



The CROSS-SECTORAL
COORDINATION CENTRE
of the Republic of Latvia

Year 2012

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FOREWORD OF THE PRIME MINISTER



After adopting strategically important decisions for Latvia and implementing socially responsible policies in the recent years, we have stabilized Latvia's economy, overcome the economic and financial crisis and are ready to participate in globally important decision-making in the European Union.

Definitely, the preparation, negotiation and approval of the National Development Plan for 2014 – 2020 is one of the key achievements of 2012. This and other activities, such as the assessment of the state owned enterprise system have been facilitated by the Cross Sectoral Coordination Centre under my direction.

Latvia maintains its status of the fastest growing economy in the European Union, overtaking Lithuania and Estonia. The positive trends that enhance Latvia's competitiveness and well-being are also reflected by macroeconomic indicators, such as GDP growth, export growth, stabilization of the financial system and public borrowing rate reduction, employment growth and decline of unemployment as well as an increase in foreign investment. These indicators reveal that the country is developing in the right direction and maintaining a prudent fiscal policy, improving the openness of the business environment, focusing on attracting investment and supporting job creation. With every coming month people will feel more benefits of the positive trends in rising incomes, growing employment opportunities and increasing living standards.

Latvia's chosen development route will lay a good foundation for the professional and individual development of all of Latvia's inhabitants. It will increase the welfare of Latvian families, improve civic cooperation and make people proud and secure about their lives and jobs in Latvia!

Valdis Dombrovskis, Prime Minister

INSIGHT INTO THE CSCC'S ACTIVITIES



STAFF OF THE CROSS-SECTORAL COORDINATION CENTRE

The Cross-Sectoral Coordination Centre (CSCC) was established on December 1, 2011 and currently has 15 employees. As a newcomer to the public administration of Latvia, the CSCC proves its value through actions.

The year's most important achievement is the creation of the National Development Plan 2014-2020 (NDP2020) and its approval by the Saeima (Parliament). The process involved three public consultation rounds, six regional discussions, daily meetings with interested parties, bilateral meetings with non-governmental organizations and information provision to the media. More than 4000 suggestions were submitted for consideration. Feedback was given to each of the suggestions. Progress reports were regularly provided to the Cabinet of Ministers, and informal seminars were organized for ministers and coalition partners. On December 20, 2012, the Saeima (Parliament) approved the NDP2020 (vote: for – 81, abstentions – 7, against - 0).

INSIGHT INTO ACTIVITIES

Future challenges of the Cross-Sectoral Coordination Centre (CSCC) include the integration of the NDP2020 goals and solutions into the European Union funds planning documents, sector planning documents, negotiations with the European Commission as well as communication of the NDP2020 to the general public to maintain continued public support for the results oriented medium term planning document. Furthermore, the CSCC plans to revise the existing policy planning system, introducing solutions for system simplification, monitoring the implementation of policies and ensuring ex-ante, mid-term and regular ex-post assessments.

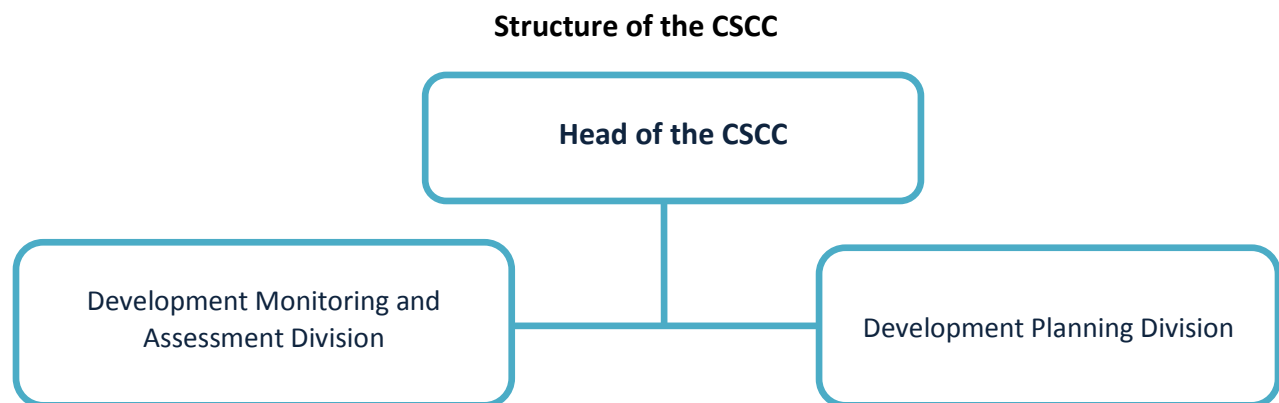
The government is working on three major structural reforms - higher and vocational education reform, reform of governance of state-owned enterprises, as well as a reform of the judicial system and insolvency regulations. The CSCC is active in developing a partially-centralized model for governance of state-owned enterprises that will continue in 2013.

At the heart of the CSCC are its people. The CSCC experts have proven their professionalism and sense of responsibility, working within the time frames set for the tasks, as well as demonstrating that synergy is mandatory for achieving results by ensuring interagency and cross-sectoral cooperation, promoting cooperation at all levels of public administration. Professionalism is manifested in the task set by the Prime Minister and in the role of the CSCC in various working groups, as well in the cooperation developed with the Saeima (Parliament) and other stakeholders.

The CSCC is open to cooperation and suggestions. The Team's activities reflect best practise of public participation in policy planning. The CSCC is becoming known for promoting national and international co-operation that ensures coordinated development of the country, and that strengthens public confidence in the government of Latvia.

MISSION AND STRUCTURE

The Cross-Sectoral Coordination Centre's (CSCC) mission is to ensure coordinated development planning of the country, develop long and medium term planning, ensure coherence between national and European planning, and ensure that the priorities identified in the planning documents are observed in all public decision making processes of the country. The CSCC is under direct subordination of the Prime Minister.



The Head of the CSCC is a civil servant at the state secretary (highest) level acting in accordance with the State Administration Structure Law. The Head of the CSCC is appointed by the Prime Minister.

The Development Planning Department coordinates the development planning of the country, including the development and implementation of long-term and medium-term planning documents. The main task for the department in 2012 was the drafting of the National Development Plan 2014-2020 (NDP2020), organization of public discussions, preparation of the document for the approval by the Cabinet of Ministers and the Saeima (Parliament).

The Development Monitoring and Assessment Department is responsible for monitoring and assessing existing medium-term and long-term national development policies. In 2012, the department also coordinated and monitored the implementation of the Declaration of the Intended Activities of the Cabinet of Ministers and Action Plan, and assessed and prepared proposals for the Prime Minister to ensure policy coherence.

For purposes of efficiency, the State Chancellery provides the CSCC with human resources, telecommunications, and accounting and information technology services.

OBJECTIVE AND FUNCTIONS

The Cross-Sectoral Coordination Centre (CSCC) ensures coherence of the national-level development planning documents and compliance with the law.

The CSCC, in accordance with the Development Planning System Law:

- develops the Sustainable Development Strategy for Latvia until 2030, monitors and coordinates its implementation;
- develops the National Development Plan, supervises and coordinates its implementation;
- supervises and coordinates the implementation of national level development documents related to Latvia's membership in the European Union;
- coordinates the implementation of the Declaration of the Intended Activities of the Cabinet of Ministers and the government Action Plan;
- provides the Prime Minister with opinions on cross sectoral issues, including compliance with the medium-term priorities and policy guidelines specified in higher level development planning documents, identifies their impact on the competitiveness of the country, their place and role in implementation of the structural reforms and distribution of resources (financial instruments) in accordance with national development priorities and policy guidelines;
- performs analytical tasks assigned by the Prime Minister and the Prime Minister's Office.

To ensure completion of the above-mentioned tasks, the CSCC:

- performs sectoral policy analysis in collaboration with the ministries and other public authorities and makes recommendations to the Prime Minister about the long-term national development priorities and spatial development planning;
- coordinates the cooperation between the ministries and other public administration authorities in the development of the National Development Plan, ensures the monitoring of the implementation of the national development objectives, priorities (including territorial development priorities) and achievement of results (also at the macro-level);
- analyses development planning documents and provides this information to the Prime Minister;
- develops planning documents, drafts legal acts and provides opinions on the development planning documents and drafts legal acts of other public authorities;
- prepares state budget proposals to implement the activities and tasks specified by the law and relevant development planning documents;
- carries out private law transactions on behalf of the State to ensure the functioning of the institution;
- cooperates with public administration institutions in other countries, international organizations, foreign technical assistance programmes and projects;
- informs the public about national policy, consults with non-governmental organisations in the decision-making process, promotes social dialogue on issues related to policy development and implementation;
- performs other tasks specified by the law.

OBJECTIVE AND FUNCTIONS

The main priorities of the Cross-Sectoral Coordination Centre in 2012 include:

- elaboration of the National Development Plan 2014 – 2020;
- state-owned enterprise governance reform;
- monitoring of the Sustainable Development Strategy of Latvia until 2030;
- monitoring and coordination of national level development planning documents relating to the membership of the Republic of Latvia in the European Union;
- preparation of proposals for the Prime Minister to ensure coherence of national long-term and medium-term development plans;
- tasks assigned by the Prime Minister and the Prime Minister's Office.

THE NATIONAL DEVELOPMENT PLAN 2014-2020

The Cross Sectoral Coordination Centre (CSCC) was responsible for the elaboration of the National Development Plan 2014-2020 (NDP2020), the first medium-term planning document in the history of Latvia that links the medium-term objectives and tasks of Latvia with available resources.

NDP2020 was drafted in through a participative process during which a common understanding was reached with a wide range of stakeholders on set priorities, and political agreement was made on Latvia's medium-term investments to achieve the priorities. People of different generations and professions – representatives of ministries, local-governments, non-governmental organizations, entrepreneurs, educators, politicians, students, retired persons and others united for a common goal: the creation of the NDP2020.

CSCC staff began with the planning process by preparing **The Priority Justification Report for the NDP2020**. The CSCC analysed the macroeconomic obstacles and prospects, benchmarked progress towards the implementation of three main policy documents crucial to Latvia's long term development – the Sustainable Development Strategy of Latvia until 2030, Latvia's Development Model 'Putting People First' approved by the Saeima (Parliament), and the National Reform Programme of Latvia within the "EU2020" Strategy. Latvia's Competitiveness Report (2011) also contributed to defining the NDP2020 objectives.

The Priority Justification Report is structured according to seven priorities set in the Sustainable Development Strategy of Latvia until 2030. The report includes a gap and SWOT analyses. The draft was published on the CSCC's website and 459 proposals were received and commented between February 13 – 29, 2012, and the draft was amended.

For the Priority Justification Report in Latvian, see –

http://www.pkc.gov.lv/images/NAP2020%20dokumenti/prioritasu_pamatojuma_zinojums20120306.pdf.

The CSCC also prepared a **Comparative Analysis of Development Plans**, identifying best practice of other more than 60 different national development plans, national sustainability strategies, sustainable development plans and state reform plans. This helped ensure that NDP2020 would be both contemporary and practical. The CSCC identified techniques to identify and focus on those areas that provide greatest return on investment.

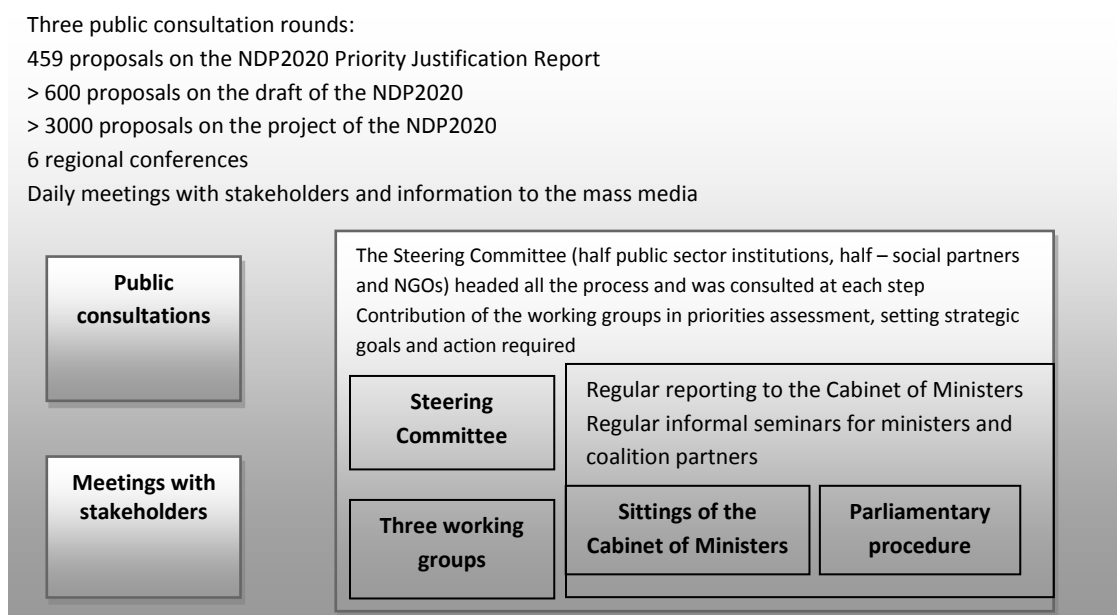
The CSCC team ensured **broad public participation** in the process of drafting the NDP2020.

A 32 member **NDP2020 Steering Committee** steered the process. One half of the members represented the public sector, while the other half – the non-governmental sector. Three **working groups** detailed each of the priority areas. Approximately a half of representatives in each working group were from the non-governmental sector. Two draft versions were published on the website: www.pkc.gov.lv read and commented by citizens and organisation at large. All told, more than 600 proposals were put forward from May 10 – 24, 2012, and more

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than 3000 proposals from August 15 – September 21, 2012. Transparency in the decision making process was ensured through the publication of information on each proposal about whether it was accepted, and explanation if it was not included.

In September 2012 **public discussions** were held in Daugavpils, Valmiera, Riga, Ventspils and Jelgava, covering all of Latvia's regions. On October 15, 2012, a final public hearing was held on the **environmental impact assessment** of the NDP2020.



The total funding anticipated for investment in national development until 2020 amounts to more than LVL 8.23 billion, including funding of the European Union structural funds and budget instruments - LVL 3.90 billion, the state budget funding - LVL 1.42 billion, other foreign assistance - LVL 1.44 billion, private funding - 1.34 billion, and local-government funding – LVL 0.13 billion.

The indicative allocation of resources is the result of the ministries' proposals on the measures for implementation of the NDP2020, including recommendations on possible funding sources. The CSCC evaluated proposals for action under the methodology for development of the NDP2020 within the scope of the funding anticipated by the Ministry of Finance. The Ministry of Finance reviewed the compliance of activities with the European Union's Structural Funds and other financial instruments.

The Saeima (Parliament) approved the NDP2020 on December 21, 2012 with 81 – vote in favour; 7 abstentions and no votes against. Such strong support to the medium-term action plan of Latvia for the period 2014 – 2020 was achieved due to the fact that the CSCC ensured

THE NATIONAL DEVELOPMENT PLAN 2014-2020

extensive and intensive involvement of society in all stages of planning the NDP2020, its priorities, goals and deliverables. Everyone had the opportunity to participate in country's development planning and add their ideas and visions regarding Latvia in 2020.

For further information, see:

http://www.pkc.gov.lv/images/NAP2020%20dokumenti/NDP2020_English_Final.pdf;

@nap2020 - to get acquainted with twitter.com account of the NDP2020

TASKS ASSIGNED BY THE PRIME MINISTER'S OFFICE

Opinions to the Prime Minister on Draft Documents

The Cross-Sectoral Coordination Centre (CSCC) provides opinions to the Prime Minister on documents up for approval by the Cabinet of Ministers to ensure that they are in line with the medium-term priorities and higher level planning documents, to identify their impact on national competitiveness, to encourage structural reforms to resolve planning needs, as well as to ensure the allocation of resources (financial instruments) in accordance with national development priorities and political guidelines.

In 2012, a total of 229 opinions were prepared on draft development planning documents and draft legal acts. 84 opinions were provided with objections. Essential opinions were provided in such sectors as health, education, interior affairs, justice, environment and regional development, ensuring excellence in sectoral and cross sectoral issues.

State-Owned Enterprise Governance Reform

In 2012 the CSCC was actively involved in reform of state-owned enterprise (SOE) governance and the role of the state in private companies. On February 16, 2012, the Reform Management Group (a working group established and headed by the Prime Minister in 2009 to deal with budget decisions during the financial crisis, comprising representatives of the Free Trade Union Confederation of Latvia, the Employers confederation of Latvia, the Latvian Chamber of Commerce and Industry, Ministry of Finance, Parliament Budget and Finance Committee and the State Chancellery) called for the establishment of a cross-sectoral working group led by the CSCC to formulate proposals for a partially centralized state-owned enterprise governance model with a centralised administrative body under the supervision of the Cabinet of Ministers. The CSCC-led working group was established by the Prime Minister on February 29, 2012.

The working group's report included an initial assessment of the usefulness of state participation in each of the SOE's and private companies and conformity of the SOEs' strategic objectives with sectoral planning documents, as well as recommendations to optimize activities of the state. It also described the development of a partially centralized model for governance of state-owned enterprises.

On April 5, 2012 the Reform Management Group decided to support the implementation of a partially centralized model for governance of SOE's, as well as a timeframe for implementation of this model.

The Northern Future Forum 2013

The Northern Future Forum 2013 in Riga was organized by the Prime Minister's Office in cooperation with the State Chancellery, the Cross-Sectoral Coordination Centre (CSCC), the Ministry of Foreign Affairs, the Latvian Information and Communications Technology Association and other non-governmental organizations of the sector. In 2012, the CSCC

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prepared the discussion materials to be sent to the member states on the topics "Is the Green Economy Competitive?" and "Bridging the Digital Divide". The CSCC staff participated in organizing the round-table discussion by the Prime Minister and experts on the topics "Is Green Economy Competitive?" and "Bridging the Digital Divide". The CSCC also involved local industry experts in organizing of the forum.

Secretariat of the Reform Management Group

The CSCC organizes the meetings and is the Secretariat of the Reform Management Group. In 2012, six meetings of the Reform Management Group were organized to maintain and enhance dialogue with social and cooperation partners of the government - the Latvian Employers' Confederation, the Latvian Chamber of Commerce and Industry, the Free Trade Union Confederation of Latvia and the Latvian Association of Local and Regional Governments. The meetings focus on current issues of concern for the government, social and cooperation partners, as well as the general public such as substantial structural reforms, public administration performance and reducing the administrative burden, thus contributing to economic stimulus and a transparent budget process.

In 2012, the Reform Management Group discussed such issues as opportunities for biofuel production in Latvia, improving public services, progress in drafting the national development plan, human resource development in public administration, governance of state-owned enterprises and changes in tax policy. Discussions have contributed to improved government decisions.

Eliminating Competitiveness Bottlenecks Identified in the Latvian Competitiveness Report

To address the bottlenecks in Latvia's competitiveness, the Prime Minister invited Christian H. M. Kettle, lead researcher of the Institute for Strategy and Competitiveness at Harvard Business School, to draft a Competitiveness Report (2011) in cooperation with the Stockholm School of Economics in Riga. In collaboration with line ministries, the CSCC elaborated proposals on short term-measures to eliminate bottlenecks identified in the assessment and submitted them to the Prime Minister's Office.

Annual Prime Minister's Report to the Saeima (Parliament) on the Performance and Intended Activities of the Cabinet of Ministers

The Prime Minister's Report, prepared by the CSCC, summarizes all significant activities to be implemented during the term of office of the government, focusing on the priorities set out in the coalition agreement –the Declaration of the Intended Activities of the Cabinet of Ministers headed by Valdis Dombrovskis. The Report is arranged according to priority areas set out in the agreement - human capital, innovative and efficient economy, effective territory management, environment and natural capital maintenance, governance, culture space, Latvia in the world. These priorities focus on achieving stable and sustainable development of Latvia, economic

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growth, a cohesive and inclusive society, rule of law and an effective public administration, as well as on promoting demographic growth and regional development.

Annual Prime Minister's Report on National Security of Latvia

The CSCC prepared the report, stipulating that the Prime Minister must provide an annual report to the Saeima (Parliament) on national security. The report takes into account information and comments provided by the Ministry of the Interior, Ministry of Foreign Affairs, Ministry of Economics, Ministry of Finance, Ministry of the Interior, Ministry of Culture, Ministry of Welfare and the Ministry of Transport, and is coordinated with the Constitution Protection Bureau.

Report on the Consolidation of Society, Strengthening National Identity and the State Language

A February 18, 2012, referendum on a draft proposal calling for amendments to the Constitution of the Republic of Latvia raised was not passed. However, the attempt to providing second state language status to the Russian language, prompted the government to revisit national identity and social cohesion policy. On October 20, 2011, the Cabinet of Ministers had approved Guidelines on National Identity, Civil Society Development and Social Integration Policy for 2012-2018 and the Action Plan for 2012-2014, but budget allocations in 2012 did not follow due to fiscal austerity. The CSCC was commissioned to collaborate with the ministries, social integration experts and non-governmental organizations to identify the most urgent actions for funding.

Based on the recommendations of the report, the Cabinet of Ministers:

- allocated block grants encouraging civil society to contribute to reduction of economic and social disparities by organizing events for children and young people from families at risk of social exclusion;
- supported NGO capacity building, participation in decision-making and the provision of public services by NGO's;
- supported the exchange program for Latvian and minority children and youth; developed an Extra-curricular activities programme to support projects that encourage childrens' and young people's civil and democratic participation.

In 2012 national identity and the role of the state language were strengthened by:

- providing the children and youth literacy programs in Latvian language schools, minority schools, libraries, and the diaspora;
- ensuring the purchase of books for public libraries throughout Latvia;
- supporting activities that ensure availability of the Latvian culture and education for the residents who have left the country;
- improving the bilingual learning process in preschools;
- organising intensive Latvian language courses in the region of Latgale.

TASKS ASSIGNED BY THE PRIME MINISTER'S OFFICE

In 2012, financing was granted for activities promoting unity within the community, but projects are planned and also will be supported in 2013 and 2014.

Report on the Results of the Prime Minister's Visit to the United Arab Emirates and Qatar

On March 10-15, 2012, the Prime Minister visited the United Arab Emirates and Qatar. Representatives of the Prime Minister's Office, the Ministry of Foreign Affairs, the Ministry of Economic Affairs, the Ministry of Transport, the Ministry of Agriculture, the Investment and Development Agency of Latvia and the CSCC formed an inter-institutional working group to compile the results of the Prime Minister's working visit and prepare proposals for further cooperation. The report describes potential areas of cooperation with the Gulf countries, progress in harmonising the legal framework and promoting of inter-institutional cooperation, as well as specific proposals for future cooperation in 2013.

OTHER REPORTS PRODUCED

The 2010-2011 Report on the Implementation of the Sustainable Development Strategy of Latvia until 2030

The report provides an overview of progress made in implementing the Sustainable Development Strategy of Latvia until 2030 (SDSL2030), as reflected by the development indicators included in the SDSL2030. This is the first report prepared by the Cross-Sectoral Coordination Centre (CSCC) that addresses the implementation of the SDSL2030. The national economy stabilized after the turmoil which took place as the result of the financial crisis. Growth returned thanks to sound public financial management and successful use of funding provided by international loan programs, other foreign financial assistance and the European Union Structural Funds. The national budget deficit has been stabilized and gradually reduced, and the external trade balance has improved. Stabilisation of the macroeconomic situation and reduction of our external debt have created preconditions for investment flows and economic growth. At the same time, demographic trends and income inequality may create barriers to sustainable national development in the future and require attention. Recent improvements in the national economy provide a solid foundation for implementing SDSL2030.

Report on the Implementation of the Strategic Development Plan of Latvia 2007-2013

The Strategic Development Plan of Latvia for 2011-2013 (approved by the Cabinet of Ministers on 2010) is a medium-term plan to overcome the financial crisis of 2008-2009. The CSCC provided the Cabinet of Ministers an impact assessment of this plan. The assessment concluded that macro-level indicators are on track to be achieved. However, although all trends are not unfavourable, some indicators, such as the percentage of government resources allocated to research and development, the risk of poverty rate and access to health services are not being adequately met. The best performance is in economic growth and public administration reform, while social security coverage is lagging.

Study on Research Commissioned by the Public Administration

In order to improve the effectiveness of the planning system, the CSCC collected and analyzed information on studies commissioned by different public institutions in 2011 and 2012, paying particular attention to implementation of the recommendations provided.

The study concluded that significantly fewer research projects were commissioned in 2007-2012 than in 2000-2006. Specific sectors were identified in which the lack of research is especially critical. An increase in funding for research is needed to promote evidence-based policy and strengthen the link between policy planning and research, the government research data base must be technically updated to be more user-friendly and broadened to include a wider array of research documents. The report also addresses specific aspects relating to human resource development in public administration, and interrelations between public administration and academia.

PARTICIPATION IN OTHER WORKING GROUPS

The Strategic Development Commission of the President of the Republic of Latvia

On January 24, 2012 the Cabinet of Ministers authorised Head of the Cross-Sectoral Coordination Centre (CSCC) to represent the Cabinet of Ministers in the Strategic Development Commission of the President. In 2012, the Head of the CSCC kept the President and other members of the Commission informed on progress toward the NDP2020. The Commission members also provided input into the content of the NDP2020.

Working Group on the National Position on the Multi-Annual Financial Framework of the European Union 2013

To develop a coherent national position in negotiations on the Multi-annual Financial Framework of the European Union for 2014-2020, the Ministry of Foreign Affairs set up a working group involving representatives of all line ministries, as well as social and cooperation partners that will meet until an agreement is reached. The CSCC representatives coordinated draft positions of Latvia regarding the objectives of the NDP2020 and commented the government position regarding the programming of future European Union Cohesion Policy, Common Agricultural Policy and Common Fisheries Policy funds.

The agreement on the European Union's multi-annual financial framework and the available resources for Latvia is essential for the implementation of the NDP2020 since the EU funding will be a major investment in the next programming period to ensure growth and competitiveness of Latvia, foster regional cohesion, and promote prosperity of the people.

The Working Group for the Implementation of the Action Plan of the European Union Strategy for the Baltic Sea Region

In view of the fact that the European Union Strategy for the Baltic Sea Region (EUSBSR) is the first internal macro-region strategy of the European Union, there is an obvious need not only to integrate EUSBSR objectives in the medium-term national policy planning to promote an integrated long-term approach to implementing European Union policies, but also to provide for funding of the EUSBSR goals with the help of financial instruments of the European Union Funds and budget allocated to the European Union Member States. The CSCC keeps track of the EUSBSR requirements and current developments in the region to ensure synergy between the EUSBSR and the NDP2020, as well as programming of the European Union funds. The CSCC, in cooperation with the Ministry of Finance, has informed the working group – line ministries and social and cooperation partners – on the efficient use of the EUSBSR framework for Latvia's projects for 2012-2020, promoting the projects which are to be financed from the financial instruments of the European Union budget, thus providing additionality in the project selection process.

PARTICIPATION IN OTHER WORKING GROUPS

The Supervisory Committee for the Planning Period 2007-2013 and meetings of the Temporary Supervisory Committee of the European Union Structural Funds and the Cohesion Fund for the Planning Period 2014-2020

CSCC representatives participated in meetings of the EU Structural Funds Supervisory Committee for the planning period 2007-2013 to inform the line ministries, social and cooperation partners on the linkage of the intended activities with the European Union budget instruments and the NDP2020. The main task of the CSCC is to ensure that the priorities, deliverables and tasks set out in the NDP2020 are transposed to the planning documents of the European Union for 2014-2020. To ensure timely preparations for the European Union funds planning period 2014-2020, the Ministry of Finance – the institution in Latvia responsible for the Cohesion Policy of the European Union – set up a temporary Supervisory Committee involving the CSCC to ensure the holistic and unequivocal linkage with the NDP2020. In 2013, the CSCC will continue to work not only in the aforementioned committees, but also in the Supervisory Committee of the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund for the planning period 2014-2020, as well as in the advisory working group for monitoring the development of the European Territorial Cooperation programmes with a view to fully reflect the objectives and priorities of the NDP2020 within the framework of financial instruments of the European Union funds and budget available for Latvia.

In 2012, the Cross-Sectoral Coordination Centre prepared the technical specifications for two studies to be implemented in 2013.

The Impact Assessment of the Guidelines for the Development of the Policy Planning System

Research is designed as a performance assessment of the existing development planning system and will present proposals for elaboration of the development planning system guidelines for the next programming period.

The coherence and interface between the planning documents will be assessed, as well as the integration of the planning documents in a single, hierarchical and coordinated system, providing the link between the national, regional and local-government level planning systems.

Factors Affecting the Population Growth Rate

The objective of the study is to analyse factors that affect the population growth rate, to develop proposals for improvement of the demographic situation (to increase the number of live births; to reduce the number of premature deaths, artificially terminated pregnancies, infertility, premature mortality of the population; to improve healthy life years and survival, re-emigration and immigration), as well as on the basis of proposals, to develop at least five alternative policy scenarios, predicting changes in birth rate, migration and natural growth indicators in the medium and long term.

INTERNATIONAL COOPERATION

To strengthen the Cross-Sectoral Coordination Centre (CSCC) role as an opinion leader in public administration issues, the CSCC renewed the tradition begun by the State Chancellery of holding annual summer schools for heads of public administration from across Europe. The International Public Management Institute (IPMI) was created with a logo and a website. The **7th International Summer School of Public Administration on Development Planning Issues** aimed at exchanging of best practice and promoting peer to peer learning in public administration management, while keeping Latvia at the hub of the discussion platform.

IPMI2012 focussed on national development planning process and challenges. Issues included different planning theories and practical challenges (for instance, linking the budget with planning documents and effective resource management to provide sustainable economic breakthrough in the relevant country). Both the format of the event (open discussion) and its content motivated the CSCC to retain the IPMI as an annual forum to continue cooperation with international organizations and foreign partners interested in sharing their best practices in public administration.

In 2012, the CSCC welcomed delegations from Ukraine, the Kyrgyz Republic, the Republic of Moldova as well as countries of the Balkan region that have showed interest in the planning and development system of Latvia and the National Development Plan 2014-2020.

The most important tasks of the CSCC in 2013 are:

- development of a system for coordination and supervision of the NDP2020 implementation (incl. investment tracking);
- development and implementation of future communication strategy of the NDP2020;
- development of the foresight approach and sectoral analysis (for example, an overview of the health sector in Latvia).
- involvement in the European Union's funds and investment programming process (incl., in negotiations with the European Commission), ensuring incorporation of solutions included in the NDP2020 in these documents;
- submission of opinions about draft development planning documents of the next planning period (2014-2020), ensuring incorporation of solutions included in the NDP2020;
- recommendations to the Cabinet of Ministers and the Saeima (Parliament) concerning changes to the planning system and its regulatory framework;
- active participation in the process of revision of the National Reform Program of Latvia within the "EU2020" Strategy.

Cross-Sectoral Coordination Centre

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