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LATVIA'S 6th NATIONAL OPEN GOVERNMENT ACTION PLAN FOR 2026–2027

The State Chancellery | 2026

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List of symbols and abbreviations

Memorandum Council	Council for the Implementation of the Memorandum of Cooperation between Non-governmental Organisations and the Cabinet of Ministers
Memorandum Council Working Group on Public Engagement and Open Government	Working Group on Public Engagement and Open Governance of the Council for the Implementation of the Memorandum of Cooperation between Non-governmental Organisations and the Cabinet of Ministers
NGO	Non-governmental organisation
OECD	<i>Organisation for Economic Cooperation and Development</i>
OGP	<i>Open Government Partnership</i>
Open Government Action Plan 2022–2025	Latvia's Fifth National Open Government Action Plan 2022–2025
Supervisory Board	Supervisory Board of Latvia's Fifth National Open Government Action Plan 2022–2025
All ministries	Ministry of Defence, Ministry of Foreign Affairs, Ministry of Economics, Ministry of Finance, Ministry of the Interior, Ministry of Education and Science, Ministry of Culture, Ministry of Climate and Energy, Ministry of Welfare, Ministry of Justice, Ministry of Transport, Ministry of Health, Ministry of Smart Administration and Regional Development, Ministry of Agriculture
Subordinate institutions	Ministries, institutions subordinate to members of the Cabinet of Ministers or the State Chancellery
LPA	Civic Alliance – Latvia (umbrella organisation for NGOs in Latvia)

(Translated with DeepL, translation reviewed by the State Chancellery)

1. Summary

Latvia's Sixth National Open Government Action Plan for 2026–2027 (hereinafter also referred to as the plan) has been developed taking into account Latvia's participation in the Open Government Partnership, which involves development of national open government action plans for a period of two or four years.¹ The State Chancellery ensures the development of national open government action plans, coordinates and monitors their implementation.²

The plan is a short-term planning document that sets out objectives for promoting open government, as well as directions of action and measures for 2026 and 2027. The plan includes both horizontal measures, where the participation of various stakeholders is important, and focused measures in specific areas.

The plan has been approved by the Cabinet of Ministers, which means that the measures it contains mainly apply to the direct administration institutions under the Cabinet of Ministers. At the same time, however, the contribution of local governments, the Saeima, civil society, associations and foundations, active citizens and other interested parties is important in order to jointly promote more open governance in Latvia.

The objectives and directions of the plan are determined by both the geopolitical and economic situation and the low level of trust of Latvian citizens in public institutions.

The following concepts are used in the plan:

Open governance is the observance of the principles of openness, public participation and accountability in the activities of public institutions.

Deliberative events (also known as citizens' assemblies) are events for public involvement in decision-making, where a group representing the public, or a "mini-society", is given a specific issue of public concern to discuss, such as climate, health or energy. During the event, the issue is weighed up and discussed, and at the end, the participants agree on recommendations for the responsible public institution.

An **integrity pact** is an agreement between the contracting authority, the contractor and representatives of the public, who take on the role of independent monitors. The aim of the integrity pact is to promote open and fair procurement.

Co-creation or the principles of co-creation mean that the parties involved are consulted in the decision-making process and solutions are found in cooperation and joint work with representatives of the public and other ministries and institutions.

Participatory budgeting is a process in which citizens can submit their ideas and projects related to the use of the local government budget. This gives citizens the opportunity to actively participate in decision-making on how part of the local government's funds are spent, thereby promoting democracy and citizen engagement.

¹ *Open Government Partnership (2025)*. OGP National Handbook (section "Developing Action Plans").

² Cabinet of Ministers Regulation No. 358 of 04.07.2023 "Regulations of the State Chancellery" sub-section 4.14.

2. The current situation

2.1. Open Government Action Plan 2022–2025 – review of implementation

Main directions and achievements of the Open Government Action Plan 2022–2025 (a detailed summary of achievements in 2022–2023 is available in the mid-term report³, while the achievements for 2024–2025 will be summarised in 2026).

Commitment 1: Strengthen the framework for public participation and raise awareness of the participation process

On 15 October 2024, the Cabinet of Ministers adopted Regulation No. 639 "Procedures for Public Participation in the Development Planning Process". These regulations set out the procedure for public participation in the development of development planning documents and draft legislation, as well as in other initiatives and processes of importance to society, in particular in the process of developing and implementing reforms and in the planning of public funding. The aforementioned regulations also allow for the use of think tanks and other innovative participation methods. In 2025, the State Audit Office and the State Audit Office organised a training cycle entitled "Meaningful opportunities for public participation – an opportunity to promote trust in public administration" (online). An e-course on ensuring participation is currently being developed for public administration. In 2022–2023, the State Chancellery organised three afternoons of good practice in participation. In 2025, the State Chancellery's operational strategy for 2025–2029 set the goal of creating a community of open governance practices, and ministries and subordinate institutions delegated representatives to participate in this format.

Commitment 2: Promote opportunities for public participation, including the involvement of young people, associations and foundations

Regular communication activities on opportunities for participation in public administration have taken place. Participation as a theme was highlighted at the LAMPA discussion festival, a discussion entitled "Participatory radio: More than just listening" was organised in 2022, and a communication campaign entitled "The Right Course" took place in 2022–2023. There is also daily communication about opportunities for participation in decisions currently being developed. The activities of the Youth Parliament have been renewed. The participatory budget has been explained and practised in schools. The Ministry of Education and Science has motivated young people to get involved and participate through a variety of activities.

Commitment 3: Strengthen public representation and dialogue with the public in decision-making processes in every sector

During this period, all ministries updated information about cooperation partners and opportunities for participation. Overall, ministries and other institutions are well acquainted with their partners – associations and foundations – and involve them in the decision-making process, especially in consultative formats. Innovative methods of public engagement are also practised: the Finance, Health and Transport ministries, as well as the Register of Enterprises organised co-creation workshops (in Latvian - *domnīcas*), while the Ministry of Culture implemented the deliberative method three times. The State Chancellery organised dialogue circles on trust (in 2023) and on the future of Latvia (in 2025). In 2025, the State Chancellery developed guidelines entitled "Innovative methods of public participation"⁴ (including deliberative discussion methodology and standard budget) and organised a webinar on this

³ Available on the Cabinet of Ministers website – <https://www.mk.gov.lv/lv/media/19161/download?attachment>

⁴ State Chancellery (2025). Innovative methods of public participation. <https://www.mk.gov.lv/lv/media/25385/download?attachment>

topic.⁵ The TAP portal is increasingly being used for public engagement. In 2022–2023, a practical training course on the TAP portal was held for representatives of society, associations and foundations. The Innovation Laboratory contributes to the dialogue with society by regularly organising design sprints, where solutions to current problems in society are found through co-creation.⁶

Commitment 4: The state will communicate with the public in clear and understandable language, explaining decisions and complex issues, emphasising the benefits.

In 2023, the State Administration School training courses were developed on "Comprehensible, simple and clear language in public administration – effective communication with the public". In 2025, a competition was held for public administration to promote openness and explain topics of current interest to the public (project applications could be submitted to the VK until 5 September, and 16 applications were received). In 2025, changes to the legal framework in the area of accessibility came into force. All ministries inform the public about current events in their daily work – several examples are mentioned in the mid-term evaluation of the implementation of the plan in 2022–2023.⁷ Comprehensive information on various sectors is available on the LV portal (lvportals.lv). Data compiled by the LV portal shows that citizens are most interested in social and economic issues, such as pensions, salaries and taxation.

Commitment 5: Promote the availability and comprehensibility of data by increasing citizens' opportunities to use it and develop data-based solutions

Data and information on sectors of public importance can be found on the websites and social media accounts of ministries and subordinate institutions, as well as on data and service portals such as the Latvian Open Data Portal (data.gov.lv) or the official statistics portal (stat.gov.lv). In 2022–2025, new data sets were published on the Latvian Open Data Portal by institutions such as the State Revenue Service, the State Land Service, the Register of Enterprises, and welfare sector institutions. Visualisations and infographics have been developed, for example, on the work of the courts and public health issues. The data has been explained in press releases, video tutorials, training sessions and discussions with target audiences (e.g. local governments, doctors, industry associations). Information has been provided at public events with industry representatives, local government representatives, conferences and hackathons. In 2023, the Public Administration Digital Academy began its work, providing training on data analytics and promoting data-driven decision-making. At the same time, there are few examples of open data use.

Commitment 6: Local government openness and opportunities for residents to participate in the work of their local government

Following the entry into force of the new Local Government Law on 1 January 2023, VARAM is carrying out significant informational work, particularly on residents' councils and participatory budgeting. VARAM's activities are supported by associations such as PROVIDUS and LPS. On 22 February 2024, a meeting was held between the State Audit Office, VARAM and LPS on promoting openness in local governments and the implementation of Action 3 of the Open Government Action Plan for 2022-2025. Information on the achievements of local governments is planned to be summarised in 2026.

⁵ The webinar programme and recording are available at: <https://www.mk.gov.lv/lv/padomi-un-resursi>

⁶ <https://inovacija.mk.gov.lv>

⁷ Mid-term report (2024) available on the Cabinet of Ministers website <https://www.mk.gov.lv/lv/media/19161/download?attachment>

2.2. Other events promoting open governance in 2022–2025

In 2025, it will be four years since the Unified Legislation Drafting and Coordination Portal, or TAP portal, began operating. On the TAP portal, anyone can actively participate in the development of legislation and policy planning documents – express their opinion and follow the progress of documents. On the TAP portal, any member of the public who is affected by or interested in the issue being addressed can express their opinion in a public consultation. The TAP portal is available to members of the public at <https://tapportals.mk.gov.lv>. In four years, the TAP portal has become an important source of information for the mass media, associations and foundations⁸, as well as for public administration and every citizen.⁹ The section "Public Participation" of the portal contains draft legislation and policy planning documents available for public participation. The most widely used form of participation is public consultation, and discussions are held too. State administration institutions are no longer required to publish information on documents that are in the process of being developed and coordinated on their websites, as since 2021, extensive information has been stored in a single place – the TAP portal. In 2024, the TAP portal has received the *United Nations Public Service Award*. This recognition was given for the TAP portal's work in promoting the availability of information to citizens and their involvement in public participation. The Cabinet of Ministers has supported the plans for the further development of the TAP portal until 2028, including plans to improve the functionality of participation opportunities.

Currently in focus is public involvement in local government, representation of local community interests, as well as civic participation. On 1 January 2023, the Local Government Act came into force, providing for new ways of involving residents in local government work. From 2025, a participation budget will be mandatory in local governments. The participation budget must be used for community-initiated territorial development projects. Another innovation for citizen involvement in local government work is the establishment of citizens' councils.

In 2025, the LPA, in cooperation with regional partners – the South Latgale NGO Support Centre, the Kurzeme NGO Centre, the Valmiera District Foundation and the Zemgale NGO Centre – launched **a community strengthening programme** entitled "Strengthening social resilience and promoting community self-organisation". The programme will provide support to communities and active citizens to promote their cooperation skills and initiatives.¹⁰

At the beginning of 2025, the Memorandum Council **established a Working Group on Public Engagement and Open Governance**, which aims to promote public engagement and representation in decision-making processes, as well as the introduction and maintenance of open government principles in public administration.¹¹

⁸ At the beginning of 2024, at least 185 unique associations and foundations were involved in the coordination process on the TAP portal, with the number of opinions ranging from one to more than a thousand.

⁹ Every year, there is particularly high activity among residents, who submit their opinions in public consultations on projects where the proposed changes are viewed controversially by different groups in society, such as vaccination, social cohesion, climate change, environmental and nature protection (e.g. forest management, wind farm construction) and education. In 2025, NGOs and representatives of society used the public consultation opportunities offered by the TAP portal 15,566 times (compared to 9,068 times in 2024):

- 13,698 times – to express their opinion on draft legislation;

- 1,994 times – to follow the progress of legislation.

In 2025, the TAP portal's public environment received an average of 2,000-3,000 data requests per day. The total number of users registered in the TAP public environment reached 32,153.

¹⁰ <https://nvo.lv/uzsakta-programma-kopienu-stiprinasanai>

¹¹ More information: www.mk.gov.lv/lv/nevalstisko-organizaciju-un-ministru-kabineta-sadarbibas-memoranda-istenosanas-padomes-sabiedribas-iesaistes-un-atvertas-parvaldibas-darba-grupa

In autumn 2025, the Ministry of Culture and the Latvian Association of Local and Regional Governments began developing a **strategy for the development of civil society in Latvia**. It is planned to be completed in 2026, defining the core of civil society and the role of associations and foundations, including in the regions. The European Commission has also published the European Union Strategy for Civil Society, which includes 10 principles for the European Commission's dialogue with civil society, the creation of a unified civil society platform in 2026, and other initiatives.¹²

The National Youth Dialogue was launched in 2025. 140 youth leaders from all over Latvia gathered in Riga, where the National Youth Forum took place in October 2025. The National Youth Dialogue is a consultative process aimed at involving young people in decision-making processes that can ensure their full and comprehensive development, improve their quality of life and strengthen their participation.

2.3. Synergies with other development planning documents

Table 1

Links between the Open government plan and other planning documents

Planning document	Range of issues covered
Latvia's National Development Plan 2021–2027	Action area 'Rule of law and governance', tasks 426 and 428
Conceptual report on national strategic communication and information space security 2023–2027	Disinformation, media literacy, values in state communication messages to the public
Public Administration Modernisation Plan 2023–2027	Unified and effective public administration, quality of policy and regulation
Regional development strategy 2021–2027	Public participation in regional development and local government work, accessibility and living environment in regions, promotion of local government service availability (including electronically), development of the VPVKAC network, introduction of participatory budgeting
Strategy for a cohesive and civically engaged society 2021–2027 and related plan 2024–2027	National identity, belonging to Latvia, development of civil society, development of a civically active society, democratic skills, understanding of civic and political participation, NGO fund and other support programmes for associations and foundations
Action plan for economic growth and security enhancement in Latvia's	Cooperation with associations, foundations and the media in strengthening the information space, cooperation with border associations and foundations, communication on

¹²

For more information, visit https://commission.europa.eu/document/8c30975d-bc1c-4415-8dcd-a71cb28f3662_en

Eastern Border Region 2025–2027	protection and action in crisis situations, a series of lectures for schools for grades 7–9 "How do we protect Latvia?", skills of associations, foundations and communities to promote social resilience
Library Sector Strategy 2023–2027	Action 9: "Libraries for the creation of an inclusive, democratic and cohesive society"
Corruption Prevention and Combating Plan for 2026–2027¹³	Integrity, accountability, transparency of information, anti-corruption measures, transparency of NGO activities, cooperation with NGOs

2.4. Development of the Open Government Action Plan for 2026–2027 – needs identified and proposals received

Table 2

Development of the plan in 2025–2026

Date	Activity
14 April–18 May	Public opinion survey conducted by the State Chancellery
May–June	Ministries and associations represented on the Supervisory Council had the opportunity to submit proposals (proposals received from the Ministry of Foreign Affairs, Ministry of the Interior, Ministry of Economics, Ministry of Finance, Ministry of Education and Science, Ministry of Smart Administration and Regional Development, Society Integration Foundation, the Youth Council and the Saeima)
30 June	Supervisory Council round table discussion
4 July and 6 August	Two meetings held to hear and inform members of the Memorandum Council's Public Engagement and Open Government Working Group ¹⁴
29 September	Supervisory Council meeting on the draft plan
13 October–9 November	Public consultation on the TAP portal
November–January 2026	Coordination on the TAP portal and submission for approval to the Cabinet of Ministers

Results of the public opinion survey

On 14 April–18 May 2025, the State Chancellery conducted an online public survey. The survey identified issues of public concern related to openness and participation. The total number of respondents throughout Latvia was 548.

Figure 1

Data from the 2025 public opinion poll (in Latvian only)

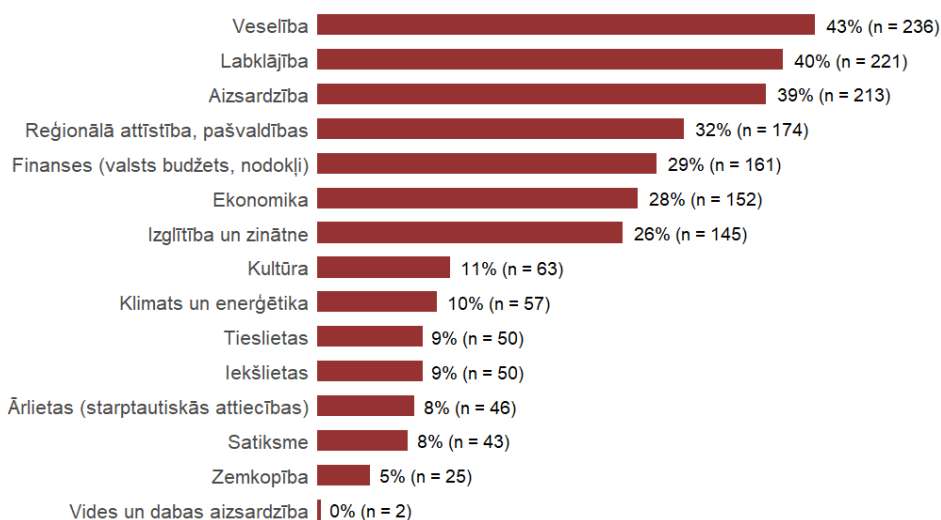
¹³ Corruption Prevention and Combating Plan for 2026–2027: <https://www.vestnesis.lv/op/2026/70.8>

¹⁴ The Memorandum Council's Working Group on Public Engagement and Open Governance was established in 2025. For more information: <https://www.mk.gov.lv/lv/memoranda-darba-grupas>

Kuros atvērtās pārvaldības virzienos Latvijā nākamajos gados visvairāk ir nepieciešami uzlabojumi?



Lūdzu, miniet 3 nozares, kurās Jūs visvairāk interesētu plašāka valsts institūciju informācija.



Kāda veida informāciju biežāk un plašāk vēlaties saņemt no valsts institūcijām?



Main conclusions:

- Transparency in matters of public finances is a priority for residents. The greatest importance is attached to information on the use of municipal and state budget

funds. Transparency in the procurement process, including access to information on announced procurements and their results, is also important to the public.

- Health, welfare, defence and regional development (local government) are the most important areas in which citizens would like to receive information. In terms of the type of information, citizens are most interested in practical information about public services, explanatory information about government decisions, and information about their rights and obligations (personalised information).
- When asked about the comprehensiveness of information provided by public institutions, residents said that they were not always able to find the information they were looking for, that the information was sometimes unclear, and that it was often fragmented and scattered across multiple sources.
- The most convenient channels for obtaining information about the work of public administration institutions are digital channels – internet news portals, the websites of the relevant institutions, e-mail and social networks, but traditional media – radio and television – still play an important role.
- Citizens call for a move away from bureaucratic and legal language and for communication that is simple, concise and accompanied by practical examples. Citizens want to know more about what has been done, what changes are planned, what current events people can get involved in, and what good work has been done ("what positive things have been done and what has been achieved" – from the opinion poll).
- Alongside digital services, residents ask for services to remain available in person and want face-to-face meetings in the regions ("More frequent meetings with rural people in parishes, because we have been forgotten"; "There is still a large digital divide among residents in Latvia, i.e. not everyone can adapt to the e-environment" – from respondents' answers).
- Residents would like to be able to provide feedback (evaluations) on services, submit questions, suggestions or complaints electronically on the websites of state institutions and local governments. It would be useful to have a standard set of questions that local governments could use in public surveys.
- Residents would like to be able to sign up for public participation news and receive notifications about new surveys and consultations by e-mail or e-address. Residents point out that invitations to participate in public consultations should highlight and clearly indicate the issue under discussion.
- People want to be involved in generating ideas, discussing them and making decisions. It is important to work together with residents, discussing planned spending and investments, in order to agree on what is most important.
- The convenience of websites is important to residents, especially the accessibility of services and the completion of forms. Residents recommend thinking more about the intuitive use of websites, creating sites in accordance with user experience and design principles.
- Understanding and civic skills are important. "We must encourage citizens, starting from school age, to take an interest in what is happening in the country and to obtain information from reliable sources," said the respondent.

Results of the dialogue rounds

In the spring of 2025, dialogue circles were held on the future of Latvia until 2050. A total of 308 people took part in discussions at 24 venues in Latvia, and two dialogue rounds were held online with Latvian nationals in European countries, the United States, Australia, Brazil and Canada.¹⁵

Key conclusions in openness and participation:

- **Rural and regional development – balanced development of Latvia.** The discussions particularly emphasised the importance of rural areas and communities and the importance of keeping more people in rural areas. The desire was expressed that, in 25 years' time, Latvia's regions should be populated, functionally complete territories with the infrastructure and services necessary for life. Effective local governance and the activity and involvement of local residents in the regions and rural areas are therefore particularly important.
- **Education and educated people are the foundation of national development and social stability.** It is therefore important to build an educated society, including developing educational content that corresponds to the values of society.
- **The accessibility and reliability of public administration is important to people.** Governance must be inclusive. Both residents and communities want to be heard and listened to, they want to discuss development processes together and build a common understanding of what needs to be done and a sense of mutual responsibility.
- **Respect and humanity are important values** that are often mentioned in discussions. The desire for respect and humanity is intertwined with the desire for cooperation and understanding, acceptance and openness, and face-to-face communication.

2.5. Main challenges and problems to be solved

After assessing the current situation and the insights gained, the following key challenges and issues to be addressed have been identified for 2026–2027:

- **Since 2022, changes caused by geopolitical circumstances have affected the political and economic situation,** the government decided in 2025 to allocate more funding to national defence and security and committed to implementing public sector efficiency measures and achieving an overall reduction in government expenditure in 2026–2028.¹⁶
- In the current geopolitical situation, **it is essential to call attention to the common values** that unite and consolidate **Latvian society**, such as respect, the attitude that

¹⁵ A summary of the dialogue circles held in 2025 is available at: <https://www.mk.gov.lv/lv/media/23276/download?attachment>

¹⁶ At its meeting on 13 May 2025, the Cabinet of Ministers decided to move towards the following objectives from 2026 onwards to allocate 5% of GDP to national defence and security needs and to achieving NATO capability targets as well as to reduce overall government expenditure in 2026–2028. When drafting the 2026 budget, as a result of reviewing state budget expenditure, sectoral ministries jointly identified and agreed on expenditure reductions amounting to EUR 171 million, which were approved by the government at its meeting on 26 August 2025. Continuing work on the 2026 budget, an additional EUR 12.4 million in expenditure cuts was secured, which was approved by the Cabinet of Ministers at its meeting on 22 September 2025. Thus, the total additional funding secured as a result of the reduction in state budget expenditure for 2026 amounts to EUR 233 million, while the medium-term reduction in state budget expenditure for 2026–2028 totals EUR 814.1 million. The priorities set for the coming years envisage an increase in funding for national security, education and support for families with children.

"every person is valuable", humane communication, listening to and hearing citizens, transparency, responsible and honest conduct in state matters. Actions that strengthen social unity by ensuring the involvement of residents are important. In the view of citizens, the responsiveness of institutions significantly increases their appreciation of democracy.¹⁷ People who believe that institutions respond to their demands are more likely to support democracy as a system.¹⁸ **Social cohesion is important for Latvia's development and security.** The National Security Concept states that social resilience is based on a culture of preparedness and a shared set of democratic values. Internal security is based on an active and cohesive civil society with a shared understanding of common fundamental values.¹⁹ Nowadays, public safety and resilience are no longer defined solely in military terms – they also encompass social cohesion, trust in institutions and the ability to cooperate in crisis situations. Researchers recommend developing public involvement in the preparation of civil protection plans.²⁰ During the 2025 innovation sprint "Improving public participation in the civil protection system", proposals and guidelines were developed²¹ for local governments on how to organise the involvement of local communities in civil protection measures on a daily basis (in the long term) and in emergency situations (in the short term) in order to prepare for possible threats in a timely manner, overcome them and eliminate their consequences. The LPA and the association "Latvian Platform for Development Cooperation" initiated and, in cooperation with the IEM and the VUGD, organised a civil protection week entitled "Safety starts with you!", calling on every Latvian resident to acquire practical knowledge, identify cooperation partners and learn about their role in strengthening security, including preparing in advance for various possible crises and identifying the resources available to them.

- **Openness regarding state budget planning and the use of public funds strengthens public trust. In order for citizens to better understand how taxpayers' money is being used, the transparency of public finance planning and spending must be improved.** A survey conducted in 2025 shows that, of the various factors characterising openness, the most important for citizens is that public resources are managed in a transparent, honest and fair manner. Citizens also consider it important to have access to information on the use of municipal and state budgets, procurement and its results.²² Extensive information on the state budget is publicly available in the budget section of institutional websites, and the websites of the Ministry of Finance and the State Treasury contain various budget data and explanatory documents. Institutions regularly prepare reports on budget implementation, which are published by the State Treasury.²³

¹⁷ Nikišins, J. (2025). *The Quest for Democratic Bliss: Which Dimensions Hold the Key? Philosophy and Society*, 36 (2), 333–572.

¹⁸ Recommendations for strengthening social resilience and trust. National research programme "Letonika for the development of a Latvian and European society", project VPP-LETONIKA-2021/3-0004 "Innovative and inclusive governance to promote public engagement, trust and communication", 2025.

¹⁹ National Security Concept approved by the Saeima on 28 September 2023. Latvijas Vēstnesis. 29 September 2023.

²⁰ Recommendations for strengthening social resilience and trust. State research programme "Letonika for the development of a Latvian and European society", project VPP-LETONIKA-2021/3-0004 "Innovative and inclusive governance to promote public engagement, trust and communication", 2025.

²¹ The guidelines available on the Ministry of the Interior website – <https://www.iem.gov.lv/lv/vadlinijas-pasvaldibam-sabiedribas-lidzdalibas-pilnveidosanai-civilas-aizsardzibas-sis-tema>

²² <https://www.mk.gov.lv/lv/atverta-parvaldiba#aptaujas-rezultati-par-atvertas-parvaldibas-pasakumiem>

²³ [Instructions on the analysis of the implementation of the state budget](#) (information is published on the State Treasury website).

However, the publicly available information is difficult for citizens to find and understand. It is extensive and comprehensive, which is positive, but for this very reason it is not easy to navigate. Furthermore, the information is based on the budget process rather than the citizen's point of view. It can be difficult for citizens to find specific information, such as: What is the total government expenditure? What is the budget for a particular matter?

At the end of 2024, the "Good Practice Recommendations for the Uniform Presentation of Budget Information on Websites part of the Unified Platform"²⁴ were published, developed by the State Chancellery in cooperation with the Ministry of Finance. In 2026–2027, it will be important to discuss these recommendations and implement them at the institutional level.

In order to raise public awareness of the budget and budget expenditure, brief explanations in an easily understandable form, visualisations, summaries in various policy fields showing budget levels, dynamics, benefits and performance for the public are needed. Public sector spending must be made understandable to citizens, including at the level of institutions and local governments. In the current circumstances, it is essential that the public's attitude towards paying taxes does not change. The use of tax revenue also has an important impact on the development of tax morale.²⁵ The perception of wastefulness must be taken into account. Other countries also implement budget transparency measures, including citizen budgets and budget sheets (in Estonia) and public procurement portals (in Finland, Germany and France).²⁶

- **In the field of public procurement, it is important to obtain feedback – whether information on procurement is easy to find and use for analysis.** Data on specific procurements and contracts can be found both on the central procurement portals²⁷ and on the websites of institutions in the procurement section. The regulations provide for the disclosure of planned procurements.²⁸ The IUB website contains information on procurements carried out²⁹, contracts concluded and their implementation³⁰, as well as visualisations of procurement data.³¹
- **Support for the Latgale region is a national priority.** Cooperation with the Latgale region and the involvement and information of Latgale residents will be of particular importance in the next two years. Measures in line with this plan have already been included in the Action Plan for Economic Growth and Security Enhancement in Latvia's Eastern Border Region for 2025-2027,³² including strengthening the information space in the eastern border region and a series of comprehensive national defence seminars.
- **Over the next two years, it will be important to communicate more widely about the values and principles of open governance and the importance of the work of**

²⁴ Recommendations for good practice in the uniform presentation of budget information on websites using a unified platform. <https://demo.tvp.gov.lv/lv/media/2281/download?attachment>

²⁵ Plan for curbing the shadow economy for 2024–2027.

²⁶ <https://fin.ee/kodanikeelarve;www.fin.ee/thematic-one-pagers-english> (Estonia); <https://openprocurement.fi> (Finland); <https://oeffentlichevergabe.de/ui/de> (Germany); <https://www.budget.gouv.fr/> (France).

²⁷ EIS and PVS <https://www.iub.gov.lv/lv/informacijas-sistemas-pvs-eis-ecertis>

²⁸ Article 18 of the Public Procurement Law.

²⁹ <https://info.iub.gov.lv/?withInflections=true&searchPhrase=true>

³⁰ <https://info.iub.gov.lv/contracts-register>

³¹ <https://info.iub.gov.lv/visual>

³² [Action Plan for Economic Growth and Security Enhancement in Latvia's Eastern Border Region for 2025–2027.](#)

state institutions, explaining more clearly the intentions and achievements of state institutions and highlighting their positive performance.

- **In the future, attention should be paid to partnerships and open and democratic governance as a shared responsibility, with everyone contributing.** One of the goals of the OGP Strategy 2023-2028 is to build a growing, committed and interconnected community of open government reform supporters, activists and leaders.³³ Therefore, this plan should strengthen the involvement and cooperation of associations, foundations, communities and public sector representatives, using several existing networks. In the first half of 2025, 254 VPVKAC (state and municipal service centres) were actively operating in 34 municipalities, developed by the Ministry of Smart Administration and Regional Development in cooperation with local governments. A more significant network is the network of public libraries (including their branches) throughout the country. Public libraries can be a link in the chain of communication between local communities, local government officials and state institutions. Libraries provide residents with support in obtaining information, using state and local government services, and inform them about opportunities to participate in community activities and democratic processes in the municipality. Libraries can be points of support for dialogue, trust and civic participation between the state and society, especially in border areas – for example, to distribute relevant materials created in Latvia to visitors and to post socially significant information on the library's social media accounts. At the same time, it is important to strengthen libraries' knowledge of participation mechanisms, communication between state institutions and the principles of openness.³⁴ The media and teachers also play an important role in helping citizens to navigate the processes taking place in the country.
- **In the context of national security, important role is played by an educated society and its support for public administration, as well as an understanding of rights and obligations.** "The public and its support for public administration institutions play an important role in the implementation of national security policy. Such support can be provided by educated and engaged citizens with the appropriate understanding and ability to critically evaluate, for example, the content and meaning of informational messages."³⁵

In 2025, the first measurement of legal literacy among Latvian residents assessed their understanding of their rights and obligations and their ability to exercise them in real-life situations. The survey concluded that 61% of Latvian residents are well informed about their rights, but more than half (52%) indicate that the information provided by the state about legislation could be more understandable.³⁶

- In the current geopolitical situation, it is necessary **for the public sector to focus on the essentials and to pursue targeted priorities and achieve results** where applicable, using a cross-sectoral approach, including with regard to the introduction of artificial intelligence solutions in public administration.
- **Open governance – transparency and public involvement – is ensured in matters that have a broader impact on society**, including matters related to human security

³³ *Open Government Partnership. Strategy 2023–2028*, www.opengovpartnership.org/strategy-2023-2028 (p. 13).

³⁴ Amendments to the Library Law (reviewed by the Cabinet of Ministers on 13 November 2025). https://tapportals.mk.gov.lv/legal_acts/d48a72e1-c0ac-4de0-ae02-5b0dd6af29ef

³⁵ National Security Concept approved by the Saeima on 28 September 2023. Latvijas Vēstnesis. 29 September 2023.

³⁶ [Quantitative survey 2025](#)

and national defence, health and welfare, changes in the social and economic situation of Latvia's residents. The principles of open governance must be observed in reducing bureaucratic burdens and promoting the efficiency of public administration. Information on the use of public funds is also of public importance. In 2026–2027, work will be carried out on Latvia's sustainable development strategy until 2050 and the National Development Plan for 2028–2034, the EU's multiannual budget priorities and policy planning documents from 2028. The EU Multiannual Financial Framework will be one of the most important financial mechanisms to help finance organised civil society initiatives and needs. The responsible ministries must ensure high-quality and meaningful consultations with the public, associations and foundations in the development of these documents.

- **Government agencies offer remote communication options, and government services are mostly available digitally, but not all citizens are ready for this.** Over the last decade, the way the state communicates with citizens and citizens want to communicate with the state has changed rapidly. Different groups in society have different levels of digital skills. As a result, access to the digital environment and its comprehensibility is problematic for part of society. A survey and discussions with citizens in 2025 revealed a desire for face-to-face communication and the opportunity to receive services on site.³⁷ Strengthening digital skills, which the Ministry of Smart Administration and Regional Development and local governments are actively working on, while maintaining face-to-face opportunities, would allow for greater involvement of under-represented groups (including, for example, senior citizens, residents of remote areas, people with disabilities) – citizens who make little or no use of digital environment and therefore want to meet and participate in person. Alongside digital solutions, communication and services must be provided in person at the national and local government level, including with the involvement of support persons. Researchers recommend integrating a mandatory feedback function into institutional portals.³⁸
- **It is important to develop children's and young people's ability to trust and to promote their understanding of the state and democratic participation.** Researchers have shown that trust in people is formed at an early stage of life and usually lasts a lifetime. Studies show that trust is fostered by a stronger sense of belonging to Latvia.³⁹ The education of children and young people is of key importance, including motivating young people to engage constructively. Public administration institutions, associations and foundations should implement measures for schoolchildren and teachers to strengthen the civic competence of children and young people.⁴⁰
- **It is important to promote children's and young people's attitude towards Latvia as a place where they see their future and an opportunity for their development.** Training should continue within the framework of the interest-based education

³⁷ This issue can be addressed within the framework of other policies (e.g. regional and service development policies).

³⁸ Recommendations for strengthening social resilience and trust. National research programme "Letonika for the development of a Latvian and European society", project VPP-LETONIKA-2021/3-0004 "Innovative and inclusive governance to promote public engagement, trust and communication", 2025.

³⁹ See presentations by I. Mieriņa and J. Nikišins: [Conference on Social Trust – Saeima of the Republic of Latvia](#) (conference materials).

⁴⁰ Government Action Plan Declaration on the implementation of the planned activities of the Cabinet of Ministers led by Evika Siliņa, point 3 of measure 21.7.

programme "I am an entrepreneur!" in schools in the Latgale region and potentially also in other regions of Latvia.⁴¹

- In the coming years, it will be important to strengthen civic participation skills and understanding of the decision-making process throughout society, thereby strengthening the sense of belonging to Latvia. Civic education is one of the most important pillars of social cohesion and democratic culture.**⁴² In recent years, there has been a growing number of people who want to be active, and the importance of civic participation has increased. State institutions, local governments and their agencies, including libraries and customer service centres, as well as community and regional NGO resource centres, educational institutions and the media, diaspora communities are invited to contribute to strengthening statehood and civic participation. It is important that citizens understand the state system, how public administration is organised, how citizens participate in political decision-making and political representation, and other issues related to the understanding of statehood, which can be described by the term "political literacy". Unfortunately, a study on patriotism and nationalism in Latvian civic education⁴³ found that the political knowledge of young people in Latvia is currently incomplete and insufficient. It is important to communicate more actively about opportunities for involvement. **Civic education is not just academic content, but a mechanism for national resilience that builds the ability to understand political processes and resist disinformation.** Researchers recommend emphasising practical experience (simulated elections, participatory budgets, student councils) in the acquisition of civic competences.⁴⁴ The public needs to be better educated about the various forms of participation in decision-making (public consultations, discussions, surveys, rallies, petitions, letters of encouragement, citizens' opportunities to initiate the development of legislation, etc.), the role and importance of citizens in the democratic process.
- It is particularly important to involve citizens in decision-making at an early stage, but dialogue must take place at various stages of the decision-making process. , the public participation process should strive for quality and ensure greater diversity of opinion. Information about opportunities for participation should be disseminated in a targeted manner.** At the meeting of the Memorandum Council on 2 April 2025, the Prime Minister Evika Siliņa emphasised the importance of involvement at an early stage and welcomed creative formats, pointing out that it is important to take well-considered decisions. On 15 September 2025, at the Memorandum Council forum, Prime Minister E. Siliņa pointed out the state's obligation to develop participation that is effective and practical. Meanwhile, participants at the meeting of the Memorandum Council's Public Engagement and Open Government Group on 6 August 2025 expressed the view that it is essential to continue structured and meaningful dialogue with the public at all stages of

⁴¹ Interest-based education programme "I am an entrepreneur!" (prepared by *Junior Achievement Latvia*): https://lpr.gov.lv/lv/regionalie_projekti/uap-latgale/interesu-izglitiba-programmu-es-uznemejs-apmacibas-un-okasgramata-nodarbibu-vaditajiem

⁴² Recommendations for strengthening social resilience and trust. National research programme "Letonika for the development of a Latvian and European society", project VPP-LETONIKA-2021/3-0004 "Innovative and inclusive governance for promoting public engagement, trust and communication", 2025.

⁴³ Bērziņa, I. (2025). Patriotism and nationalism in civic education in Latvia: recommendations for policy makers. Valmiera: Vidzeme University of Applied Sciences. https://va.lv/images/liga-cvetkova/Patriotisms_nacionalisms_Latvijas_pilsoniska_izglitiba_2.pdf

⁴⁴ Recommendations for strengthening social resilience and trust. National research programme "Letonika for the development of a Latvian and European society", project VPP-LETONIKA-2021/3-0004 "Innovative and inclusive governance for promoting public engagement, trust and communication", 2025.

decision-making on a daily basis, alongside new approaches (such as dialogue circles and deliberative methods), which are episodic in nature, it is important to continue structured and meaningful dialogue with the public at all stages of decision-making on a daily basis. The researchers acknowledge that it is important not only to increase the amount of participation (opportunities), but also to improve the quality and diversity of public involvement.⁴⁵ Researchers recommend that the government take particular care to ensure that consultations with the public provide sufficient information about the views of Latvia's active citizens and take into account different social groups. The use of easy language, audio, sign language, subtitles and digitally accessible solutions should be developed in order to involve and inform people with disabilities, including those with intellectual, visual, hearing and psychosocial impairments. Physical, digital and communication barriers to participation should be removed where possible. These solutions also support the participation of other groups in society. The public and private sectors should organise more in-person events that consciously ensure diversity among participants and a safe environment for expressing different opinions.⁴⁶ **It is also important to provide targeted information about opportunities for participation, for example in press releases (see examples on the LV portal⁴⁷), by e-mail or through other channels.**

- **It is important to ensure an open process and high-quality opportunities for participation in decision-making at the local government level.** The process of developing binding regulations and other decisions by local governments is comparable to the process of developing documents for consideration at Cabinet meetings. Therefore, it would be desirable to create a unified digital solution for the development and promotion of local government documents, thus ensuring both a uniform approach to the formalisation of binding regulations and compliance with legal technical requirements, as well as a comprehensible and transparent process for the development of draft binding regulations and opportunities for public participation.
- **Responsiveness, humanity and comprehensibility of information are important in communication with residents.** In both the 2025 survey and the dialogue circles, residents mentioned various challenges in communicating with public administration institutions and obtaining the necessary information. Citizens point out that there is a lack of direct, unmediated and simple communication, that state institutions and local governments do not always take their ideas, complaints and opinions, do not provide feedback or give formal responses, that the information they are looking for is difficult to find in one place or to understand, and that there is sometimes a lack of interest. Observations by library staff show that people today are not prepared to read long texts. Therefore, when preparing information materials for residents, it is essential to use simple language. During the development of the plan, a proposal was made to introduce a unified, centralised public information and customer support system for communication with the public (this would be a cross-departmental solution, such as a centralised call centre).
- **In 2025–2026, it is planned to conduct an ex-post evaluation of the impact of the Freedom of Information Act and the Submissions Act in order to determine the achievement of the objectives set out therein and their impact on target groups.**

⁴⁵ Ibid.

⁴⁶ PROVIDUS (2025). Sense of community in Latvian society and trust in fellow citizens.

⁴⁷ [Public consultation on plans to improve the availability of assistant services](#) – [LV portal](#) or [New Anti-Corruption Plan. What it entails and how it should be assessed](#) – [LV portal](#).

An assessment will be made of whether these laws actually ensure effective public participation and access to information in public administration in their field of application, and recommendations will be made regarding information disclosure statistics. In addition, the SAO is working on developing the practice of ex-post evaluation of the impact of legislation in Latvia in order to improve the quality of legislation and promote data-based decision-making, transparency and public trust. It is essential to carry out *ex-post* evaluations of legislation that affects the safety, health and personal well-being of the entire society.

- During the implementation period of the plan, **a unified information portal on the activities and policy results of the public administration will be created to inform the public about the performance of the public administration.** The State Audit Office, in cooperation with industry representatives, is organising the creation of an information panel that would include industry policy performance indicators, the most important industry services, and relevant high-level cost accounting.⁴⁸ As part of the EU Cohesion Policy Programme for 2021-2027, **a system for monitoring the performance of public administration** will be developed within the framework of the project "Unified Information Portal for Public Administration Activities and Policy Results". This initiative is linked to the introduction of a results-oriented budget planning process and contributes to greater transparency of budget information.

Open government – contributing to the promotion of trust

The Open Government Action Plan for 2026–2027 continues **to pursue the overarching goal** set out in the previous plan – **to promote trust in public institutions.**

In 2027, the implementation of two more planning documents will be completed, which emphasise public trust. The strategic objective of Latvia's National Development Plan for 2021–2027 is to promote social trust, while the State Administration Modernisation Plan for 2023–2027 sets the goal of positively influencing citizens' trust in public administration (achieving the EU member state average).

The issue of trust has been topical over the past four years, with several new studies published and discussions held with citizens, researchers and politicians. Two OECD trust studies have been published, in which Latvia also participates.⁴⁹ In 2023, dialogue rounds on trust were held⁵⁰, culminating in a Saeima conference on trust in state institutions.⁵¹ The issue of trust has also been analysed as part of a national research programme project on social resilience and trust implemented by the University of Latvia (for the period from 2021 to 2025)⁵², as well as within the framework of the European Social Survey and the European Values Study. Therefore, in 2026–2027, it is also important to pay attention to the dynamics of trust and the factors that influence trust in Latvia and other countries.

⁴⁸ Firstly, this measure is included in the State Administration Modernisation Plan for 2023–2027, which was approved by Cabinet Order No. 240 of 08.05.2023 (action line "Unified and effective state administration"). Secondly, at its meeting on 20 August 2024, the Cabinet of Ministers instructed the State Chancellery, in cooperation with the Ministry of Economics (CSP), VARAM, FM and the State Treasury, to organise the creation of an information panel by the end of 2026, which would include sectoral policy performance indicators, the most important services in the sector, as well as the relevant high-level cost accounting (approving the informative report "On the results of the review of the state basic budget and state special budget base and expenditure for 2025, 2026, 2027 and 2028" (Protocol No. 32, § 61, p. 93)).

⁴⁹ OECD Trust Studies. See: [Trust in government | OECD](#).

⁵⁰ [Dialogue circles on trust | Cabinet of Ministers](#).

⁵¹ See: [Conference on social trust – Saeima of the Republic of Latvia](#) (conference materials).

⁵² In 2021–2025, a project of the Faculty of Economics and Social Sciences of the University of Latvia was implemented within the framework of the national research programme: [Innovative and inclusive governance for promoting public engagement, trust and communication](#).

These studies suggest that **trust in public institutions is variable and differs among different social groups. Public trust and resilience in Latvia is not the task of a single policy area, but rather a horizontal goal of public administration** that requires coordinated action between democracy, education, communication and security policies. Researchers believe that trust can only be strengthened if:

- **policies are developed in a responsive and transparent manner.** Trust cannot be "demanded"; it can only be "earned" through responsible action, openness and communication of demonstrable results. Institutional responsiveness and policy feedback are key indicators of trust;
- **education and civic competence become the foundation of resilience.** Civic education develops the ability to understand policy processes, evaluate the quality of information and participate in decision-making. It builds the "democratic immunity" of society;
- **Communication is becoming the core of governance, not an add-on.** Strategic communication and digital participation form an ecosystem of trust.
- **Security policy is inclusive, not exclusive.** Public security is closely linked to trust and a sense of belonging. Policies that respect public diversity and are based on dialogue increase overall resilience.⁵³

In 2025, social trust in Latvia was close to average, while trust in state institutions or political trust was low compared to other EU and OECD member states. Trust is also influenced by external factors. For example, during the COVID-19 pandemic, in the context of restrictions and health challenges, trust in the government declined, but as the pandemic ended and the geopolitical situation changed, it increased. In 2021, the OECD conducted its first study on trust in public institutions (results published in 2022), and in 2023, a second OECD trust study was conducted (results published in 2024). The third study took place at the end of 2025, and its results will be published in 2026.

In 2021, an average of 41% of respondents in OECD member states said they fully or generally trust their government, but in Latvia this figure was 24.5% – one of the lowest among OECD member states. In 2023, an average of only 39.3% of respondents in OECD member states said they trusted their government, while in Latvia the figure had risen to 28.7%.

According to OECD research, the institutions that enjoy the highest level of trust in Latvia are the police, the judiciary, local government and the civil service, while political institutions (the government, parliament and political parties) and the news media enjoy less trust.

This trend is consistent with the political trust of citizens measured in the 10th round of the European Social Survey (data was collected from 2020 to May 2022 and covered 31 countries). Namely, Latvia had the third lowest political trust index out of 31 countries.⁵⁴

With regard to factors influencing trust, OECD studies have identified that, compared to other OECD member states, Latvian residents have little trust in opportunities for participation in public administration and political processes, the ability of state institutions to address complex policy issues (e.g. taking into account the interests of all generations, utilising the

⁵³ Recommendations for strengthening social resilience and trust. National research programme "Letonika for the development of a Latvian and European society", project VPP-LETONIKA-2021/3-0004 "Innovative and inclusive governance for promoting public engagement, trust and communication", 2025.

⁵⁴ See J. Ņikišina's presentation: [Conference on Social Trust – Saeima of the Republic of Latvia](#) (conference materials).

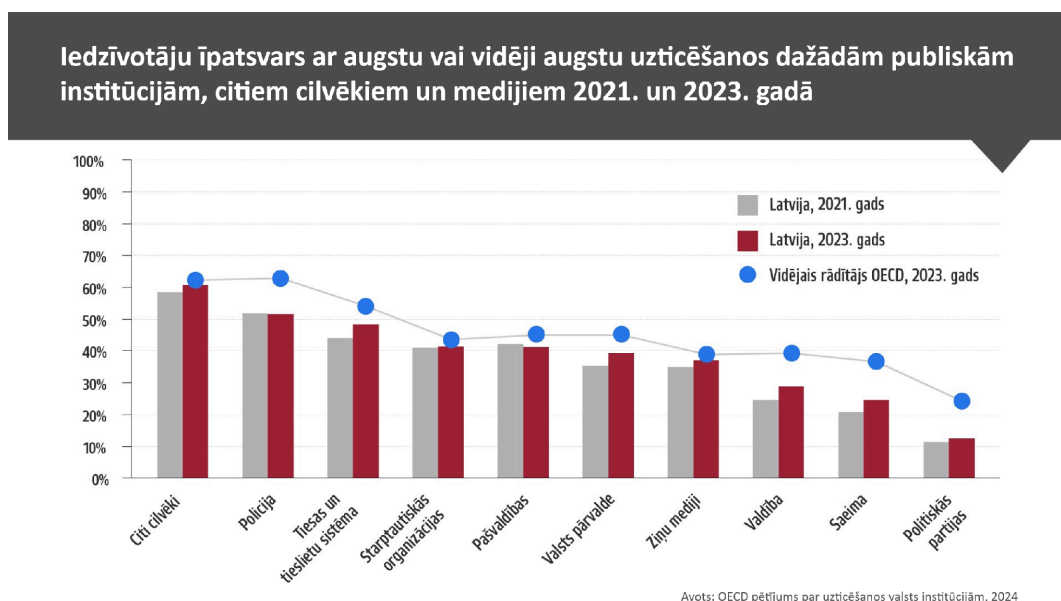
results of citizen engagement) and the fact that the political system in Latvia allows citizens to influence the work of the government.

Data from an OECD study published in 2024 shows that countries with higher levels of satisfaction with participation also have higher levels of trust in public institutions (e.g. Switzerland, Luxembourg, Canada, Austria). However, the OECD acknowledges that most countries have shortcomings in the area of participation. Only about one-third of citizens believe that if they expressed their opinion in a debate on a reform, it would be taken into account, or that the government would change its policy if the majority opposed it, or that citizens can influence the government's course. Moreover, there have been no improvements since 2021. The most popular forms of participation are less time-consuming and less confrontational – voting in elections, signing petitions, sharing political content on social media, boycotting certain products and volunteering.⁵⁵

The second OECD trust study recommends strengthening trust in the government's ability to address complex issues and reconcile the interests of different generations, taking into account that citizens who are involved in decision-making are interested in having a greater influence on decisions, and recommends defining clear expectations for direct and deliberative democracy, as citizens' belief that their opinions will be taken into account is low.

Figure 2

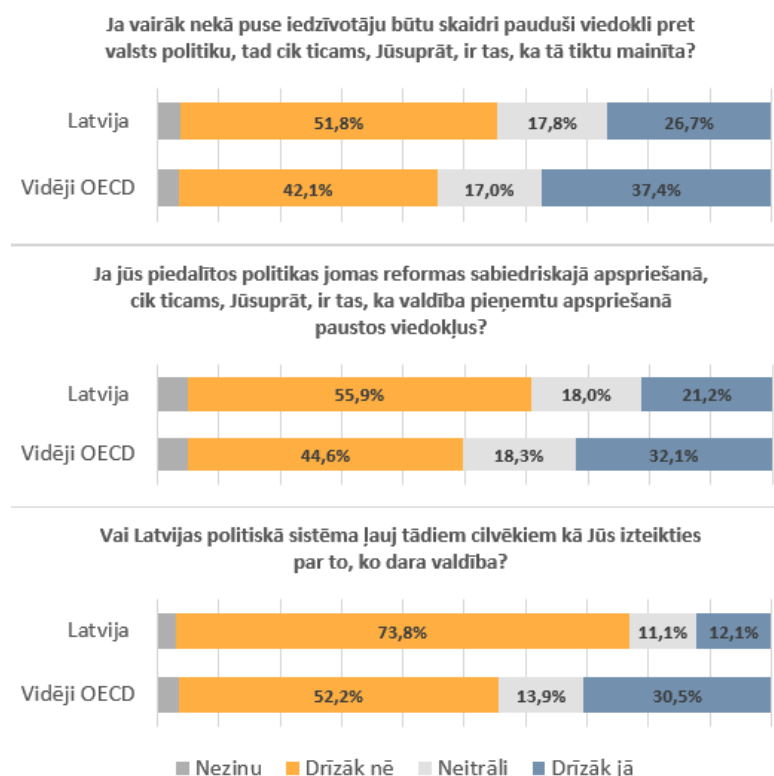
OECD 2024 Trust Study data: trust in government and institutions (in Latvian only)



⁵⁵ OECD Survey on Drivers of Trust in Public Institutions – 2024 Results.

Figure 3

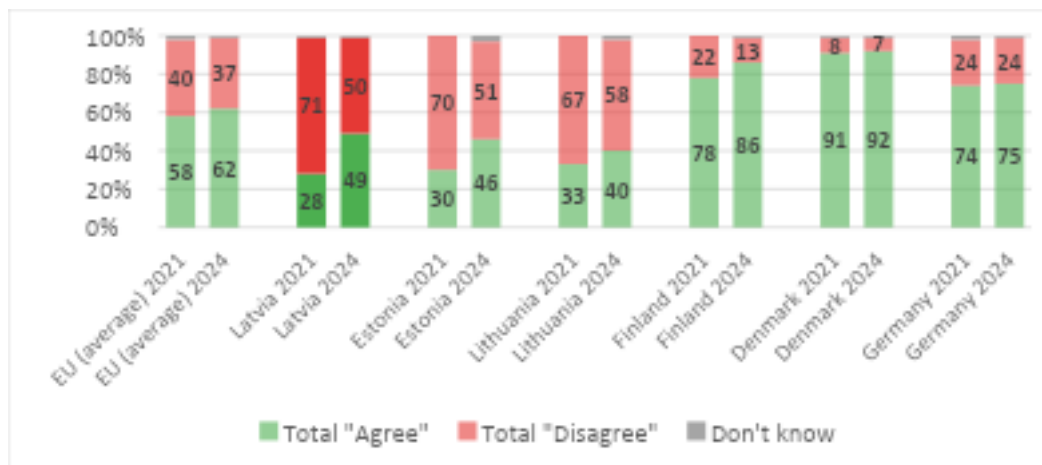
OECD 2024 Trust Survey data: participation and the importance of my vote (in Latvian only)



People's belief in their ability to influence decisions has grown. The Open Government Action Plan 2022–2025 highlighted Latvia's problematic low scores: according to the 2021 survey data, 71% did not believe and only 28% believed that their vote matters and that their opinion can change something in their country – at that time, Latvia ranked last in the EU in terms of this indicator. **By 2024, these figures had improved:** 50% did not believe and 49% believed that their vote mattered, meaning that one-fifth had changed their opinion.

Figure 4

EU citizens' opinion on the statement "My vote matters in my country" in 2021–2024



Sources: Standard Eurobarometer 95 – Spring 2021; Standard Eurobarometer 102 – Autumn 2024

Open government principles and values

Open government is open, accountable, honest and democratic governance.

Open government is a cross-cutting principle based on three values:



Open government is a complementary and horizontal policy area that manifests itself in the work of various sectors and policy areas. Open government can be promoted both through cross-sectoral measures and joint action at different levels of government, achieving a broader impact, and through targeted openness initiatives.

Open government is important in all branches of government and at different levels of governance. Open government is ensured by the central government, local governments, independent institutions, the legislative and judicial branches, and the public sector as a whole.

Research data shows that trust is fostered by open, respectful and understandable communication with the public, demonstrating genuine interest and concern for citizens, their situation and their opinions.⁵⁶

The values of open government:

- respect;
- empathy;
- listening;
- humane and honest (authentic) communication;
- financial transparency;
- accessibility of public institutions to all citizen groups;
- needs-based communication, both digital and in person;
- understandability of documents, services and reforms;
- use of data and evidence;
- customer (target group) involvement;
- genuine interest in the opinions of residents;
- responsible performance of duties, and others.

Implementing the principles and values of open government is an ongoing daily task. The interest and action of various parties in taking the initiative is important in this regard.

Open government is an area in which civil society organisations play a key role.

The Open Government Partnership Strategy for 2023-2028 includes a vision of a value-based partnership rooted in concrete actions, innovation and the idea of open and democratic governance that meets the expectations of citizens.⁵⁷

⁵⁶ I. Mieriņa (2023). The importance of research on trust. European research findings, latest research on trust in the Baltic States and Nordic countries (presentation at the Saeima conference on 27 October 2023).

⁵⁷ *Open Government Partnership. Strategy 2023–2028*. www.opengovpartnership.org/strategy-2023-2028 (p. 5).

In the OECD's view, only by introducing a culture of open government can the democratic model be preserved. Therefore, the OECD recommends developing policies that strengthen the relationship between government and citizens and communicating open governance more effectively as a value both among public administration institutions and in the society.⁵⁸

3. Objectives, areas of action and indicators

The objective of the plan is to promote openness in the work of state institutions and public participation in decision-making and democratic processes, thereby strengthening the unifying role of openness and trust in the state and society.

The plan is structured around **four commitments by Latvia** (areas of action):

1. **To implement the principles and values of open governance**, promoting trust in state institutions and open and democratic governance.
2. **Increase budget transparency** and the availability of budget information to the public, promoting understanding and trust in budget spending.
3. **Improve communication between public institutions and citizens** and develop more active communication on issues of public importance.
4. **Ensure greater public involvement in decision-making** and strengthen civic participation in democratic processes, including by developing the civic skills of children and young people.

Performance indicators for the plan: implementation of the measures included in the plan will promote an increase in openness-related indicators and bring Latvia closer to the average level of OECD and EU Member States in terms of:

- 1) **trust** in government, civil service, local authorities and other people (OECD, Eurobarometer, Social Cohesion Radar);
- 2) perception and intensity of **public participation** (OECD, Eurobarometer, Social Cohesion Radar, OECD Citizen Participation Barometer);
- 3) **citizen satisfaction with public administration** (customer satisfaction surveys of public administration institutions commissioned by the State Audit Office);
- 4) **legal awareness among Latvian citizens** (VSIA "Latvijas Vēstnesis").

⁵⁸ OECD (2023), *Open Government for Stronger Democracies: A Global Assessment*, OECD Publishing, Paris, <https://doi.org/10.1787/5478db5b-en> (pp. 12–13).

4. Measures to be implemented under the plan

Table 3

Commitment 1: Implement open government principles and values, promoting trust in public institutions and open and democratic governance						
Measures		Operational result	Performance indicators	Responsible institutions	Co-responsible institutions	Deadline
1.1.	Broader understanding of the values and principles of open government, promoting open and democratic governance and participation	Informative material on the values and principles of open government developed and distributed in cooperation with associations and foundations. A national workshop to strengthen common understanding and capacity to be promoters of open and democratic governance and participation	Informative material/roadmap published at www.mk.gov.lv A national workshop (educational and interactive event)	the State Chancellery Memorandum Council Working Group on Public Engagement and Open Governance	Ministry of Culture Latvian Library Network EU information points Local governments Associations and foundations Educational institutions (participation in national workshop)	Fourth quarter of 2026
1.2	Broader understanding of public administration and local governments – explaining the positive significance and benefits of state and local	A series of public information and education activities <i>#Public Administration in Focus</i> and activities during LAMPA festival.	At least one event has been implemented	the State Chancellery	All ministries National and regional media	Q4 2027

	governments and their services, as well as explaining benefits from public involvement. Cooperation with the media on issues of open government and public accessibility	A meeting held on strategic cooperation between the media and public administration, how to improve understanding and awareness of important issues affecting the state and local governments	Meeting with media representatives		VSIA "Latvijas Vēstnesis" (lvportals.lv) (participation in the meeting)	
1.3	Conference on trust in state institutions	Discussion on the dynamics of trust in public institutions, factors influencing trust, and opportunities for wider use of research on trust in policy-making Data on public participation gathered and discussed	Conference organised Data compiled on: voter turnout in elections; referendums; collective submissions; number of manabalss.lv portal voters; participation results taken into account in decision-making	the State Chancellery	Latvian University	Q2 2027
1.4.	Development of an open government community, sharing of knowledge and good practices	An open governance practice community is being formed, information exchange has been implemented, and knowledge and skills have been strengthened	Number of participants: 100 At least two events organised per year,	the State Chancellery		Permanent

			including one good practice exchange			
1.5.	Implementation of co-creation principles in public administration	Based on the principles of co-creation and user-centred design thinking, the needs of society are understood, problems to be solved are identified, and initiatives are created to reduce the bureaucratic burden, strengthening the activities of the Innovation Laboratory⁵⁹. Co-creation principles are implemented in public administration – in councils, working groups and in the development of socially significant decisions	At least 10 initiatives based on the principles of co-creation have been implemented, including reducing bureaucratic burdens	the State Chancellery (Innovation Laboratory)	All ministries	Q4 2027
1.6	Promoting public awareness of their rights and obligations, as well as opportunities for participation in the legislative process (legal literacy)	Legal awareness is measured once a year. Data on public legal awareness is compiled and discussed. Based on the results of the measurement, explanatory materials are developed	Legal awareness measurement Discussion of the measurement results Explanatory materials on www.lvportals.lv	VSIA "Latvijas Vēstnesis"		Ongoing
Commitment 2: Increase budget transparency and the availability of budget information to the public, promoting understanding and trust in budget spending						

⁵⁹ For more information about the State Chancellery's Innovation Lab, see: www.mk.gov.lv/lv/inovacijas-laboratorija

Measures		Operational result	Performance indicators	Responsible institutions	Co-responsible institutions	Deadline
2.1	Openness and transparency of the state budget overall by providing the public with easily understandable information about the state budget as a whole	State budget documents and summaries are regularly published on the websites of the Ministry of Finance and the State Treasury and on Latvia's Open Data Portal. Summaries of the state budget process, the availability of budget information to the public, budget by area/ specific objectives and social issues, forecasts etc. prepared in a form that is easily understandable to the general public. Easy-to-understand summary information has been provided on the budget in the areas of defence, health and welfare, significant reforms and large and strategically important investment projects.	The MofF website provides the following types of state budget overviews each year: - interactive budget; - structured explanations of the state budget. The Latvian Open Data Portal provides the state budget in open data format Visualisations, videos and other types of public communication materials Target groups reached, communication channels used	MofF Ministry of Smart Administration and Regional Development State Treasury All ministries		Fourth quarter of 2027
2.	Transparency and accessibility of the	Budget information for state administration institutions and	MofF webinar on the	MofF (webinar)		First quarter of 2026

	budgets at the level of individual state administration institutions and local governments	local governments is published on their websites in accordance with the guidelines "Recommendations for good practice in the uniform presentation of budget information on websites using a common platform".⁶⁰ State administration institutions and local governments prepare and disseminate easily understandable information to the public about their budget size, planned expenditure and the results achieved with budget resources	recommendations included in the guidelines (60 participants) Good practice examples of public communication activities	State administration institutions and local governments (provision of information)		(webinar) Ongoing
2.3	Promoting awareness of participatory budgeting as a form of democratic participation in which citizens are involved in deciding on issues related to the development of their local government	More information is provided on the participatory budgeting approach, on submitting and voting on projects, and data on participatory budgeting activities is collected and published. Residents' activity in voting on participatory budgeting options and opportunities to expand voting methods (e.g. additional channels, identification solutions, accessibility improvements) is evaluated.	Communication activities implemented across various channels. Data on participatory budget voting, activity of voters in municipalities each year is collected and published	Ministry of Smart Administration and Regional Development Municipalities	Providus LPA Association "Augšzemnieki"	Fourth quarter of 2027

⁶⁰ Recommendations for good practice in the uniform presentation of budget information on websites using a common platform. <https://demo.tvp.gov.lv/lv/media/2281/download?attachment>

		An exchange of good practices between local governments on participatory budgeting issues has been carried out. Public discussion on participatory budgeting opportunities for residents.	Exchange of good practices between municipalities			
2.4	Development of a standard for the implementation of integrity pacts for public administration institutions	A standard for implementing integrity pacts in public administration institutions has been developed, and a series of explanatory events has been organised in the regions and in Riga.	Publication of the standard At least one explanatory event held	the State Chancellery		Third quarter of 2026
2.5	Strengthening the monitoring of public interests in the planning and implementation of investments financed by EU funds and other foreign instruments	Opportunities for associations and foundations (NGOs) to defend public interests in the Monitoring Committee for the EU Cohesion Policy Programme 2021-2027 have been ensured. Measures are being implemented to strengthen the capacity of NGOs to monitor foreign investment and state budget funds	NGO representation in the Monitoring Committee for the current EU Cohesion Policy funds At least two trainings per year for NGOs	MofF the State Chancellery MFA	Other institutions involved in the supervision of EU funds FM Providus	Fourth quarter of 2027
Commitment 3: Improve communication between public institutions and citizens and develop more active communication on issues of public importance						

Measures		Outcome	Performance indicators	Responsible institutions	Co-responsible institutions	Deadline
3.1	Timely, inclusive and targeted communication of socially important decisions and developments to target groups, including explanations of the practical implementation of decisions taken	Target groups are informed about decisions and developments that are important to society, as well as about the practical implementation of decisions that have been made, including: • human safety; • national defence; • health; • welfare • efficiency of public administration and reduction of bureaucratic burdens. Seminars, field trips, face-to-face meetings, online events, think tanks, participation in the LAMPA discussion festival are organised for information purposes, and the participation of leading officials is ensured. Information is communicated to target groups through various appropriate communication channels or forms of communication. Channels that allow less active citizens to be addressed are also selected for	Socially significant decisions, in the development of which representatives of society are involved and which, after the decision has been taken, are explained to society in an appropriate manner, providing information about the decision taken and ensuring that the target group affected understands the changes. Number of events organised by ministries, participants reached, target groups covered	All ministries	Cooperation with the media and other interested parties	Ongoing

		the communication of information. Using simple language, audio, sign language, subtitles and digitally accessible solutions, people with disabilities, rural and urban residents, senior citizens etc. are targeted. Representatives of vulnerable groups and physical, digital and communication barriers to participation are removed				
3.2	Effective responses to citizens' letters and complaints, reducing the number of formal responses	Organised training covering theoretical knowledge, practical work and discussion, sharing good practices	One training seminar held Foreign lecturer (good practice)	the State Chancellery State Revenues Service (sharing experiences related to activity "Citizens First")	Association "Easy Language Agency"*	Fourth quarter of 2026
3.3	Identified necessary statistics in the field of access to information in accordance with the results of the ex-post evaluation of Access to Information Law and the Submissions Law and	Preparation of an information disclosure data framework	Identification of necessary data sets and procedure for their collection. Pilot project to collect 2024–2026 data	the State Chancellery Ministry of Justice	At least two public administration institutions participate in the pilot project (voluntary participation)	Fourth quarter of 2026 Q4 2027

	international data requests					
3.	Communication with the public on national defence and strengthening the information space in Latgale and the eastern border region, promoting public involvement in national defence	Regional seminars organised for entrepreneurs, local governments, educational institutions, associations, foundations and representatives of religious organisations on comprehensive national defence, as well as seminars for media representatives on Latvia's defence and security. Cooperation with the media, associations and foundations in the Latgale planning region on the information space of Latgale and the eastern border region	Two events in the Latgale planning region 3–4 events per year in other regions of Latvia	Ministry of Defence Ministry of Culture	NGOs Media in the Latgale Planning Region	Fourth quarter of 2026
3.5	A unified digital solution for the development and coordination of binding municipal regulations and other decisions, as well as for public participation in these processes	The possibility of using the idea of a unified portal for the development and coordination of draft legislation (TAP portal) for the development and coordination of binding municipal regulations and other decisions is being developed, creating a solution tailored to municipalities	Clarification of the views of local governments on the implementation process, facilitating public involvement and participation Funding attracted	the Ministry of Smart Administration and Regional Development		Fourth quarter of 2027
3.6.	Artificial intelligence solutions in public administration – service names and descriptions	Artificial intelligence is used to provide the public with clear and understandable information	Improved services (number)	VDAA Ministry of Smart Administration		Fourth quarter of 2027

	based on real-life situations, created in a language that is understandable to users, to make it easier to find and receive services	about services listed in the Latvija.gov.lv service catalogue Other artificial intelligence solutions in public administration		and Regional Development National Artificial Intelligence Centre		
3.7	Public access to data held by state institutions by publishing it in open data format, as well as data reuse	State institutions shall evaluate the data in their possession, determining which data is suitable and useful for public access, and publish it in open data format. Seminars to educate the public about the use of open data. Measures to promote the reuse of data	New open data sets Promotion of open data and reuse in hackathons, co-creation workshops, etc.	Ministry of Smart Administration and Regional Development	All ministries	Fourth quarter of 2027
3.8	Explanatory activities on the functionality of the unified website platform for gathering citizens' opinions	State and local government institutions make wider use of the functionality of the unified website platform: - creating surveys using web form functionality; - web forms for providing feedback, etc.	Information provided on the possibilities of the unified website platform	the State Chancellery	All ministries and subordinate institutions Local governments	Fourth quarter of 2026
Commitment 4: Ensure greater public involvement in decision-making and strengthen civic participation in democratic processes, including by developing the civic skills of children and young people						
Measures		Operational result	Performance indicators	Responsible institutions	Co-responsible institutions	Deadline

4.1.	Strengthening the capacity of society to participate in public administration for employees (training activities)	An e-course has been developed and implemented at the State Administration School. Training events on public participation are organised, including for library staff	Development of an e-course, number of participants who have completed it (state and local government institutions) Training events, including one event on providing feedback to citizens and one event on types of participation	State Administration School the State Chancellery		Q2 2026 Q4 2027
4.	Ensuring public participation in the development of national and sectoral policies, especially when it comes to public funding and crisis management	Targeted participation in the development of sectoral policy planning documents and legislation is implemented, especially when it concerns public funding and crisis management. Social groups affected by the policies are given the opportunity to express their opinions and participate in discussions, inviting those who do not get involved themselves, young people, senior citizens, rural residents, persons with	At least one policy example in each sector Publicly available reports on the results and impact of public participation	All ministries the State Chancellery		Ongoing

		disabilities and NGOs; physical, digital and communication barriers to participation are removed				
4.3	Promoting involvement of NGO sector in shaping Latvia's national position	In the process of developing national positions, associations and foundations representing the target group directly affected by the content of the position are identified and involved, and the public is informed about the issue and opportunities to follow its progress. Information about the position and the results achieved is provided to those members of the public who have been involved in developing the position.	There has been an increase in the number of associations and foundations/NGOs involved in the development of Latvia's national position.	Ministry of Foreign Affairs	All ministries	Ongoing
4.	Promoting awareness on citizens' councils in municipalities	More information provided on the importance of citizens' councils in involving residents in local government life. Exchange of good practices between local governments on issues related to the activities of residents' councils	Communication activities on the importance of residents' councils At least one experience exchange event	the Ministry of Smart Administration and Regional Development	Local governments Association "Rural Partnership "Lielupe""** Association "Augšzemnieki"* Other associations and foundations	Fourth quarter of 2027

4.5	Promoting the involvement of representatives of society in the process of developing binding municipal regulations	A pilot project involving members of the public in the initiation and development of regulatory acts, up to the final decision, has been implemented in at least five local governments. Experience gained in implementing the pilot project has been evaluated	Pilot project in five municipalities	Municipalities	Ministry of Smart Administration and Regional Development	Q4 2027
4.6	In the field of crisis management, greater public involvement and development of self-organisation skills	Revised regulatory framework promoting the inclusion of community representatives in municipal civil protection commissions. Implementation of guidelines developed as part of the innovation sprint "Improving public participation in the civil protection system"⁶¹ for local governments on the involvement of the local community (associations, foundations, communities, etc.) in civil protection measures both on a daily basis and in emergency situations.	Amendments to regulatory acts Implementation of measures included in the guidelines At least five measures	IEM	All ministries the State Chancellery VUGD Local governments LPA Latvian Platform for Development Cooperation* Latvian Organisation for Cooperation of People with Special Needs "SUSTENTO** SATEKA* LATVIAN FIRST AID UNIT*	Q4 2027

⁶¹ Guidelines of the Ministry of Interior <https://www.iem.gov.lv/lv/vadlinijas-pasvaldibam-sabiedribas-lidzdalibas-pilnveidosanai-civilas-aizsardzibas-sistema>

		Every year, a civil protection week entitled "Safety starts with you!" is held, emphasising the importance of public preparedness for crises and cooperation between residents, associations and foundations, local governments and state institutions. Activities promoting self-organisation among residents, including ensuring an inclusive approach to the involvement of people with disabilities	Activities implemented (number)	the State Chancellery	Other associations and foundations (NGOs)	
4.	Use of innovative participation methods to conduct public participation	Events based on innovative participation methods are organised, such as deliberative events and dialogue circles. Methodological support is provided	Measures implemented Webinar presenting examples of good practice	the State Chancellery Ministry of Culture	All ministries Foundation for an Open Society DOTS Other associations and foundations (NGOs)	Permanent
4.8	Subscribing to news on Public Participation	Developed opportunities to inform citizens about surveys, public consultations and other opportunities for participation in state sector. Improved opportunities	Solutions developed by ministries, the Cabinet of Ministers and the State Revenue Service	All ministries (news) VDAA (www.latvija.gov.lv) the State Chancellery (TAP portal, news)		Permanent

		to subscribe to updates on draft legislation on the TAP portal using an e-address				
4.9.	Preparation and dissemination of communication materials promoting participation, including for young people and at local level	Materials on participation and civic activities for distribution in digital and physical formats, revealing the forms of participation and show-casing results achieved through citizens' proposals (people's stories). Explanatory materials on participation freely available (digitally). A participation motto (slogan) is formulated to draw attention to opportunities for participation (used on documents sent by state institutions and local governments, in email signatures, etc.). Participation days the involvement of young people.	Preparation and distribution of communication materials (e.g. video materials, posters, digital visuals, brochures, animations, infographics) Creation of a participation motto (slogan)	the State Chancellery	Local authorities Libraries Cultural and community centres Higher education institutions Regional media (distribution and use of prepared materials)	Fourth quarter of 2027
4.10	Opportunities for constructive engagement by young people, gaining skills to be civically active	Activities are continuing within the framework of the National Youth Dialogue. The Youth Parliament is held every year.	Activities carried out Number of Youth Tests conducted	Ministry of Education and Science Saeima Latvia's Youth Council	NGOs: Pīlādžoga* European Movement in Latvia* NEXT*	Permanent

		Youth tests <i>are</i> carried out in the development of policies and legal regulations. A variety of activities are being implemented to promote youth participation in socially significant processes and the development of civic skills				
4.11.	Improving the framework for civic education and promoting awareness as to how Latvian state is governed, about decision-making processes and civic participation	Guidelines to promote civic skills and "political literacy" in general education. Civic education activities for students and teachers, associations and foundations throughout Latvia. The interest-based education programme "I am an entrepreneur!" introduced in schools in the Latgale Planning Region.	Guidelines have been developed A sample lecture has been created by the State Chancellery; at least 10 lectures have been held The programme implemented in at least 10 schools in the Latgale planning region	Ministry of Education and Science the State Chancellery (volunteer lecturers) Latgale planning region administration	Association of History and Social Science Teachers Education Development Centre**	Q3 2027
4.12	A framework has been created to collect and disseminate information on support opportunities for organised civil society	In cooperation with sectoral ministries and the LPA, the SIF, after assessing existing information circulation activities, has created a framework for collecting and disseminating information on support	Newsletter (or other solution) once a quarter	SIF (collects and sends information)	All ministries the State Chancellery LPA	Continuously

		opportunities for organised civil society.				
		Information on funding and training opportunities for associations and foundations (NGOs) provided in a summarised form.				

Notes

1. * Within the framework of a project supported by the state budget programme "NGO Fund" in 2026. Joint responsibility does not create additional obligations, duties or financial investments beyond the objectives, activities and resources of the approved projects.
2. ** Within the framework of a project supported by the state budget programme "NGO Fund" in 2025-2026. Joint responsibility does not create additional obligations, duties or financial investments outside the approved project objectives, activities and resources.

5. Impact on state and local government budget

The measures included in the plan are to be implemented using funds already allocated from the state budget, EU funds or other foreign financing.

When associations and foundations are marked as co-responsible, they will implement measures through the use of project funding supported by the state budget programme "NGO Fund".⁶²

The measures included in the plan for 2027 could potentially also be supported by projects announced in 2026 under the state budget programme "NGO Fund" (both macro and micro level), as well as projects supported within the framework of other project competitions.

It is not envisaged to request additional funds from the state budget for the implementation of the measures included in the plan.

Prime Minister

Evika Siliņa

⁶² In accordance with the cycle of announcing calls for project applications for the state budget programme "NGO Fund", the macro-projects supported in 2024 for 2025-2026 are currently being implemented, and the micro-projects supported in 2025 for 2026 will be implemented in 2026.

Results of the PEST analysis

Political and governance environment

- The geopolitical situation requires the allocation of state resources to security and defence and the streamlining of the public sector
- The geopolitical situation shows that democracy and public services, for example, cannot be taken for granted – they must be constantly monitored
- There is insufficient will and skill to build real public engagement
- The working culture of institutions and local governments is different, and the forms of participation are not accessible to everyone, creating unequal opportunities for participation
- Relatively low trust in state institutions

Economic environment

- Limited budget resources for openness and participation
- Technology costs and implementation speeds may hinder the introduction of platforms and data solutions
- Economic instability and living standards as reasons for low public motivation to participate in governance processes
- Inequality in local government finances hinders the implementation of a uniform participation standard across the country

Social environment

- Participation is low because most residents do not believe in the meaning and impact of participation
- Education as a factor: less educated residents trust less, while residents with higher levels of education trust more
- Digital and media literacy is insufficient, which hinders the use of technology (in Latvia, the level of basic digital skills is 51%, which is lower than the EU average)
- There is a digital divide among the population in Latvia, as not all residents are able to adapt to the e-environment
- Cultural and linguistic differences among social groups
- Demographics and an ageing society are challenges

Technological environment

- The use of new digital tools (including artificial intelligence) can improve access to information, but such innovations require financial investment and human capacity
- Sometimes, national information systems and databases are complex or fragmented, making the quality or availability of information and data a challenge
- Connection problems and sometimes negative user experiences reduce the use of public digital platforms.
- Desire to receive in-person consultations at institutions if assistance is needed
- The information on institutional websites is technical and not always easy to understand for people without legal or administrative experience, so it can be difficult to find the information