programme project “Promotion of Integration of Society in Latvia” (LE 0007.00);
- Phare 2001 programme project “Promotion of Integration of Society in Latvia - 2001” (LE01.01.01).

Through the Phare ACCESS Programme, support to the non-governmental sector activities was initiated to strengthen capacity of NGOs/NPOs, as well as building of stronger mutual co-operation environment between the public sector and the civil society. The ACCESS Programme in Latvia started in 1999. This project is a continuation of the previous ACCESS programme and the Civil Society project of 2001.

An activity continuously supported by the Phare programme is the implementation of the National Programme for Integration of Society through the projects “Promotion of Integration of Society in Latvia”. The project activities are concentrated on the integration of the non-Latvian speaking and non-citizen population of the society as well as various culture, education and scientific issues related to promotion of integration of the society of Latvia. The parallel activities arising from the implementation of the Programme for Integration of Society and the Civil Society Development projects will result in a more integrated and positively active civil society in Latvia. To build the mutually coordinated framework for and to avoid any possible overlapping in activities these two programmes close cooperation and consultations with the recently established Society Integration Foundation of Latvia will be ensured. The Foundation’s objectives are: raising funds from the national, EU and other foreign donor sources, selecting proposals for funding, ensuring proper use of the raised funds. This particular project might consider closer cooperation ties with the Society Integration Foundation aiming at building institutions/foundations interested and capable in implementation of complex support schemes in the related fields and acting as mediator between NGOs sector and relevant donor forum.
Because of the currently fragmented nature of civil society there is no comprehensive information concerning donor activities in this sector. Besides EU Phare programmes, there are several programmes for support of NGO activities in Latvia, provided by different donors to be mentioned:

- The Soros Foundation Latvia;
- Foundation of Baltic-American Partnership;
- The United Nations Development Programme;
- Several embassies of the Member States annually are providing support to activities of NGOs;
- Princess Juliana Fund supporting acquisition of property for NGO sector in Latvia annually.

The concrete projects are:

3.2.1. Project targeted at schools “Towards a Civic Society” implemented by the Naturalisation Board.

3.2.2. Programme for Studies and Activities “Towards a Civic Society” by the Naturalisation Board. There are regular public surveys undertaken within the framework of the programme.

3.2.3. The World Bank Education Development Project aimed at creating development programmes in the schools.

3.2.4. National Public Investment Programme project EV-63 “Unified Municipalities Information System” (UMIS).

3.2.5. “Concept of E-Administration of Latvia” one of a long term overall objectives of which is as follows: Democratic administration – increasing public participation in the work of public administration.

3.2.6. The World Bank and United Nations Development Program financing for the Small Grants Program 2002 for Civil Society Organizations in Latvia, especially for participatory projects in rural regions of Latvia.

3.3. Results:

- Increased public awareness about opportunities to participate in civil society initiatives;
- Enhanced participation and role of civil society in the preparation and adoption of decisions made by the public administration;
- Strengthened institutional and operational capacity of NGOs;
- Increased number of socio-economic development and environmental protection activities realised through NGOs;
- Improved operational environment of non-governmental organisations;
- Encouraged inclusion and participation of individuals and groups who risk being economically/socially or politically marginalized.

3.4. Activities:

The project will be carried out as implementation of a Grant Scheme that will represent a continuation of Phare ACCESS Programme and will retain the continuation of the previous priorities and experience gained when implementing the preceding Phare programme supported projects in the field.

The aim of the grant scheme is to facilitate bottom-up initiatives of actors involved in the process of promotion of civil society and to reinforce the enabling environment for non-governmental organisations (NGOs). The projects proposed by registered NGOs will be co-financed through this grant scheme. The grant scheme will promote and support initiatives and strengthen the sustainable capacity of NGOs to play a greater role in operation of the public sector both at public policy design and policy implementation levels. The activities will be supported through co-financing
grants for projects of relevance to the EU *acquis* implementation (as expected, especially in environmental protection and socio-economic development) and to certain social priorities contributing to the social reintegration and/or promoting sustainable health and social support for marginalized groups of the society. The identification and setting of more particular priorities and sectoral framework at this stage is left open, to ensure greater flexibility during elaboration of the set of priorities for final beneficiaries in the beginning of the overall project implementation, because of the following basic assumptions:

1) A special Steering Committee, involving representatives of line ministries and civil society, will be established to oversee the strategic development of the project. When developing Special Guidelines for Applicants within the grant scheme, one of the main Steering Committee's tasks will be the approval and setting forth of particular priorities for final beneficiaries and their projects. These priorities should reflect general and specifically sector-oriented situation of that date and suggest most urgent and significant improvement directions, the development of which through supportive activities of NGOs could contribute to the strengthening and capacity building of the whole society.

2) As mentioned above this particular project and grant scheme is expected as a direct continuation of previous Phare supported activities in the field. Within project “Development of Civil Society in Latvia 2002-2003” under Phare 2001, one of the central activities will be the elaboration of a Civil Society’s Development Strategy. It is assumed that before starting the implementation of this project, the strategy elaboration activity will have produced first results so that the most urgent and outstanding needs for civil society strengthening in Latvia can be identified and formulated. These findings are expected to become as one of the sources for identifying specific priorities of the grant scheme under this project and a special background material for the Steering Committee for passing the most adequate decisions on the priorities.

Through the grant scheme the project will support NGO’s activities within specific sectoral priorities as mentioned above, but also will establish as an essential eligibility precondition provisions for strengthening beneficiary’s (applicant NGO) administrative and operational capacity in long-term perspective. The capacity building provisions should include development of cooperation with public administration institutions in policy development or implementation in the prioritised fields, improving the capacities of the final beneficiaries in networking, fundraising and in planning, delivery and assessment of their activities. Capacity building provision is aimed at achieving the sustainability of the supported organisation as a significant actor of the civil society.

In addition, participation costs in EU-wide NGOs networks will be supported, aiming at broadening the NGO’s functional capacities in the international context.

The Grant scheme will be open for non-governmental organisations, which meet the following principles and 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.

Parallel to the adoption and commencing the implementation of the Commercial Law there is also a need for revising the legislation regarding the civil society organisations which presently have mainly NGOs status. There is expectation that by the time of commencement of implementation of this project, the new legislation will be adopted and its implementation will be underway. As a result, the implementation of the project will have to be carried out in line with the said legislation that might involve some changes in the specific details concerning the status of the eligible organisations.

**Eligible sectors**
It is expected that the projects supported through grant scheme will be in the following sectors:

- Activities related to the implementation of the *acquis communautaire* in the environmental protection and socio-economic development.
- Activities in the social sector, which aim at contributing to the social reintegration and/or to promote sustainable health and social support for marginalized groups of population.
- Activities aiming at building the functional and administrative capacity of the NGOs, including the initiatives in establishing cooperation and their involvement in the EU wide NGOs networking.

The Project Steering Committee will have to identify the specific priorities for support, considering also priorities identified during elaboration of the “Civil Society’s Development Strategy” (the Strategy will be elaborated within project “Development of Civil Society in Latvia 2002-2003” under Phare 2001).

**Supported types of activities**
Co-financing grants will be made available to support three types of projects:

- transnational “macro-projects”,
- local “micro-projects”
- projects under the networking facility.

The networking facility will provide support to NGOs, and other civil society organisations to participate in activities organised at the EU level. The Steering Committee will determine how the total grant allocation will be subdivided among macro-projects, micro-projects and networking facility.

**Projects size**
The size of the grants will be as follows:

- for macro-projects 50 000 - 100 000 EUR,
- for micro-projects 10 000 - 50 000 EUR.

The EC contribution will not exceed 90% of each total project costs.

Co-financing will include national co-financing and co-financing from final beneficiaries (NGOs applying for grants). The Government will provide national co-financing of 10% (it will be finally ensured only after approval of the State Budget by the Cabinet of Ministers (planned in November 2002) and Saeima (early 2003)). Mechanism of co-financing and co-financing rate by final beneficiaries will be specified in the Special Guidelines for Applicants.
A maximum of 5% of the total allocation for the Grant Scheme may be reserved for the establishment of a networking facility.

**Projects duration**

The grant projects are envisaged to be implemented not exceeding the following time period after signing the grant contracts,

- 12 months for micro-projects,
- 15 months for macro-projects.

The experience in the ACCESS Programme as well as recommendations outlined in the Multi-Country Thematic Report on Civil Society by OMAS, September 2001 (see also Chapter 3.5, Lessons Learned) have led to reconsiderations in regard to the most adequate and favourable duration of the grant projects, especially macro-projects, for achievement and evaluating the sustainability of the granted support and its realisation. It is reasonable to expect that by the time of commencing the implementation of the Phare 2002 project mutually agreed and established sustainable grant management scheme should be already in place, which would allow to speed-up the preparation procedure for overall implementation of Phare 2002 project. Therefore, taking account of the time saved on preparation for implementation, the Project Steering Committee will have the responsibility to consider the possibility of prolonging the duration of macro-projects within the project disbursement period as set by the Financing Memorandum, before final endorsement of the Special Guidelines for Applicants.

3.5. Lessons learned:

There are not OMAS or INTERIM evaluation reporting phases performed yet within the EU Phare supported ACCESS 2000 Programme, which is the first programme in this field to be implemented following the Phare decentralised implementation system provisions. The main recommendation outlined in the SMSC, was concerning the need further to analyse and develop the adequate administrative capacity and staffing in the SMSAPAR for implementation and coordination of Phare projects (the response to this recommendation is described under Chapter 4, Institutional Framework).

One of the recommendations outlined in the Multi-Country Thematic Report on Civil Society (OMAS, September 2001) concerned the provision of longer term grants (18-36 months) for future Civil Society Programmes to allow the NGO sector to grow and as acknowledgement of the importance of the NGO sector. It is left open for Steering Committee to respond to the recommendation to pro-long the period for implementation of macro-projects supported by the grants provided that overall project implementation timetable allows that (see, Projects Duration under Chapter 3.4., Activities).

In Multi-Country Thematic Report on Civil Society (OMAS, September 2001) a continuing need for ongoing development and capacity building across various strands of NGO sector is indicated among future challenges, based on the reports by managing institutions of previous Civil Society Development programmes, stating that still a significant number of project applications by NGOs are rejected because their quality does not meet the desired standards. This adds to the significance and necessity for broader sector support programmes similar to this project.

4. Institutional Framework

The Secretariat of Minister for Special Assignment on Public Administration Reform is the responsible institution for the overall implementation of the project. The responsibility for the overall project implementation will include supervision of project activities, reporting on project progress (through the regular Monitoring reports) and evaluation of the project results.
The Secretariat anticipating an increased workload related to development and implementation of succeeding Phare supported programmes introduced adjustments in Secretariat’s organisational structure by establishing International Projects Unit. As of November 2001 one additional full time staff member to specifically work on civil society development issues was hired to the International Projects Unit. To date the Unit consists of two employees whose central task is associated with implementation of the EU Phare programmes on civil society development. Important task of the International Project Unit is networking with the related bodies in the government and with the third sector. Currently the Secretariat explores the necessity and ways of raising the issue of Civil Society Development to a higher strategic (management and political) decision-making level, along the conclusions formulated during monitoring progress of the previous civil society development programme.

During the process of identifying the most appropriate implementation scheme for projects involving grant schemes in support of civil society development, the institutions responsible for managing and implementation of the preceding ACCESS 2000 Programme and Phare 2001 project, have always tried to follow the principle of sustainability. The purpose was to create a stable and continuously functioning implementation scheme in support of development initiatives of civil society and its organisations. SMSAPAR has undertaken the function of overall responsibility for the succeeding Phare programme’s and projects’ realisation in support of civil society. The latest development in this regard is that the Government of Latvia has identified the Society Integration Foundation as responsible for managing civil society development projects. The Social Integration Foundation has also been acknowledged as a Contracting Authority for the realisation of the grant schemes. There had been already identified common grounds for lasting cooperation opportunities within the framework of promoting society integration and civil society development between SMSAPAR and SIF, which can be considered as a serious precondition for the sustainability of the scheme comprising several managing and implementing institutions, as both institutions will be in most direct ways connected and cooperating with the final beneficiaries of the support scheme – civil society organisations, particularly NGOs. The Society Integration Foundation is gradually developing its operational capacities to organise effectively its work and fulfil obligation of Implementing Agency. During implementation of the preceding Phare 2000 and 2001 projects on integration of society, involving also similar grant scheme management as in this project, the preconditions and procedures for managing grant schemes will be tested. The formal recognition by NAO of the SIF as an Implementing Agency is planned to be in place by April 2003. This is regarded as precondition for final confirmation of the Foundation as an Implementing Agency also for this particular project on Civil Society Development and Strengthening.

A special Steering Committee will be established to take the key strategic decisions concerning the project and oversee its implementation. The Steering Committee, chaired by the SPO, will involve representatives of national and local administration, civil society representatives and international donors. The Steering Committee shall:

- confirm the time scale for the grant scheme operations;
- endorse Special Guidelines for Applicants (SGA);
- determine how the total grant allocation will be subdivided among macro-projects, micro-projects and networking facility;
- endorse the text of calls for proposals;
- endorse the composition of the Evaluation Committee;
- endorse the Evaluation Report, containing the final list of the selected projects;
- review project progress reports and suggest corrective actions, if required; and
- receive interim and final reports of the beneficiaries.
The Steering Committee will identify the specific priorities for support in relation to the priorities expressed in the revised Accession Partnership in accordance with the progress over the time before project implementation commences. It is expected that the programme will be primarily targeted at support of the NGOs activities related to the adoption and implementation of the *aquis communautaire* in the fields of environmental protection and several socio-economic development aspects. As a special aspect preferably addressed by the grant projects and considered by the Steering Committee when setting up priority areas and specific eligibility criteria for grant projects should be regarded the promotion of cooperation forms between NGOs and public administration of different levels, thus supporting NGOs capacity building in regard to their engagement as civil society representatives in the policy development and implementation processes.

The function of the *Senior Programme Officer (SPO)* has been assigned to the Secretariat of Minister for Special Assignment on Public Administration Reform, Address: Raina Blvd. 4, Riga, LV-1050, Latvia
Phone: +371 7223109
Fax: +371 7233148

5. **Detailed Budget (EUR)**

<table>
<thead>
<tr>
<th></th>
<th>Phare Support</th>
<th></th>
<th>National Co-financing</th>
<th>IFI</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Scheme</td>
<td>1 100 000</td>
<td>1 100 000</td>
<td>120 000*</td>
<td></td>
<td>1 220 000</td>
</tr>
<tr>
<td>Total</td>
<td>1 100 000</td>
<td>1 100 000</td>
<td>120 000</td>
<td></td>
<td>1 220 000</td>
</tr>
</tbody>
</table>

6. **Implementation Arrangements**

6.1. **Implementing Agency**

*The Society Integration Foundation:*
PAO- Mr. Nils Sakss, Director of Secretariat of the Society Integration Foundation
Lacpleša street 27 – 7, Riga Lv-1011
Tel.: +371 7 281 770, fax: + 371 7 281 752

6.2. **Implementation of Grant Scheme**

The macro-projects and micro-projects will be selected by an Evaluation Committee, established by the SPO, through an open Call for Proposals. The standard DIS procedures of the Commission in the field of External Aid will be followed in accordance with the Practical Guide to Phare, Ispa & Sapard Contract Procedures, Section 6 Grants.

Ratio: if during project implementation the project cost for some reasons will decrease, the Phare financing will also decrease proportionally. However, joint co-financing does not need to be a requirement in this particular case.

6.3. **Contracts**
The Implementation of the Grant Scheme is expected within the framework for the standard grant contracts. The provisions of the Practical Guide to Phare, ISPA & SAPARD Contract Procedures are to be strictly followed. Ratio: if during project implementation the project cost for some reasons will decrease, the Phare financing will also decrease proportionally.

7. Implementation Schedule

<table>
<thead>
<tr>
<th>Activity</th>
<th>Agreement</th>
<th>Start of tendering</th>
<th>Start of project activity</th>
<th>Project completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of the grant scheme</td>
<td>Standard grant contracts</td>
<td>III Quarter 2003</td>
<td>II Quarter 2004</td>
<td>IV Quarter 2005</td>
</tr>
</tbody>
</table>

8. Equal Opportunity

As the project activities are realised on basis of voluntary involvement of NGOs and their representatives, their nationality, race, age, gender or social target group do 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 the indifference of the members of the society.

9. Conditionality and sequencing

The main preconditions for the effective implementation of the project are:

- Formal recognition of the Society Integration Foundation as an Implementing Agency is in place before start of the implementation of the grant scheme.
- The government needs to ensure sustainability of the Society Integration Foundation in the medium and long-term in terms of adequate staffing and sufficient national co-financing to carry out tasks of an Implementing Agency.
- The implementation experience of the relevant preceding projects and the evaluation results, available at the time, regarded as significant background for decisions and improvements in regard to the adequate management and administrative capacity for this project.
- National co-financing ensured before start of project activity.
- Coordinated and supportive cooperation among various stakeholders involved in the project realisation and effective project management.

ANNEXES TO PROJECT FICHE:
1. Logical framework matrix
2. Detailed implementation chart
3. Contracting and disbursement schedule
### Summary Project Fiche, Annex 1

#### LOGFRAME PLANNING MATRIX FOR PROJECT

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>Contracting Period Expires</th>
<th>Disbursement period expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development and Strengthening of Civil Society 2003 - 2005</td>
<td>TOTAL budget: 1 220 000 EUR</td>
<td>PHARE budget: 1 100 000 EUR</td>
</tr>
</tbody>
</table>

#### Overall objective

Promoting the quality of life through strengthening and development of the civil society and its organisations, in particular non-governmental organisations (NGOs), to effectively fulfil the role of civil society in important policy areas.

<table>
<thead>
<tr>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased number of active NGOs</td>
<td>Statistics</td>
<td>Political and economic stability</td>
</tr>
<tr>
<td>Increased participation of civil society for targeted groups</td>
<td>Publications in mass media</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Studies by international institutions</td>
<td></td>
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</tbody>
</table>

#### Project purpose

- Promoting the activities of civil society organisations (NGOs) aiming at improvement of the quality of life, especially fostering socio-economic development and improving environmental protection.
- Strengthening the functional/operational and administrative capacity of the civil society organisations (NGOs), including the initiatives in establishing cooperation and involvement of the NGOs in the international networking.

<table>
<thead>
<tr>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of NGOs involved in the decision making and elaboration of policy documents, as well as in various workshops, etc.</td>
<td>Data from Enterprise Register</td>
<td>Support from other relevant institutions</td>
</tr>
<tr>
<td>Increased number of active NGOs</td>
<td>Publications in mass media</td>
<td></td>
</tr>
<tr>
<td>Number of NGOs participating in the acquis implementation</td>
<td>Statistics</td>
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<td></td>
<td>Secretariat of Minister for Special Assignment on Public Administration Reform</td>
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#### Results

- Increased public awareness about opportunities to participate in civil society initiatives;
- Enhanced participation and role of civil society in the preparation and adoption of decisions made by the public administration;
- Strengthened institutional and operational capacity of NGOs;
- Increased number of socio-economic development and environmental protection activities realised through NGOs;
- Improved operational environment of non-governmental organisations;
- Encouraged inclusion and participation of individuals and groups who risk being economically/socially or politically marginalized.

<table>
<thead>
<tr>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new NGOs and NGO’s associations</td>
<td>Statistics</td>
<td>Support from other relevant institutions, NGO sector</td>
</tr>
<tr>
<td>Number of NGOs and people participating in the project activities</td>
<td>Project report</td>
<td></td>
</tr>
<tr>
<td>Increase in number and quality of applications for funding</td>
<td>Project monitoring report</td>
<td>Efficient programme management (implementation, monitoring and assessment)</td>
</tr>
<tr>
<td>Number of projects implemented</td>
<td>Publications in mass media</td>
<td></td>
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<tr>
<td>Increased participation of people from risk groups involved in NGOs</td>
<td>Secretariat of Minister for Special Assignment on Public Administration Reform</td>
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<td></td>
<td></td>
<td>Effective coordination between the contracting authority and NGOs</td>
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<td>Timeliness of co-financing resources</td>
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<tr>
<td>Activities</td>
<td>Means</td>
<td>Assumptions</td>
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<tr>
<td>------------------------------------</td>
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<td>--------------------------------------------</td>
</tr>
<tr>
<td>Implementation of Grant Scheme</td>
<td>• Projects supported and implemented</td>
<td>• Effective cooperation of NGOs and public administration</td>
</tr>
<tr>
<td></td>
<td>• Reports and monitoring sheets of projects</td>
<td></td>
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</table>

**Preconditions:**
- The implementation experience of the relevant preceding projects and the evaluation results, available at the time, regarded as significant background for decisions and improvements in regard to the adequate management and administrative capacity for this project.
- National co-financing ensured before start of project activity.
- Coordinated and supportive cooperation among various stakeholders involved in the project realisation and effective project management.
- The government needs to ensure sustainability of the Society Integration Foundation in the medium and long-term in terms of adequate staffing and sufficient national co-financing to carry out tasks of an Implementing Agency.
- Formal recognition of the Society Integration Foundation as an Implementing Agency is in place by commencing the implementation of the grant scheme.
## Detailed Implementation Schedule (to be revised accordingly)

<table>
<thead>
<tr>
<th>Procedure</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedure for formalisation of grant management scheme</td>
<td>X X X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development of guidelines for grant scheme</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Launching of call for proposals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selection of experts for evaluation of project applications</td>
<td>X X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submission of project applications</td>
<td>X X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation of project applications and contracting grant projects</td>
<td>X X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation of grant micro-projects</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Implementation of grant macro-projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control and monitoring of the projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reporting by final beneficiaries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation and final payments</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
- X indicates the month(s) when the activity is scheduled to take place.
- The schedule is subject to revision based on project progress and external factors.
Summary Project Fiche, Annex 3  
*Project: Development and Strengthening of Civil Society in Latvia*

**CUMULATIVE CONTRACTING AND DISBURSEMENT SCHEDULE**  
**EU PHARE SUPPORT (EUR million)**

<table>
<thead>
<tr>
<th>Contract 1 – Implementation of Grant Scheme</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>II</td>
<td>III</td>
</tr>
<tr>
<td><strong>Contracted</strong></td>
<td></td>
<td></td>
<td>1.100</td>
</tr>
<tr>
<td><strong>Disbursed</strong></td>
<td>0.880</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Disbursement of final 20% after evaluating and approval of final project reports. Following the detailed implementation schedule, maximum implementation period for micro-projects is 12 months and for macro-projects – 15 months. The final distribution between assigned overall amounts for micro- and macro-projects is left open at this project planning stage alongside with leaving open the finalisation of the precise priorities for grant projects to be finally decided by the Steering Committee, so that to take into consideration the relevant situation about the main target sector and its needs at the project implementation time.