



Design of information sources to identify and resolve financial distress in Latvia

Action Plan

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Ministry of Justice
Republic of Latvia



European Bank
for Reconstruction and Development



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Language disclaimer

As this document was originally drafted in Latvian, in case of doubt, the Latvian text shall prevail.

Abbreviations and their explanations

Abbreviation	Explanation
ALCIPA	Association of Latvian Certified Insolvency Process Administrators
BoL	Bank of Latvia
Cabinet	Cabinet of Ministers
ECL	Employers' Confederation of Latvia
Consumers	A natural person between the ages of 18 and 74 who wishes to acquire, purchases or might purchase or use a product or service for purposes not related to their business or professional activity (Section 1(3) of the Consumer Rights Protection Law)
EBRD	European Bank for Reconstruction and Development
EC	European Commission
Entrepreneurs	Individual merchants, economic operators, individual (family) enterprises, farmers/fisheries, and rural artisan enterprises/farms
FCMC	Financial and Capital Markets Commission
Financial distress	<p>For individuals: If a person is in arrears or has difficulty making certain payments (such as mortgage or rent payments, utility bills, credit card bills, etc.) and is unable to meet these obligations with available income or savings</p> <p>SMEs and entrepreneurs: If an entrepreneur or self-employed person is unable to make certain payments in connection with their business activity (e.g. payments on loans, leases or lines of credit, etc.) or has difficulties in meeting these obligations or is unable to meet them with existing income or savings from the business activity</p>
FLA	Finance Latvia Association
ICS	Insolvency Control Service
IDAL	Investment and Development Agency of Latvia
Information sources	Methodological and information materials, as well as tools to help SMEs, entrepreneurs and consumers identify and resolve situations of financial distress
LBA	Latvian Borrowers' Association
LCCI	Latvian Chamber of Commerce and Industry
LPA	Latvian Prison Administration
MoE	Ministry of Economics
MoEPRD	Ministry of Environmental Protection and Regional Development
MoES	Ministry of Education and Science
MoF	Ministry of Finance
MoI	Ministry of the Interior
MoJ	Ministry of Justice
MoW	Ministry of Welfare
Project	Project "Design of information sources to identify and resolve financial distress in Latvia"
PwC	PricewaterhouseCoopers SIA
Recommendation report	Ministry of Justice Project Recommendation Report 2022
RoE	The Register of Enterprises of the Republic of Latvia

Abbreviation	Explanation
RRF	Recovery and Resilience Facility
RSS	Rural Support Service
SEA	State Employment Agency
SIA	Limited liability company
SMEs	Small and medium-sized enterprises – a limited liability company, joint-stock company, general partnership or limited partnership that meets the definition of an SME, where the number of employees is less than 250, the turnover is below EUR 50 million or total assets are below EUR 43 million
SMUCSC	State and Municipal Unified Customer Services Centre
SPS	State Probation Service
SRS	State Revenue Service
SSIA	State Social Insurance Agency
Target group	Applies to SMEs, entrepreneurs or consumers for whom the scope of the Project includes the design of information sources related to financial distress or, if plural, all these groups

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Executive summary



Purpose of the report

The purpose of this report is to develop an Action Plan to implement recommendations on how public administration authorities can communicate with SME, entrepreneur and consumer target groups in order to identify and resolve financial distress.



Structure of the report

This report has been prepared within the scope of the Project carried out by PricewaterhouseCoopers SIA and commissioned by the EBRD in cooperation with the European Commission and financed by the European Union under Agreement No. 2021.003577/15278/105676, signed on 13 September 2021. This report and the tasks performed are in accordance with the Detailed Project Description agreed upon between the EBRD and the European Commission's Directorate General for Structural Reform Support.

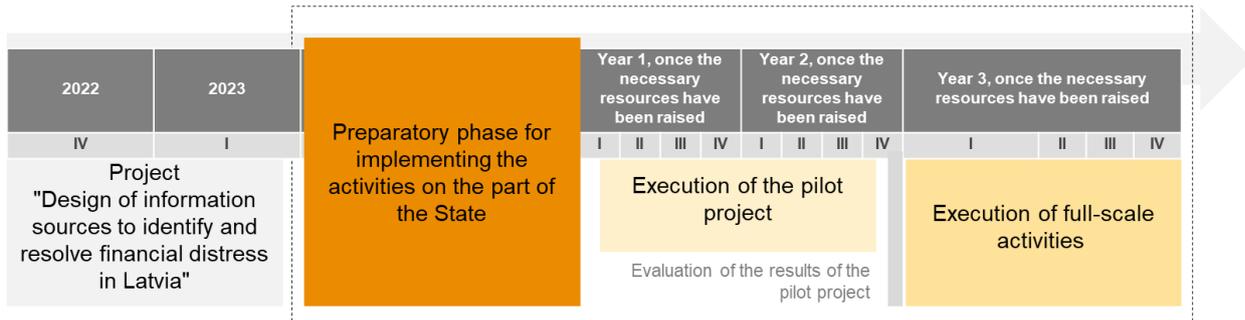
Structure of the Report	Detailed Project Description
Introduction	N/A
1. Action Plan for implementing the activities	Action Plan on topics to be covered and ways to disseminate information in the manner recommended in the Specific Recommendations Report. The Action Plan should have at least three clear and distinct sections for SMEs, entrepreneurs and consumers.
1.1. General objectives of the Action Plan	Based on the Assessment Report and the Specific Recommendation Report, prepare an Action Plan with the assistance of the communications and policy experts, on topics to be covered and ways to disseminate the information. The Action Plan shall contain a clear strategy with recommendations on how to present the Content (as defined below), including, but not limited to, whether a combination of digital information and information disseminated through other channels may be necessary, possibly in paper form, and a communication plan analysing whether different strategies and communication styles would be needed for SMEs, entrepreneurs and consumers and especially, to reach the passive audience.
1.2. Activities to be carried out	
1.3. Results and impact indicators to be achieved	
	The Action Plan could also explore the design of interactive user-friendly online tools, such as a step-by-step online tool to take users through an assessment process of their financial situation and help the users solve their problems. The Action Plan should propose indicators or targets for successful project outcomes, such as the number of information channels and target population accessing information.
2. Implementation timeline	N/A



Scope of the report

The Action Plan for the implementation of the recommendations was developed on the basis of the **communication objective** outlined in the Phase 3 Recommendations Report and the **recommendations** based thereon to achieve this objective. In order to ensure the practical implementation of the recommendations, the report includes detailed considerations on the following aspects: the activities to be carried out, the distribution of responsibilities, allocation of resources, the timetable and mutual activities. The Action Plan is divided into two phases (the first, Preparatory phase, and the second, the Implementation phase - the execution of the pilot project and full-scale activities), according to the time frame for their implementation.

Scope of the Action Plan



Action Plan summary

Action Plan

The Action Plan provides for the implementation of the activities listed below. The MoJ is primarily responsible for the implementation of activities, as it is the initiator of the Project and the promoter of the initiative, but also includes activities for which other institutions are responsible. The participation of other parties, including MoE, MoF, MoW, MoEPRD, MoES, SPS, LPA, BoL, non-governmental organisations (ECL, LCCI) and LALRG is required as necessary in the implementation of various activities.

Recommendation	List of activities
Preparatory phase for the implementation of activities on part of the State	
General activities	
Providing the resources for the implementation of the recommendations	<ul style="list-style-type: none"> Attracting human and financial resources needed to implement the recommendations¹
Communication organising and management mechanism	
Strengthening the communication organisation and management mechanism with target audiences by designating a central coordinating unit to ensure that financial distress is identified and addressed in a systematic and sustainable manner	Alternative 1 (recommended): <ul style="list-style-type: none"> <u>Preparing a draft Regulation of the Cabinet of Ministers on establishing an inter-institutional coordinating council (hereinafter "the Council")² for submission to the Cabinet</u> Establishing the council Organising the work of the council
	Alternative 2: <ul style="list-style-type: none"> <u>The Ministry of Justice will issue a decree on the establishment of the council and develop its charter - it will operate on the principles of voluntariness and mutual cooperation</u> Establishing the council Organising the work of the council
Implementation phase	
Execution of the pilot project and evaluation of the results	
Developing a website for providing important information on financial	<ul style="list-style-type: none"> Compiling a list of contact persons for institutions, bank and non-bank lenders of institutions and organisations that customers should contact for various aspects of financial distress. The list is updated as needed or at the initiative of the MoJ, which requests contact information on a quarterly basis.

¹ The potential source of funding for the implementation of the activities has not been determined yet. MoJ is considering several possible options.

² Coordinated policies for the comprehensive resolution of financial distress.

Recommendation	List of activities
distress - the core functionality (a roadmap) ³	<ul style="list-style-type: none"> • Preparation of procurement documentation, announcing tenders and ensuring the procurement procedure for the development of the website • Obtaining the website domain subscription • Ensuring technical development of the website, testing the functionalities with representatives of the target groups and public administration institutions and its implementation • Training the website's maintenance staff in its administration • Keeping the website operational (functionality)
Developing printed information materials with the most important content of the website (i.e. a “roadmap” in printed format)	<ul style="list-style-type: none"> • Providing the developed materials for use at pilot sites - SPS and LPA, in the SMUCSC network and ensuring the use of the information material for piloting purposes
Piloting the provision of first-level support (see Activities 4 and 5 for the implementation of the 1.2.3 activity information sources and channels) in the MoJ institutions (SPS and LPA) Piloting the provision of first-level support in municipalities through the SMUCSC network	<ul style="list-style-type: none"> • Agreeing on the scope of the pilot project • Developing methodological material on the use of the roadmap and training for customer consultants • Establishing a communication mechanism with consultants • Implementing the pilot project
Developing and executing an awareness-raising communication campaign to promote the brand and website content	<ul style="list-style-type: none"> • Selecting the level of the communication campaign, developing procurement documentation for the communication campaign, announcing the procurement and ensuring the procurement procedure • Implementation of the communication campaign at the selected level
Evaluating the pilot project and deciding on measures after the completion of the pilot project	Evaluating the pilot project and deciding on activities after the completion of the pilot project – on the website, printed information materials, pilot projects and the communication campaign.
Execution of full-scale activities	
Complementing the website for providing key information on financial distress - secondary functionality ⁴	<ul style="list-style-type: none"> • Based on the results of the evaluation, developing the procurement documentation for the website (with secondary functionality), announcing the tender and ensuring the procurement procedure • Ensuring the technical development of the website, testing functionalities with the target groups and public administrations involved and its implementation • Providing training of the website maintenance staff in the administration thereof (secondary functionality only) • Keeping the website operational (secondary functionality)
Expanding the dissemination area of printed information materials	<ul style="list-style-type: none"> • Agreeing with stakeholders on the dissemination of information materials • Disseminating information materials
Launching first-level support at the national level by expanding the range of cooperation partners	<ul style="list-style-type: none"> • Agreeing with stakeholders on cooperation in the provision of first-level support • Providing training for consultants

³ The core functionality includes a “roadmap”, which provides an opportunity for representatives of target groups, subject to answering questions assessing their situation, to receive general information and recommendations on the most appropriate solutions to the situation of financial distress.

⁴ Secondary functionality includes personalised tools for assessing the financial situation, a tutorial on how to navigate the site and its digital solutions, the ability to subscribe to news and a forum or place for voluntary support and exchange of experiences.

Recommendation	List of activities
	<ul style="list-style-type: none"> • Providing the extended first-level consultancy support • Establishing a communication mechanism with consultants • Provision of full-scale support, including a mechanism for monitoring the performance of first-level consultancy
Continuing the implementation of the awareness-raising communication campaign to promote the brand and website content	<ul style="list-style-type: none"> • Repeating the communication campaign
Regularly conducting public opinion surveys to identify the needs of target groups for new types of information or content	<ul style="list-style-type: none"> • Conducting a sociological survey of consumers, SMEs and entrepreneurs (every 3-5 years)

Estimated level of human resources required to implement the Action Plan

Please see below the estimated number of human resources for the implementation of the Recommendations in the MoJ as the institution responsible for implementation during the preparation and implementation phases.

Role	Human resources required
Preparatory phase	
Project manager	~0.5 PLE
Implementation phase	
Execution of the pilot project and evaluation of the results	
Project manager	~0.5 PLE
IT specialist	Ad-hoc engagement
Communication specialist:	Ad-hoc engagement
Execution of full-scale activities	
Project manager	~0.5 PLE (needs to be reassessed after the pilot project is completed)
IT specialist	Ad-hoc engagement
Communication specialist	Ad-hoc engagement

Estimated funding required to implement the Action Plan

The funding for the implementation of the recommendations (excluding VAT) has been estimated for the implementation phase. No additional funding is required for the preparatory phase.

Preparatory phase: not applicable	
Implementation phase	
Execution of the pilot project and evaluation of the results	
EUR 100,019	Intended for the procurement of outsourced services (obtaining the website domain subscription, website development and training of MoJ employees (EUR 40,019 in total) ⁵ , execution of a communication campaign (EUR 60,000), which are critical for the implementation of activities.

⁵ The costs of outsourced services also include cybersecurity testing according to non-functional requirements and acquisition of the licences to provide the required web site functionality. The web site should be hosted by LSRTC in the government cloud infrastructure, which is free of charge for state institutions.

EUR 28,000	Intended for the procurement of outsourced services (development of technical specifications for the procurement, development of methodological materials for the implementation of the roadmap, organisation of consultant training and consultants' survey at the end of the pilot project) in the event that the MoJ chooses to outsource the execution of activities to a merchant rather than to conduct them internally.
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EUR 988 ⁶	Intended for the reallocation of the budget to the MoEPRD (SMUCSC) for the execution of the pilot project. Financing is required only if the agreement with the MoEPRD requires funding of the performance of the pilot activities.
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Total: EUR 129,007 + contingency expenses⁷ and inflation⁸ (total costs in 2025: EUR 163,437)

Execution of full-scale activities

Total one-time costs: EUR 37,000 + contingency expenses and inflation

EUR 20,500	Intended for the procurement of outsourced services (development of expanded functionality of the website and providing training to the employees of MoJ), which is of critical importance for the implementation of the activities.
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EUR 16,500	Intended for the procurement of outsourced services (development of technical specifications for procurement, organisation of training for consultants) in the event that the MoJ chooses to outsource the execution of activities to a merchant rather than to rely on internal resources to complete those activities.
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Total annual expenditure: EUR 80,346 + contingency expenses and inflation

EUR 71,676	Intended for outsourcing (website domain subscription, communication campaign and sociological research), which is of critical importance for the implementation of the activities.
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EUR 8,670	Intended for the reallocation of the budget to the MoEPRD (SMUCSC) to provide first-level support.
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Total:
EUR 117,346 + contingency expenses and inflation (total costs in 2026: EUR 151,637)

Benefit and quality indicators to be achieved

In order to measure the results achieved, the following indicators have been defined that measure performance at two levels:

- **Benefit indicators**⁹ provide an assessment of the directly achieved results of the implemented activities;
- **Quality indicators**^{10, 11} provide an assessment of the achieved impact of the implemented activities on the level of satisfaction of the needs and desires of society in relation to the services provided by public administration institutions in the field of the identification and resolution of financial distress.

For input indicators,¹² please see 1.3 Estimated level of human resources and funding required.

Benefit indicators	Implementation phase
	Execution of the pilot project and evaluation of the results

⁶ Such financing may be raised by SPS and LPA, which could lead to additional costs and are not included in the expected necessary funding for the pilot phase.

⁷ Contingency expenses account for 10% of the funding for the implementation of activities in 2022.

⁸ Macroeconomic forecasts of the Bank of Latvia - inflation is forecasted at 9.2% in 2023 and 3.4% in 2024. Inflation for 2025 and 2026 is assumed to be 2% according to standard practice.

⁹ Paragraph 41 of the Cabinet Instruction No. 16 "Methodology for the Development and Evaluation of the Results of Ministries and Other Central State Institutions and their Performance Indicators" of 17 November 2009.

¹⁰ Paragraph 42 of the Cabinet Instruction No. 16 "Methodology for the Development and Evaluation of the Results of Ministries and Other Central State Institutions and their Performance Indicators" of 17 November 2009.

¹¹ Quality indicators can be measured by conducting a periodic sociological survey of the target groups (see Recommendation 8).

¹² Paragraph 40 of the Cabinet Instruction No. 16 "Methodology for the Development and Evaluation of the Results of Ministries and Other Central State Institutions and their Performance Indicators".

- Number of unique website visits (26,629 per year).
- Number of completed roadmaps on the website (5,326 per year).
- Positive feedback on the website (at least 20% of visitors have left feedback, with 80% of the respondents giving an overall rating of 4 and 5 (on a 5-point scale)).
- Number of printed materials in the pilot project sites (SPS, LPA, SMUCSC) (expected to reach 1,347).
- Number of consultations provided by the SPS and LPA (853).¹³
- Consultants' assessment of the SPS and LPA pilot project (80% of respondents giving an overall rating of 4 and 5 (on a 5-point scale)).
- Number of consultations provided by SMUCSC (494).
- Consultants' assessment of the SMUCSC pilot project (80% of respondents giving an overall rating of 4 and 5 (on a 5-point scale)).
- Positive customer feedback on printed informational materials (at least 20% of the customers at the pilot project consultation points have agreed to provide their feedback, with 80% of the respondents giving an overall rating of 4 and 5 (on a 5-point scale)).
- Positive feedback from customers on the consultation visits (at least 20% of the customers agreed to provide their feedback, with 80% of the respondents giving an overall rating of 4 and 5 (on a 5-point scale)).
- Share of the target audience reached (50% of the total number of target audiences or 673,125 per year) by the awareness-raising campaign.¹⁴

Execution of full-scale activities

Assessing the usefulness of the performance indicators used in the pilot project after its completion and adjusting them as necessary.

Quality indicators¹⁵

- Compared to the sociological survey conducted within the framework of the Project, the number of consumers, SMEs and entrepreneurs who had difficulty finding or not finding information on identifying and solving financial distress has decreased by at least 50%¹⁶. From 64% to 32% for consumers (a drop of 32 p.p.), from 55% to 27% for SMEs (a drop of 28 p.p.) and from 51% to 25% for entrepreneurs (a drop of 26 p.p.).
- Compared to the sociological survey conducted within the framework of the Project, the number of consumers, SMEs and entrepreneurs who consider themselves insufficiently informed on issues related to the identification and resolution of financial distress has decreased by at least 50%. From 41% to 20% for consumers (a drop of 21 p.p.), from 36% to 18% for SMEs (a drop of 18 p.p.), and from 37% to 18% for entrepreneurs (a drop of 19 p.p.).
- Suggested solutions (website, Level 1 consultation points) are mentioned among **the top 5** sources used to find information about financial distress and its solution compared to the sociological survey conducted within the framework of the Project.
- The proportion of insolvency proceedings of legal entities, when a report on the absence of property is drawn up, decreased by at least 25% compared to the 2021 data. From 54% to 41% (a drop of 13 p.p.).

¹³ The benefit indicator may decrease if consultations are not held in all prisons managed by the LPA but on a selection basis.

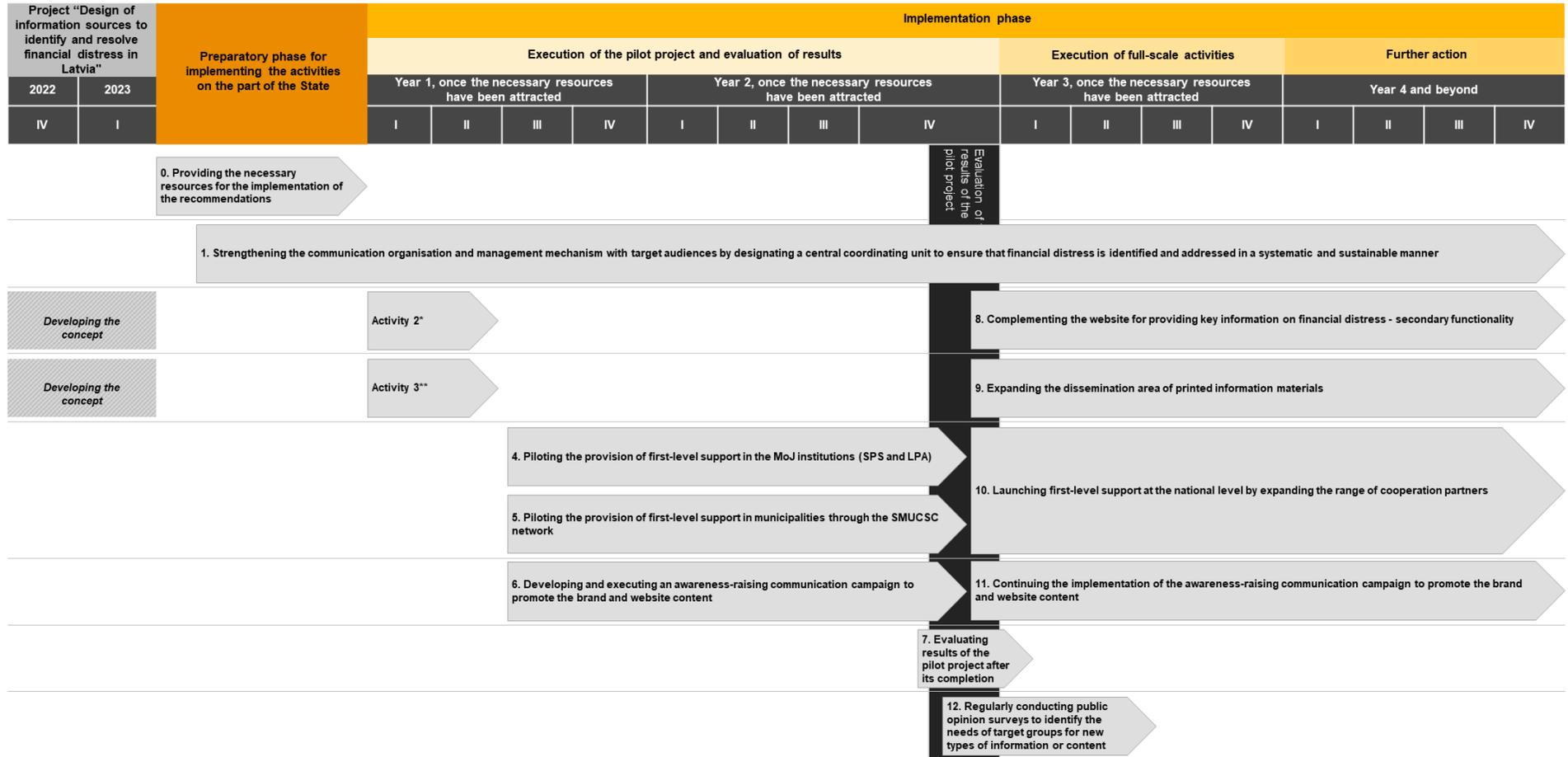
¹⁴ Benefit indicator for the recommended Level 2 informative awareness-raising communication campaign to promote the brand and website content.

¹⁵ It is recommended that the impact of the project is measured on a regular basis, after completing the pilot project.

¹⁶ 2021 Report of the Ministry of Justice on the current situation in the project "Design of information sources to identify and solving financial distress in Latvia", where of those respondents who have searched for information over the past 5 years, 64% of consumers, 55% of SMEs, 51% of entrepreneurs had found it with difficulty or had not found it at all. Viewed in 2022.

Timeline for the implementation of activities

Below is a sequential time plan for the implementation of activities, where the relationships between activities are identified. The action plan has been developed covering the preparation and implementation phases (see Chapter 2. Implementation timeline in the Excel file).



* 2. Developing a website for providing important information on financial distress – the core functionality (a roadmap)

** 3. Developing printed information materials with the most important content of the website (i.e. a "roadmap" in printed format)



Application of the report's results and next steps

- In the long term, the project aims to develop information on financial distress, including methodological and informative materials, as well as tools to help SMEs, entrepreneurs and consumers (target groups) identify and resolve financial distress (i.e. dissemination of information) outside the scope of the Project.
- The project is divided into seven phases. This is the fourth phase of the project. During the fourth phase, an Action Plan was developed which will be used in the next phases of the project:
 - During the fifth phase, the Content will be developed: the main features¹⁷ of the website and printed information materials will be described. The combination of both materials will provide the necessary general communicative content to identify and resolve financial distress for all three target groups (including representatives of the target groups with or without digital skills).
 - Within the framework of the sixth phase, information events are organised: they serve to present the Project recommendations and test the Content developed as part of the fifth phase. The information events will be organised according to the general principles of co-creation and representatives of the target groups (potential users of the Content) will be invited to test the core functionality of the website - the roadmap - and get acquainted with the usability of the printed information materials (comprehensibility of the text). The necessary clarifications found during testing are to be incorporated into the Content.

¹⁷ The core functionality includes a “roadmap”, which provides an opportunity for representatives of target groups, subject to answering questions assessing their situation, to receive general information and recommendations on the most appropriate solutions to the situation of financial distress.

Introduction

Project scope

Purpose of the project

The project aims to support the MoJ in developing information sources that will help target groups identify and resolve financial distress situations.

Scope of the project and report

The project is divided into seven phases. During the fourth phase, an Action Plan was developed, which will serve as a basis for the creation of deliverables for the next phases.

Figure 1. Scope of the report

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7
Opening message	Report on the current status	Recommendation report	Actions plan	Content	Informative measures	Final report
Develop the Project execution plan and summarise the decisions made in the initial phase of the Project.	Evaluate the current situation regarding the availability of information about available support and solutions for solving financial difficulties.	Develop recommendations on how to distribute the missing information about available support and solutions for solving financial distress to each target group.	Develop an action plan for information dissemination in accordance with the chosen strategy.	Develop communication content (including templates, checklists, etc.) in accordance with the recommendation report and action plan.	Organise informative events for target groups to inform them about the results of the Project.	Develop a final report that includes a summary of the results achieved within the Project and the experience gained.
Target groups analysed in the report						
Consumers	A natural person between the ages of 18-74 who expresses a desire to purchase, purchases or could purchase or use a product or service for a purpose that is not related to his economic or professional activity.					
SMEs	A limited liability company, joint stock company, general partnership or limited partnership that meets the definition of an SME:					
		Number of employees		Turnover		Balance
	Micro	< 10 and		≤ 2 million EUR or		≤ 2 million EUR
	Small	< 50 and		≤ 10 million EUR or		≤ 10 million EUR
	Average	< 250 and		≤ 50 million EUR or		≤ 43 million EUR
Entrepreneurs	Individual merchants, economic operators, individual (family) businesses, farmers/fisheries, and rural artisans' companies/farms.					

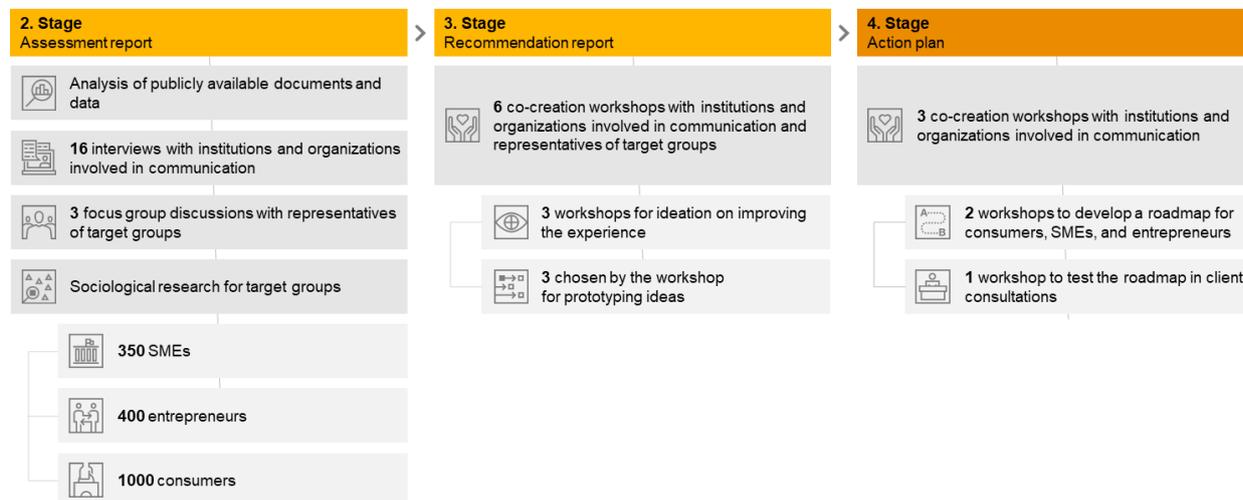
Purpose of the report

This report aims to develop an Action Plan for implementing the recommendations on communicating with SMEs, businesses and consumers about identifying and addressing financial distress.

Methodology

The Action Plan has been developed on the basis of the conclusions drawn in the Project Phase 2 Report on the current situation, the recommendations included in the Phase 3 Recommendation Report and the courses of action identified during the workshops organised as part of the development of the Phase 4 Action Plan. (See Figure 2).

Figure 2. Approach to the development of the Action Plan



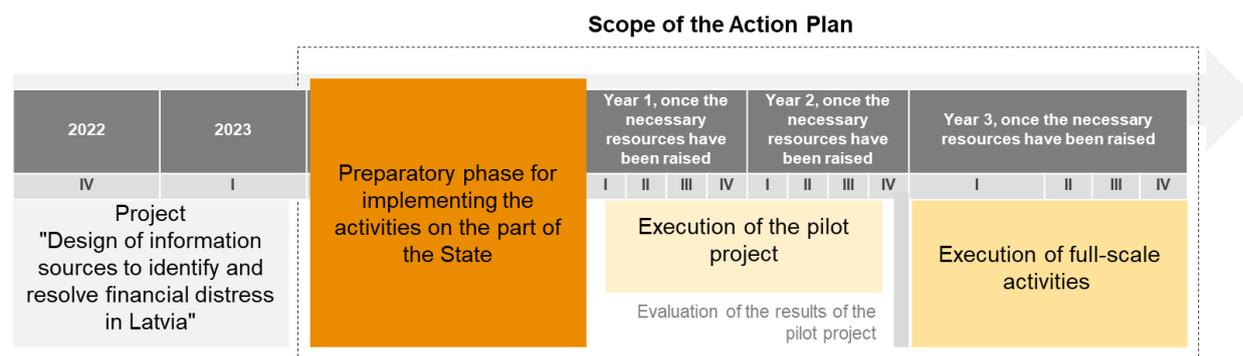
Chapter 1 “The strategy for implementing the recommendations” of the report defines the general objectives of the strategy and offers the most important activities to be implemented, the division of responsibilities (the institution or organisation responsible for the implementation of the activity and the institutions and organisations involved), as well as the necessary resources.

Chapter 2” Implementation timeline” of the report develops a coherent timeline and identifies relationships.

Limitations

The scope of the Action Plan covers the phases indicated below (see FigureFigure 3).

Figure 3. Scope of the Action Plan



This report details the activities for the period from 2023 to 2026 (preparatory phase, implementation of the pilot project and evaluation of the results), as full-scale activities depend on the results of the pilot project (planned for 2026). The report includes recommendations for the implementation of full-scale activities based on the current vision. However, following the pilot project, the results of the pilot project must be evaluated, identifying the necessary improvements, assessing the viability of the concept as an independent solution, as well as considering the introduction of long-term solutions with broader functionality.

The creative co-creation workshops organised as part of Phase 4 took place from 30 August 2022 to 2 September 2022 and involved institutions and organisations that, as indicated by the mapping of the parties involved, have a certain impact on the project and an interest in it:

- Participants of the working group established by the MoJ for the development of information sources to identify and resolve financial distress (MoE, MoF, MoW, MoJ, ICS, Court Administration, CRPC, SRS, SEA, BoL, LCCI, ECL, FLA, LALRG, LBA, and ALCIPA),¹⁸ as well as institutions and organisations related to various aspects of identifying and solving financial distress.
- Institutions outside the MoJ working group that have a prima facie impact on the implementation of recommended solutions but are not members of the working group (MoEPRD), as a potential source of information (websites) for managers and cooperation partners, or in the provision of consulting services to target groups (SPS, LPA, and MoEPRD).

¹⁸ Creative co-creation workshops from the working group did not include MoF, Court Administration, LCCI or LBA.

1. Action Plan for implementing the activities

The purpose of the chapter is to develop a strategy and plan for implementing the recommendations and identify key activities, persons responsible for implementation, necessary resources and performance indicators.

1.1. General objectives of the Action Plan

The Action Plan for implementing the recommendations has been developed on the basis of the **communication objective** defined in the Phase 3 Recommendation Report and the **recommendations** defined on the basis thereof for the achievement of this objective. For the practical application of the recommendations, the report provides detailed information on the activities to be performed, distribution of responsibilities, allocation of resources, timeline and considerations for mutual activities.

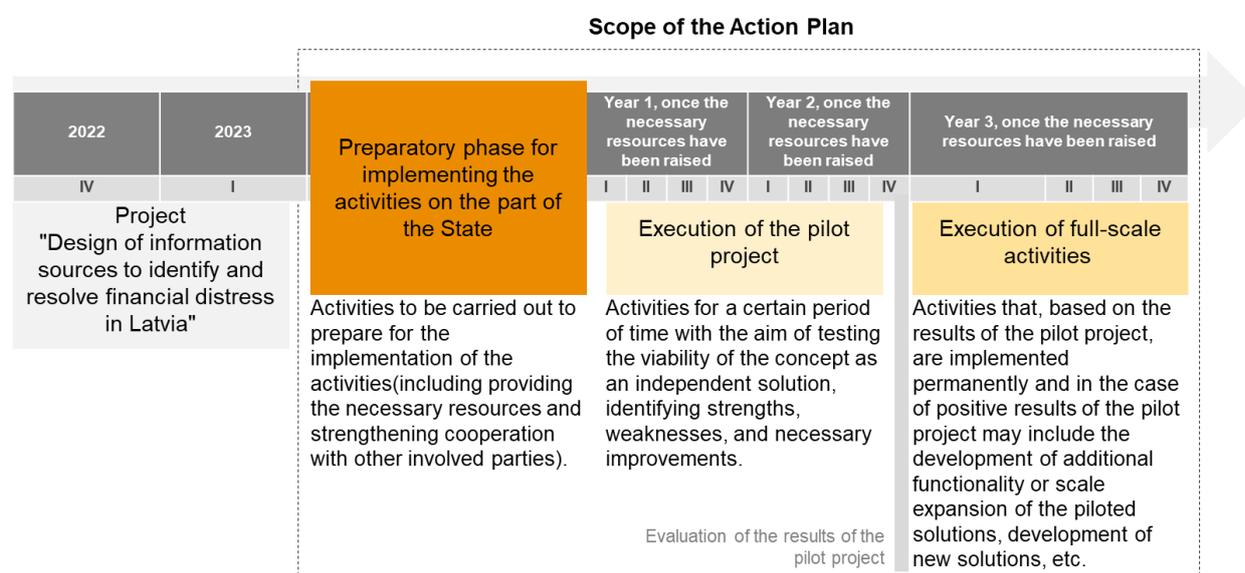
Purpose of communication:

Promoting timely and solution-oriented action by consumers, SMEs and entrepreneurs in situations related to the identification and resolution of financial distress by providing target groups with simple, easily accessible and understandable information, as well as advisory support and encouragement to act.

Scope of the Action Plan

The Action Plan describes aspects of the practical implementation of all the recommendations included in the Phase 3 Recommendation Report. The Action Plan is divided into two phases (preparatory and implementation phases) according to the timelines of their implementation (see Figure 4):

Figure 4. Phases covered in the Action Plan



Since identifying and resolving financial distress is a relatively narrow topic, it is intended that **all** recommendations will be implemented in order to achieve sufficient impact (see Table 1 and Table 2). It is for this reason that the Action Plan does not prioritise activities since all activities are considered essential for the implementation of the reform and the achievement of the desired effect.

Almost all recommendations contained in the Action Plan and resulting activities are applicable to all three target groups of the project, i.e. SMEs, entrepreneurs and consumers. The only activity that applies only to consumers is "4". Piloting the provision of first-level support in the MoJ institutions (SPS and LPA) is required.

Table 1. Recommendations to be implemented during the Preparatory phase

Preparatory phase for the implementation of the activities by the State	
General	
0	Providing the necessary resources for the implementation of the recommendations
Communication organisation and management mechanism	
1	Strengthening the communication organisation and management mechanism with target audiences by designating a central coordinating unit to ensure that financial distress is identified and addressed in a systematic and sustainable manner

Table 2. Recommendations to be followed during the implementation phase

Communication channels	
Execution of the pilot project and evaluation of the results	
2	Creating a website to provide key information related to financial distress - functionality (the roadmap). ¹⁹ Informing and explaining the main problems related to financial distress and the responsibilities of institutions, helping the user navigate through the amount of information and directing the user to the most relevant information already available on various websites
3	Developing printed information materials with the main content of the website (i.e. a “roadmap” in printed format and the main content included on the website)
4	Piloting the provision of first-level support in the MoJ institutions (SPS and LPA)
5	Piloting the provision of first-level support in municipalities through the SMUCSC network.
Developing and implementing an informative awareness-raising communication campaign to promote the brand and website content	
Communication campaign (Level 1: Mandatory activities to be carried out)	
Placing information on partner channels, disseminating information among organisations and professional associations, informing the media about current events in the field and introducing communication channels,	
6	social network communication on the social media accounts of the project holder, Google Ads solution
Communication campaign (Level 2: Mandatory recommended activities)	
Public awareness campaigns (media relations, environmental objects, direct communication, events, etc.), advertising campaigns (Internet, radio), social network communication on specially created social network accounts, content project on one of the largest national portals, participation or placement of materials in events organised by partners	
7	Evaluating the results of the pilot project
Execution of full-scale activities	
8	Supplementing the website for the provision of key information related to financial distress – secondary functionality ²⁰
9	Expanding the scope of dissemination of the printed information materials
10	Implementing first-level support at the national level by expanding the range of cooperation partners
11	Continuing to implement an awareness-raising communication campaign to promote the brand and website content
12	Regularly conducting public opinion surveys to identify the needs of target groups for new types of information or content.

A detailed timeline for the implementation of recommendations and mutual activities is included in Chapter 2. Implementation timeline of the report.

¹⁹ The core functionality includes a “roadmap”, which provides an opportunity for representatives of target groups, subject to answering questions assessing their situation, to receive general information and recommendations on the most appropriate solutions to the situation of financial distress.

²⁰ Secondary functionality includes personalised tools for assessing the financial situation, a tutorial on how to navigate the site and its digital solutions, the ability to subscribe to news and a forum or place for voluntary support and exchange of experiences.

1.2. Activities to be carried out

1.2.1. General activities

0 Providing the necessary resources for the implementation of the recommendations

No.	Activity	Comment	Responsible institution
0.1	Attracting human and financial resources necessary to implement the recommendations	<p>The overall level of human resources and additional funding expected to implement the recommendations is shown in Table 3 and Table 4.</p> <p>Considering that without additional funding the implementation of several activities becomes impossible, the most important thing at this phase is the identification of potential sources of funding and the performance of the activities necessary to obtain funding.</p>	MoJ

1.2.2. Activities to implement the communication organisation and management mechanism

1 Strengthening the communication organisation and management mechanism with target audiences by designating a central coordinating unit to ensure that financial distress is identified and addressed in a systematic and sustainable manner.

The implementation of the recommendation requires the designation of a central coordinating unit, which includes:

- **Designating a ministry** responsible for coordinating these issues and implementing a policy that serves multiple purposes.
- **Establishing an inter-institutional council** to ensure the management and control of strategic communication on financial literacy, early warnings and solutions to financial distress, as well as overseeing the implementation and administration of nationwide communication solutions and monitoring and administering their activities.

Two alternatives for the implementation of the recommendation have been identified. The alternative recommended by PwC is Alternative 1, which requires the mandatory participation of the parties involved.

No.	Activity	Comment	Responsible institution	Parties involved
Alternative 1:				
		<ul style="list-style-type: none"> • Coordinating ministry – assigned by the Cabinet²¹ • Inter-institutional council, participation in which is binding (mandatory) for the relevant stakeholders (under the regulation issued by the Cabinet) 		
1.1a	Preparing a draft Regulation of the Cabinet for submission to the Cabinet	The draft Regulation of the Cabinet of Ministers should stipulate the need to develop a coordinated policy in the comprehensive solution of financial distress and establish an inter-institutional coordinating council, the participation in which is binding for relevant stakeholders	MoJ	-
1.2a	Establishing the council	The Cabinet should issue regulations of the Cabinet on the establishment of an inter-institutional coordinating council, approving the by-laws for its activities. The by-laws shall define the functions ²² , responsibilities and rights of the council, numerical composition of	Cabinet	Ministries (MoJ, MoE, MoF, MoW, MoEPRD, MoES) and their subordinate institutions, BoL, non-

²¹ We see an opportunity for the MoJ to be a coordinating ministry in relation to the fact that MoJ is the responsible authority for insolvency policy, which most directly corresponds to the area of identifying and solving financial distress.

²² Examples of Council functions:

- developing policies on identifying and resolving financial distress and coordinating cooperation with other institutions to ensure effective exposure of all target groups;
- ensuring the management and control of strategically organised communication on financial literacy, early warning and solutions to financial distress;
- implementing nationwide communication solutions, administering and monitoring their activities (including coordinating the use of common terms and definitions and developing common guidelines for communication on all issues related to the identification and resolution of financial distress);
- conducting regular analyses of target group behaviour.

No.	Activity	Comment	Responsible institution	Parties involved
		the council (corresponding representation), management of the council, operation of the council and ensuring the work of the council. According to the regulation, the relevant authorities must delegate representatives (at the level of state secretaries) for independent participation in the council.		governmental organisations (ECL, LCCI), LALRG, etc. as necessary
1.3a	Organising the work of the inter-institutional council	The responsible ministry will perform the function of a secretariat.	The responsible ministry ²³	Ministries (MoJ, MoE, MoF, MoW, MoEPRD, MoES) and their subordinate institutions, BoL, non-governmental organisations (ECL, LCCI), LALRFG, etc. as necessary
Alternative 2:				
<ul style="list-style-type: none"> Coordinating Ministry – MoJ An inter-institutional coordinating council operates on the principle of voluntary and mutual cooperation (internal regulatory act issued by the MoJ) 				
1.1b	Establishing the council	The MoJ should issue an order for the establishment of an inter-institutional coordinating council and develop a by-law for its activities. According to the order, the relevant authorities must delegate representatives to participate in the council.	MoJ	Ministries (MoE, MoF, MoW, MoEPRD, MoES) and their subordinate institutions, BoL, non-governmental organisations (ECL, LCCI), LALRG, etc. as necessary
1.2b	Organising the work of the inter-institutional council		MoJ	Ministries (MoE, MoF, MoW, MoEPRD, MoES) and their subordinate institutions, BoL, non-governmental organisations (ECL, LCCI), LALRG, etc. as necessary

²³ See above.

1.2.3. Activities for implementing information sources and channels

2 Developing a website for providing key information related to financial distress - core functionality (the roadmap)

The implementation of the recommendation requires the development of **the core functionality** of the website - the “**roadmap**”, which provides an opportunity for representatives of target groups, subject to answer questions assessing their situation, to receive general information and recommendations on the most appropriate solutions to the situation of financial distress. The main function of the "roadmap" is to provide the user with an answer to the question in the most convenient and simple way or provide information related to the desired topic, redirecting the user from the website to the resources of other state administration institutions, the location of more specific and detailed information. The roadmap will be interactive user-friendly online tool that will take users through an assessment process of their financial situation and help the users to reach a solution to their problem.

The road map is designed as a web browser-based questionnaire (in question/answer format), where the user initially chooses his persona - a natural person (by which is understood a consumer within the scope of this report) or an entrepreneur (by which is understood a SME or an entrepreneur within the scope of this report). Based on the initial choice, the user is presented with corresponding questions for evaluating the financial situation. If identified that the user may be experiencing financial difficulties, additional questions are presented to help to identify and prioritize the solutions/outcomes available to the user for resolving financial difficulties.

If the user is **not identified as experiencing financial difficulties** (by which we mean the inability to meet their financial obligations), then, depending on the answers given, an assessment of their financial situation is displayed on the questionnaire's results page and a suggestion for exploring additional resources (e.g., budgeting) on the website is made for the user to improve its knowledge in various aspects of finance.

If the user **is identified as experiencing financial difficulties**, then on the results page, in addition to the assessment of the financial situation and suggestions, the user also is presented with the solutions/results (and explanatory information) available to him/her in a prioritized order:

- Natural persons: suggestions for improving the financial situation, debt agreement, insolvency proceedings of a natural person, debt release from small debts, and creditor enforcement and debt collection
- Entrepreneurs (available solutions/results depend on the form of business): suggestions for improving the financial situation, reorganization, informal restructuring, company liquidation, formal restructuring, insolvency proceedings of a legal entity, insolvency proceedings of a natural person, and creditor enforcement and debt collection.

The user is further directed to other publicly available information resources related to aspects of resolving financial difficulties and/or financial literacy.

Prototypes of the website and printed materials (including the road map) will be developed more in detail within the scope of the fifth phase of the Project ("Content").

No.	Activity	Comment	Responsible institution	Parties involved
2.1	Developing a prototype website (a roadmap)	The content developed as part of Phase 5 of the project would include a prototype of the website, including:	PwC	MoJ

No.	Activity	Comment	Responsible institution	Parties involved
		<ul style="list-style-type: none"> the content of the roadmap, i.e. summarising the range of main topics, developing questions and solutions, as well as the necessary supporting texts linking the roadmap to other websites developing an algorithm for the content contained in the roadmap the design guidelines. 		
2.2	<p>Compiling a list of contact points for institutions, organisations, bank and non-bank lenders that customers can turn to for assistance for various aspects of financial distress</p>	<p>It is recommended to include this list in the relevant sections of the roadmap that indicate the approach to a particular institution, organisation, bank or non-bank lender. The contact persons concerned should be informed that they will be approached by users of the roadmap and must be able to answer questions. The list must be updated as needed or at the initiative of the MoJ, requesting information about contacts on a quarterly basis.</p>	MoJ	BoL, MoE, IDAL, CRPC, MoEPRD, MoF, SRS, ICS, MoW, SEA, FCMC, ECL, LBA, FLA, ALCIPA, bank and non-bank lenders, etc. ²⁴
2.3	<p>Preparing procurement documents, announcing the tender and ensuring the procurement procedure for the development of the website</p> <p>MoJ can choose two alternatives to develop a website. <u>The alternative recommended by PwC is Alternative 1.</u></p> <p>Alternative 1: implementing such a project independently and ensuring the operation (hosting) of the created website outside the single platform of the websites of central and local government institutions.²⁵</p> <p>Alternative 2: implementing such a project as a pilot project in a project contemplated by the State Chancellery on the further development of the single platform of websites of central and local government institutions by implementing the functionality for creating thematic websites.</p>	<p>The technical specifications of the procurement will include:</p> <ul style="list-style-type: none"> functional requirements for the development of at least the following sections of the website in Latvian (home page of the website; website news; interactive tool - roadmap; filing system section of state institutions or what kind of information can be found on other most important partner sites, contact section; possibility to provide feedback on the functionality and content of the website); functional requirements for searching for information, i.e. requirements for search engine optimisation (SEO) and interactive information selection. non-functional requirements, including website testing (Top 10 Web Application Security Risks), two-year warranty and maintenance (functionality), and training of the MoJ staff; organisational requirements for the implementation of the project. <p>Provisional type of procurement: procurement in accordance with Section 9 of the Public Procurement Law (up to EUR 41,999).</p>	MoJ	<i>The task of drawing up the procurement documents can also be outsourced to a merchant</i>

²⁴ The list of listed institutions can be supplemented as necessary, e.g. in connection with the provision of psychological support.

²⁵ The website is intended to divert users to other public resources (links to other sites will be included on the website). There is no electronic exchange of information envisaged (integration with other sites).

No.	Activity	Comment	Responsible institution	Parties involved
	<u>A detailed overview of both alternatives is included in Annex 1.</u>			
2.4	Buying Robusta TL Pro typeface	A unified visual identity of public administrations – an element of standard graphic design.	MoJ	State Chancellery
2.5	Obtaining the website domain subscription	MoJ provides registration and maintenance of the domain selected for the website. In the case of the "gov.lv" domain, it will practically be provided by the public joint-stock company Latvian State Radio and Television Centre ²⁶ . In the case of the ".lv" domain, it will be practically provided by the Network Solutions Division (NIC) of the Institute of Mathematics and Informatics of the University of Latvia. ²⁷	MoJ	LSRTC or the IMI of UoL
2.6	Ensuring technical development of the website, testing of the functionalities with representatives of target groups and involved public administration institutions and implementation	In accordance with the technical specification of the procurement procedure and the terms of the development contract.	The service provider selected in the procurement process	MoJ and the institutions of public administration involved
2.7	Training of the website's maintenance staff in the administration thereof	In accordance with the technical specification of the procurement procedure and the terms of the development contract. The training costs are included in the costs of developing the core functionality of the website.	The service provider selected in the procurement process	MoJ
2.8	Keeping the website operational (core functionality)	This includes administering the core functionality (including reviewing and updating information on the website and related pages). Consequently, it is necessary to agree on the division of responsibilities with the parties involved to review and update the information on the website and linked pages.	MoJ	BoL, MoE, IDAL, CRPC, MoEPRD, MoF, SRS, ICS, MoW, SEA, FCMC, ECL, LBA, FLA, ALCIPA, bank and non-bank lenders, etc. ²⁸

²⁶ Latvian State Radio and Television Centre. Maintaining of the Gov.lv domain. Viewed in 2022.

²⁷ The Networks solutions Divisions of the Institute of Mathematics and Informatica of the University of Latvia. About us. Viewed in 2022.

²⁸ The list of the listed institutions may be supplemented as necessary, e.g. in connection with the use of information resources of other institutions or organisations.

3 Developing printed information materials with the main website content (i.e. a “roadmap” in printed format).

The implementation of the recommendation requires the development of printed information materials containing the main content of the website, so as not to exclude people with low digital literacy or people who prefer face-to-face communication channels from the circulation of information.

No.	Activity	Comment	Responsible institution	Parties involved
3.1	Developing a prototype of printed information materials (the roadmap)	<p>The content developed as part of Phase 5 of the project would include a prototype of printed informative materials, including:</p> <ul style="list-style-type: none"> • prepared in the form of a list of key solutions. Questions and answers are assigned a certain number of points, after which the user of the material understands which solutions in a particular case have priority; • the content of the national authorities' files, including general information on the responsibilities of each institution and its capacity to advise on matters of financial distress; • information about the content of the website and its features, encouraging users of printed materials to use wider functionalities on the website; • design guidelines. 	PwC	MoJ
3.2	Delivering the developed materials for use at pilot sites - SPS and LPA, in the SMUCSC and ensuring the use of the information material for piloting purposes	<p>It is intended that the website provides an opportunity to download a printed file of information material (in Latvian) so that everyone can print it and use it as needed (including issuing it to people with low digital skills or those who prefer to use printed materials).</p> <p>During the pilot phase of the project, it is envisaged that representatives of the SPS, LPA and SMUCSC will print out the material upon request.</p>	MoJ	SPS, LPA, SMUCSC

- 4 Piloting the provision of first-level support in the MoJ institutions (SPS and LPA).**
- and**
- 5 Piloting the provision of first-level support in municipalities through the SMUCSC network.**

The implementation of the recommendation provides for the provision of the first-level of support to the customers of the SPS,²⁹ LPA³⁰ and SMUCSC in terms of identifying and solving financial distress through a network of information agents (SPS, LPA and SMUCSC specialists). The activities of providing first-level support of the pilot activities (SPS, LPA and SMUCSC) are viewed together as they are the same regardless of the consulting provider.

First-level support would include at least the following activities:

- informing about the available sources of information on the identification and resolution of financial distress – the website (see Chapter 2 Creating a website to provide key information related to financial distress) and printed information materials (see Chapter 3. Developing printed information materials with the main content of the website, i.e. the “roadmap” in the printed format and the main content included on the website);
- providing information on the main topics related to the identification and resolution of financial distress;
- referral to the relevant authorities and organisations for personalised and competent support (as appropriate).

The support provided would focus on raising awareness and understanding of general financial literacy issues (budgeting, financial risk awareness needs) and proposed solutions to financial distress, ultimately enabling target groups to make better informed financial decisions. Pilot projects will provide an opportunity to test the established website and printed materials.

No.	Activity	Comment	Responsible institution	Parties involved
4.1 and 5.1	Agreeing on the scope of the pilot project	It is necessary to agree on such aspects as: <ul style="list-style-type: none"> • the scope of the service; • the scope of³¹the pilot test; 	MoJ	SPS, LPA, SMUCSC, and MoEPRD

²⁹ During the implementation of the pilot project, the SPS must take into account the restrictions set by the law, which apply to probation clients (including persons under electronic monitoring).

³⁰ During the implementation of the pilot project, the LPA must take into account the restrictions set by the law, which apply to imprisoned persons (including the possibility of using technical means to apply and use the available solutions when in financial distress - access to a telephone, computer, Internet, use of an e-signature, fulfilment of the repayment plan with income obtained in prison, etc.).

³¹ PwC recommends that the pilot project be carried out in:

No.	Activity	Comment	Responsible institution	Parties involved
		<ul style="list-style-type: none"> financing conditions. 		
4.2 and 5.2	Developing methodological material on the use of the roadmap and training for customer consultants	<p>Training topics:</p> <ul style="list-style-type: none"> Functionality and use of the roadmap; Legal and financial solutions included in the roadmap; Presenting the roadmap to the customer and informing them about the content and application possibilities of the roadmap; Procedure for identifying the customer's progress/situation after the first consultation. <p>The training would be integrated into existing consultant training.</p>	MoJ	SPS, LPA, SMUCSC <i>The task of developing methodological material and conducting training can also be outsourced to a merchant</i>
4.3 and 5.3	Establishing a communication mechanism with consultants	<p>Recommended:</p> <ul style="list-style-type: none"> Designating a responsible person to provide the necessary support to the SPS, LPA and SMUCSC consultants on the functionality and application of the roadmap and the legal/financial solutions included in the roadmap in a meaningful manner. Creating a communication platform (co-creation site) for the project team (MoJ) and consultants involved in the first-level support. On the co-creation site, it would be possible to view methodological materials, send questions to the responsible person of the MoJ, as well as exchange questions, insights, experiences, and recommendations. 	MoJ	-
4.4 and 5.4	Executing the pilot project		SPS, LPA, SMUCSC	MoJ

- SMUCSC: the total number - (four - in Vidzeme, four - in Zemgale, four - in Latgale, and four - in the historical counties of Kurzeme), at least one NSMUCSC of regional significance in each county, three meanings of the county. MoEPRD ensures the identification of SMUCSC in relation to the desire to engage in a pilot project on providing advice to clients for identifying and solving financial distress and offers a list of interested SMUCSC.
- SPS and LPA– in all prisons managed by LPA, which house adult persons (Daugavgriva prison, Ilguciems prison, Jelgava prison, Jekabpils prison, Liepaja prison, Olaine prison, Riga central prison, Valmiera prison), or on selection basis and in all branches of the SPS.

6 Developing and executing an awareness-raising communication campaign to promote the brand and website content

The implementation of the recommendation requires the development and execution of an awareness-raising communication campaign in order to promote the brand and website content, as well as the places to receive face-to-face consultations. The communication campaign is possible at three levels, the first and second of which are mandatory, and the third is recommended based on available resources. Choosing a higher level ensures better audience reach.

Communication campaign (Level 1: Mandatory activities to be carried out and repeatable activities for maintaining communication): placement of information on partner channels, dissemination of information among organisations and professional associations, informing the media about current events in the field and introducing communication channels, social network communication on the social media accounts of the project holder, *Google Ads* solution.

Communication campaign (Level 2: Mandatory activities to be carried out and repeatable activities for maintaining communication): public information campaigns (media relations, environmental objects, direct communication, events, etc.), advertising campaigns (Internet, radio), social network communication on specially created social network accounts, a content project on one of the largest national portals, participation or placement of materials in events organised by partners.

Communication campaign (Level 3: Additional recommended activities): compared to Level 2, a broader advertising and public awareness campaign depending on the budget, including an expanded range of communication channels both at the national and regional levels (Internet, environment, radio, regional press, public transport, special public awareness measures, etc.). In addition, a special series of TV broadcasts or radio/podcast has been developed and communication between influencers and public figures has been used.

No.	Activity	Comment	Responsible institution	Parties involved
6.1	Selecting the level of the communication campaign, developing the procurement documentation for the communication campaign, announcing the procurement and ensuring the procurement procedure	<p>Information to be included in the technical specifications of the procurement:</p> <ul style="list-style-type: none"> Goals and tasks of the campaign, results to be achieved; The campaign's target audiences; The campaign's key communication channels; The campaign's partners and opportunities for parties; Stakeholders related to the achievement of campaign objectives (other than the campaign partners) and their information plan (e.g. credit institutions and various associations of organisations and professionals) <p>It is recommended that Level 1 and Level 2 communication campaigns are implemented at the beginning of the pilot project to ensure their</p>	MoJ	BoL, MoE, IDAL, CRPC, MoEPRD, MoF, SRS, ICS, MoW, SEA, FCMC, ECL, LBA, FLA, ALCIPA, bank and non-bank lenders, etc. ³²

³² The list of listed institutions may be supplemented as necessary, e.g. in connection with the involvement of other institutions or organisations in the activities of a communication campaign.

No.	Activity	Comment	Responsible institution	Parties involved
		<p>success. The implementation of any new solution requires a targeted communication campaign, and Level 1 reaches only a small portion of the target audience but provides good means of maintaining communication. The pilot project requires wide-ranging communication activities at the beginning, which are included in Levels 1 and 2 of the campaign.</p>		
6.2	Executing the communication campaign of the chosen level		The service provider selected in the procurement process	MoJ

Recommendations for executing the communication campaign

Previous research indicates only insignificant differences in the information sources used by target audiences; therefore, it is recommended to use information sources that are common for all target audiences and, above all, unified communication channels, with minor differences, in order to ensure a greater amount of reach in each individual target audience.

Plan for communicating with SMEs

The results³³ of carrying out the project suggest that the target audience of SMEs most often indicated that they had been looking for information related to financial distress over the past five years, so it is important to reach a wide target audience already in the pilot project. The evaluation of the current situation for SMEs showed the following characteristics specific to the target audience:

- High digital literacy (the most commonly used sources of information are digital);
- More frequent recourse to specialists than in other target audiences;
- The most frequent contact with public administration institutions such as the SRS, RoE and SSIA.

Therefore, for communication with SMEs, we recommend:

- Placing banners on new solutions and sources of information for solving financial distress on the websites of public administration institutions and similar ones, which are most often consumed by SMEs on the websites of public institutions (SRS, Altum, IDAL, MoF, MoE), websites of local governments, websites of credit institutions (banks) and Latvija.lv portal;
- Including solutions and explanations relevant to the target audience in the content of the roadmap, but in formal language, as SMEs have most likely already encountered the concepts mentioned in the solutions in one of the company's life cycles;
- Ensuring that information on the sources of information generated by the project is made available to various organisations and professional associations where contact with SME representatives is possible;
- Using the concepts most often related to financial distress on the developed website, so that the website developed by the project is offered to SMEs through an internet search engine;
- Ensuring, in communication campaigns, that advertising banners or other forms of website integration created by the project are included on the websites of the public administrations with which SMEs have the most frequent contact (SRS, RoE and SSIA); to ensure that the staff of the above-mentioned institutions are aware of the sources of information generated by the project and can recommend them to SMEs in financial distress or at risk;
- Ensuring that the communication content, regardless of the chosen information sources and the level of communication campaigns, includes messages that are relevant to SMEs, e.g. by mentioning that SMEs are an important part of the national economy, so the positive outcome of each situation is of national importance. The messages must include trust in SMEs and their ability to develop their economic activities with a significant contribution to the economy;
- Using an encouraging, supportive and solution-oriented communication style;
- Including case stories and interviews with SME representatives in the media sections of communication campaigns, in which they share their experiences of solving various situations of financial distress and encourage others to follow their example.³⁴

³³ 2021 report of the Ministry of Justice on the current situation in the project "Design of information sources to identify and resolve financial distress in Latvia". Viewed in 2022

³⁴ We recommend contacting ECL and LCCI, which are members of the MoJ working group of this Project and are the largest business-related associations in Latvia, to invite their members, who represent various industries, to share their experience.

Plan for communicating with entrepreneurs

The results³⁵ of carrying out the project on entrepreneurs showed the following characteristics specific to the target audience:

- When solving situations of financial distress, entrepreneurs will most often seek advice from acquaintances, credit institutions or specialists;
- Entrepreneurs use digital solutions on a daily basis, in communication with public administrations and in carrying out business-related processes;
- Entrepreneurs most often search for information on the websites of state institutions (SRS, RSS, Altum, SEA, MoE), simply in the Internet search engine, on municipal websites, on the websites of credit institutions (banks) and on the Latvija.lv portal.

Therefore, for communication with entrepreneurs, we recommend:

- Including stories of experience in communication campaigns, creating the impression that many entrepreneurs with similar profiles have found and solved financial distress;
- Ensuring that credit institutions and various associations of organisations and professionals are aware of the sources of information generated by the project and can, if necessary, inform the entrepreneur about them;
- Leaving various solutions to financial distress in formal language, because, most likely, most terms and concepts will be recognised by entrepreneurs or left to decide on solving financial distress in the hands of professionals;
- Using the digital sources of information developed by the project to communicate with the target audience; include in the roadmap on the website solutions to financial distress for entrepreneurs;
- Placing banners on new solutions and sources of information in solving situations of financial distress on the above-mentioned websites of state institutions used by entrepreneurs - SRS, RSS, Altum, SEA, MoE, Internet search engines, municipal websites, websites of credit institutions (banks) and Latvija.lv portal;
- Emphasising, in the content of communication, how important entrepreneurs are for the national economy of Latvia, how many different support measures are available, and promoting confidence that the work of public administration institutions is aimed at saving each company;
- Maintaining a formal but encouraging communication style, asking to deal with situations of financial distress and find an opportunity to continue doing business.

Plan for communicating with consumers

The results³⁶ of carrying out the project on consumers showed the following characteristics specific to the target audience:

- Although digital solutions are used by the majority of consumers to obtain information, a small segment of the population prefers printed materials, does not apply digital solutions on a daily basis or does not feel comfortable using them. This segment of the population also includes a small segment that prefers printed materials;
- Consumers search for information on the websites of state institutions (SRS, SEA, CRPC, Altum), internet search engines, municipal websites, Latvija.lv portal, websites of credit institutions (banks), and websites of non-bank lenders;
- The regulatory framework does not impose mandatory points of contact with authorities for consumers, but consumers also inevitably come into contact with various public administrations seeking support or solutions to financial distress.

³⁵ 2021 Report of the Ministry of Justice on the current situation in the project "Design of information sources to identify and resolve financial distress in Latvia". Viewed in 2022

³⁶ 2021 Report of the Ministry of Justice on the current situation in the project "Design of information sources to identify and resolve financial distress in Latvia". Viewed in 2022

Therefore, for communication with consumers, we recommend:

- Using printed information materials;
- When developing printed information materials, use as simple language as possible;
- Including, in solutions to financial distress for consumers, explanations of terms in as detailed and simplified language as possible;
- Placing information banners and linking them to the website created by the project on websites that consumers use to obtain information, i.e. websites of public institutions (SRS, SEA, CRPC, Altum), internet search engine, municipal websites, Latvija.lv portal, websites of credit institutions (banks) and websites of non-bank lenders;
- Using the keywords most commonly used by consumers in website development so that the website developed by an internet search engine presents the website developed by the project to consumers as one of the first sources of financial distress;
- Using a simplified language (where possible - light language);
- Using an encouraging communication style, emphasising the discreetness and applicability of the generated sources of information in a place and time convenient for the consumer, avoiding any external evaluation or potential condemnation,
- Engaging public figures in the materials of communication campaigns, especially addressing consumers, who share their experience in solving financial distress and encourage others,
- Using lifestyle media, national and regional news channels to reach consumers,
- Including experience stories in promotional materials (e.g. content projects on popular internet news portals would result in reaching the passive part of the consumer target audience).

7 Evaluating the results of the pilot project

No.	Activity	Comment	Responsible institution	Parties involved
7.1	Evaluating the pilot project and deciding on actions after completion of the pilot project	As part of the evaluation, it is recommended to identify the following aspects:		
		Website: number of visitors to the website, feedbacks and their content, i.e. indications of missing information, comments on functionality or other feedback.	MoJ	
		Printed information materials: usefulness to be determined by: <ul style="list-style-type: none"> identifying and surveying the employees of the institutions involved in the pilot project on the observed customer satisfaction when using the printed roadmap (functionality, concepts, proposed solutions, etc.); collecting feedback on printed information materials from visitors to face-to-face consultations. 	MoJ	SPS, LPA, SMUCSC
		Pilot project LPA, SPS, SMUCSC: includes the following aspects: <ul style="list-style-type: none"> the scope of the service; regional coverage; provision of teaching and methodological materials; sufficiency of training; technical support; the required and actual degree of preparedness for the customer³⁷; feedback from consultants on other aspects of the consultation. Customer advisors should be interviewed on the following topics: <ul style="list-style-type: none"> Customer difficulties when using the roadmap (incomprehensible functionality, concepts, solutions, further actions, etc.); Difficulties of consultants in advising the customer using a roadmap (incomprehensible functionality, concepts, solutions, redirecting clients to relevant sources of information, awareness of the client's situation, etc.).	MoJ	SPS, LPA, SMUCSC <i>The task of collecting feedback can also be outsourced to a merchant</i>

³⁷ For example, a completed roadmap questionnaire, contracts with lenders, material for determining the customer's profile, etc. documents and/or information

No.	Activity	Comment	Responsible institution	Parties involved
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Communication campaign: audience reached (number of website visitors, number of printouts of information materials, impressions of various information banners, indicators of publicity and audience reached by advertisements).

8 Complementing the website for providing key information on financial distress – secondary functionality

The implementation of the recommendation provides for the development of **secondary functionality** of the website, i.e. personalised tools for assessing the financial situation, a tutorial on how to navigate the website and its digital solutions, the possibility to subscribe to news and a forum or place for voluntary support and exchange of experience.

No.	Activity	Comment	Responsible institution	Parties involved
8.1.	Based on the results of the evaluation, develop the procurement documentation for the website (with secondary functionality), launch the call for tenders and ensure the procurement procedure	The technical specification will include: a) the functional requirements for the development of at least the following sections of the website: <ul style="list-style-type: none"> an interactive tool for assessing the financial situation; the opportunity to subscribe to the newsletter; forum (as an alternative, the implementation of the functionality of the virtual assistant may be considered). (b) non-functional requirements, including testing of secondary functionality and training of MoJ employees; (c) organisational requirements for the execution of the project. Preliminary type of procurement: procurement in accordance with Section 9 of the Public Procurement Law (up to EUR 41,999)	MoJ	<i>The task of preparing the procurement documents can also be outsourced to a merchant</i>
8.2	Ensuring the technical development of the website, testing of the functionalities with the target groups and public administrations involved, and its implementation	In accordance with the technical specification of the procurement procedure and the conditions of the development contract.	The service provider selected in the procurement process	MoJ and the institutions of public administration involved
8.3	Training of the website maintenance staff in the administration thereof (secondary functionality only)	In accordance with the technical specification of the procurement procedure and the conditions of the development contract.	The service provider selected in the procurement process	MoJ
8.4	Keeping the website operational (secondary functionality)		MoJ	BoL, MoE, LIDA, CRPC, MoF, SRS, ICS, MoW, SEA, FCMC, ECL, LBA, FLA, ALCIPA, bank and non-bank lenders, etc. ³⁸

³⁸ The list of listed institutions may be supplemented as necessary, e.g. in connection with the use of resources of other institutions or organisations.

9 Expanding the scope of dissemination of printed information materials

No.	Activity	Comment	Responsible institution	Parties involved
9.1	Agreeing with stakeholders on the dissemination of information materials	<p>It is recommended to consider the possibility of placing information materials in the network of Latvian libraries, social services of local governments, customer service points of State institutions and elsewhere, if necessary.</p> <p>Using requests from individuals and legal entities for the delivery of printed materials placed through a helpline/e-mail can be considered as an additional dissemination alternative, ensuring delivery via Latvijas Pasts.</p>	MoJ	
9.2	Disseminating information materials	Providing the cooperation institutions with digital copies.	MoJ	

10 Launching first-level support at the national level by expanding the range of cooperation partners

The implementation of the recommendation is based on the results of the piloting (see Chapter 4. Piloting the provision of first-level support in the MoJ institutions (SPS and LPA) and Chapter 5. Piloting the provision of first-level support in municipalities through the SMUCSC network), it is recommended to evaluate the possibilities for expanding the provision of first-level support and expanding the range of cooperation partners.

First-level support would include at least the following activities:

- Informing about the available sources of information on identifying and resolving financial distress - website (see Chapter 2 Creating a website to provide key information related to financial distress) and printed information materials (see Chapter 3. Producing printed information materials with the main content of the website, i.e. the "roadmap" in printed format);
- Providing information on the main topics related to the identification and resolution of financial distress;
- Referrals to relevant institutions and organisations for personalised support (as appropriate).

First-level support might be provided by:

- public institutions: customer service specialists;
- municipalities: employees of the SMUCSC (in all municipalities where the SMUCSC is located), municipal business specialists, social workers, etc.;
- the non-governmental sector: representatives of associations.

No.	Activity	Comment	Responsible institution	Parties involved
The execution of full-scale activities				
10.1	Agreeing with stakeholders on cooperation in providing first-level support	<p>An agreement should be reached on the continuation of activities in institutions and other institutions and organisations of the pilot project.</p> <p>It is necessary to agree on aspects, such as:</p> <ul style="list-style-type: none"> • the scope of the service; • regional coverage; • funding terms. <p>In the future, after completing the pilot project, it is additionally recommended to consider the possibility of expanding the scope of consulting services (e.g. specialised specialist consultations), exploring this possibility in cooperation with other institutions (e.g. the MoJ, which is responsible for the social policy).</p>	MoJ	MoEPRD, LPA, SPS, other state institutions, local government institutions, non-governmental sector
10.2	Providing training for consultants	<p>Training topics:</p> <ul style="list-style-type: none"> • Functionality and use of the roadmap; 	Selected service	MoJ, MoEPRD, other state institutions,

No.	Activity	Comment	Responsible institution	Parties involved
		<ul style="list-style-type: none"> • Legal and financial solutions included in the roadmap; • Procedure for identifying the client's progress/situation after the first consultation; • Other topics identified during the pilot project evaluations. <p>The training is integrated into the existing training of institutional consultants (primarily in the institutions that have implemented the pilot consultation, but also in the potential first-level support places indicated above – public authorities, municipalities and the non-governmental sector).</p>	provider (if the service is selected to be purchased)	local government authorities, non-governmental sector
10.3	Providing the extended first-level consultancy support	The extended first-level advisory support shall be implemented in accordance with the agreement reached with the parties concerned, with information from the institutions and organisations involved on their readiness to provide such support.	MoJ	To be specified by reference to the selected partners
10.4	Establishing a communication mechanism with consultants ³⁹	<p>Recommended:</p> <ul style="list-style-type: none"> • Designating a responsible person to provide the necessary support to the SPS, LPA and SMUCSC consultants on the functionality and use of the roadmap and the legal/financial solutions included in the roadmap in terms of content; • Creating a communication platform (co-creation site) for the project team (MoJ) and consultants involved in first-level support. On the co-creation site, it would be possible to view methodological materials, send questions to the person in charge of the MoJ, as well as exchange questions, insights, experiences and recommendations. 	MoJ	
10.5	Providing full-scale support, including a mechanism for monitoring the performance of the first-level consultancy	<p>The performance monitoring mechanism should provide for:</p> <ul style="list-style-type: none"> • Obtaining feedback from consultants and clients; • Monitoring of the dynamics of counselling (number of services provided by demographic indicators of the target group, such as age, education, employment, income, location, etc.). 	MoJ	

³⁹ We recommend using the communication platforms already available to institutions (e.g. Microsoft Teams) or free communication platforms (e.g. WhatsApp), which would provide the necessary functionality, but would not entail additional costs. Activity is not included in the estimates of the expected funding (see section 1.3.2).

11 Continuing the implementation of the awareness-raising communication campaign to promote the brand and content of the website

No.	Activity	Comment	Responsible institution	Parties involved
11.1	Campaign repetition	<p>Communication campaigns should be implemented on the basis of the results of the pilot project and the most up-to-date range of identified issues relevant to the target audiences. As target audiences change, current issues related to financial distress or the economic situation, communication campaigns can be implemented repeatedly, with different messages and goals, improving the viability of the created solutions at different stages of their implementation and existence.</p> <p>Further communication campaigns can be implemented separately for each target audience, if it is necessary to raise awareness in one of the target audiences separately, or by informing about new solutions. We recommend implementing further communication campaigns at least at the same or at a higher level, depending on the desired number of reachable audiences.</p> <p>Regularity of repetition: at least once a year or in case of significant changes in the industry, as necessary.</p>	MoJ and/or selected external service provider	<i>The task of the execution of the communication campaign can be outsourced to a merchant</i>

12 Regularly conducting public opinion surveys to identify the needs of target groups for new types of information or content.

No.	Activity	Comment	Responsible institution	Parties involved
The execution of full-scale activities				
12.1	Conducting a sociological survey to identify the opinion of consumers, SMEs and entrepreneurs (every 3-5 years)	<p>The aim of the survey would be to find out what is the approach to dealing with situations related to financial distress – how the information would be sought, what sources of information would be used, whom to contact for support, etc.</p> <p>In the survey, we suggest that you use both the previously included questions to compare the results⁴⁰ and the new ones to determine the impact of the website and possible improvements:</p> <ul style="list-style-type: none"> • What information sources have you used in the last 5 years to obtain information related to solving financial distress? • What was your latest experience of seeking information from public authorities on support to alleviate financial distress? • Who would you contact or where would you look for information about getting help from the state or another source? • etc. <p>We recommend conducting a survey, providing a representative sample of Latvian residents:⁴¹ Consumers: 1000; SMEs: 400; Entrepreneurs: 350.</p>	MoJ	<p>BoL⁴²</p> <p><i>The task of carrying out a public opinion survey can also be outsourced to a merchant</i></p>

⁴⁰ 2021 Report of the Ministry of Justice on the current situation in the project "Design of information sources to identify and resolve financial distress in Latvia". Viewed in 2022.

⁴¹ 2021 Report of the Ministry of Justice on the current situation in the project "Design of information sources to identify and resolve financial distress in Latvia". Viewed in 2022.

⁴² Implementing possible synergies with BoL. BoL discussed with PwC the possibility of including issues related to financial distress in its sociological survey conducted every three years after receiving a request from MoJ. Paragraph 12 of the Transitional Provisions of the Law on Bank of Latvia and terms of financial literacy.

1.3. Estimated level of human resources and funding required

1.3.1. Estimated level of human resources required

Below is the estimated level of human resources for the implementation of the Recommendations in the MoJ as the institution responsible for implementation during the preparation and implementation phases.

Table 3. Estimated level of human resources for the implementation of recommendations

Role and tasks to be performed	Required human resources
Preparatory phase	
The project manager would: <ul style="list-style-type: none"> coordinate the establishment of a management mechanism (central coordinating unit) (activities 1.1a-1.3a or 1.1b-1.2b); arrange for the funding necessary to implement the Action Plan, i.e. identify sources of funding and prepare project applications (activity 0.1). 	~0.5 PLE
Implementation phase	
Execution of the pilot project and evaluating the results	
Project manager would: <ul style="list-style-type: none"> manage the execution of all activities included in the Action Plan in an organisational and substantive manner in order to improve the communication of the public administration with SMEs, entrepreneurs and consumers on the identification and resolution of financial distress; prepare detailed steps for the execution of activities and manage the execution of activities in accordance with deadlines and budget; coordinate the evaluation of the pilot project results and the fulfilment of the performance indicators to be achieved; identify risks for successful project implementation in a timely manner, plan and control risk mitigation measures; ensure cooperation with other stakeholders. 	~0.5 PLE
IT specialist would: <ul style="list-style-type: none"> participate in the preparation of the technical specification of the procurement for the development of the website (activity 2.3); manage website domain subscriptions (activity 2.5); monitor the technical development of the website, to cooperate with representatives of the selected service provider and representatives of the MoJ business (activity 2.6). 	Ad-hoc engagement. Cooperation with the Courthouse Agency for IT support is possible.
Communication specialist would: <ul style="list-style-type: none"> provide a vision of the most appropriate level of the communication campaign, to participate in the preparation of the technical specification of the procurement (activity 6.1); monitor the implementation of the communication campaign, cooperate with representatives of the selected service provider and ensure compliance with the overall MoJ communication strategy (activity 6.2); participate in the evaluation of the results of communication activities (activity 7.1). 	Ad-hoc engagement
Execution of full-scale activities	
Project manager would: <ul style="list-style-type: none"> plan additional activities based on the results of the pilot project; manage the execution of activities organisationally and substantively, i.e. carrying out the same activities as described during the execution of the pilot project and the evaluation of the results. 	~0.5 FTEs (need to be reassessed after the pilot project is completed)

<p>IT specialist would:</p> <ul style="list-style-type: none"> • prepare a technical specification for website development (activity 8.1); • monitor the technical development of the website, cooperate with representatives of the selected service provider and representatives of the MoJ business (activity 8.2). 	Ad-hoc engagement
<p>Communication specialist would:</p> <ul style="list-style-type: none"> • provide a vision for the execution of further communication activities, i.e. execution of additional communication campaigns (activity 11.1); • participate in the execution of activities and evaluation of the results, if necessary. 	Ad-hoc engagement

1.3.2. Estimated level of funding required

The funding for the implementation of the recommendations (excluding VAT) is estimated for the implementation phase. No additional funding is required for the Preparatory phase. Activities requiring additional funding are listed in Table 4.

In light of the rapid changes taking place in various spheres of life, including the cost of goods and services, we can expect an increase in costs in the future. In order to accurately estimate the budget required to implement the Action Plan, inflation data are considered in the calculations.⁴³ Since the pilot project will be implemented within two years, inflation was calculated for 2024 and 2025, and for the execution of full-scale activities - for 2026 (for the following years, inflation estimates should be considered according to the data of the Bank of Latvia). The calculation also includes contingency expenses that represent 10% of the expected funding needs in 2022 and are affected by inflation.

Total estimated costs: 1) for the execution of the pilot project EUR 129,007 + contingency expenses and inflation (total costs in 2025: EUR 163,437); 2) for the execution of full-scale activities EUR 117,346 + contingency expenses and inflation (total costs in 2026: EUR 151,637 for 2026)

- **The execution of the pilot project and evaluation of the results: EUR 129,007 + contingency expenses and inflation**
 - EUR 100,019 are intended for the procurement of outsourced services (website domain subscription, website development, training of the MoJ staff (totalling EUR 40,019)⁴⁴ and for execution of a communication campaign (EUR 60,000)), which are critical for the implementation of activities.
 - EUR 28,000 are intended for the procurement of outsourced services (development of technical specifications for the procurement, development of methodological materials on the use of the roadmap and organisation of training for consultants, survey of consultants during the evaluation phase of the pilot project) in the event the MoJ decides to outsource the execution of the activities rather than carry them out internally.
 - EUR 988 are intended for the reallocation of the budget to the MoEPRD SMUCSC for the execution of the pilot project. Funding is required only if the agreement with the MoEPRD provides for the need to finance the performance of piloting activities.⁴⁵
- **The execution of full-scale activities:**
 - **One-time costs (2026): EUR 37,000 + contingency expenses and inflation**
 - EUR 20,500 are intended for the procurement of outsourced services (development of the expanded functionality of the website and training of the staff), which is of critical importance for the implementation of activities.
 - EUR 16,500 are intended for the procurement of outsourced services (development of technical specifications for procurement, organisation of training for consultants) in the event the MoJ decides to outsource the execution of the activities rather than carry them out internally.
 - **Annual costs (2026 and subsequent years): EUR 80,346 + contingency expenses and inflation**
 - EUR 71,676 are intended for outsourcing (website domain subscription, communication campaign and sociological research^{46,47}), which is of critical importance for the implementation of activities.
 - EUR 8,670 are intended for the reallocation of the budget to the MoEPRD SMUCSC for the provision of first-level support.

⁴³ The Bank of Latvia's macroeconomic forecasts – inflation is forecasted at 9.2% and 3.4% in 2023 and 2024, respectively. Inflation in 2025 and 2026 has been assumed according to the standard practice of 2%.

⁴⁴ The costs of outsourced services also include cybersecurity testing according to non-functional requirements and acquisition of the licences to provide the required web site functionality. The web site should be hosted by LSRTC in the government cloud infrastructure, which is free of charge for state institutions.

⁴⁵ Financing is required in case the agreement with the MoEPRD provides for the need to finance the performance of the piloting activities. Calculation: (number of consumers (1,346,250)) * (16 of the 140 SMUCSCs in the country (11.4%)) * (people who cannot get the information they need on the Internet (14%)) * (consumers who have been looking for some information over the past 5 years that could be useful for solving financial distress (23%)) / (years (5)) * (the intended target audience of the information campaign (50%)) * (indicative cost of the service (2 EUR)).

⁴⁶ In the calculation, the survey is scheduled to be conducted every three years (costs are reallocated to each year).

⁴⁷ The MoJ should conduct a sociological survey in conjunction with BoL, by requesting the relevant data, so that this cost line can be reduced partially or fully.

Table 4. Expected funding for the pilot phase

No.	Recommendation / Activities	Execution of the pilot project and evaluating the results			Source
		Outsourced service (required)	Outsourced service (optional)	Budget redistribution	
2	Developing a website for providing important information on financial distress - the core functionality (a roadmap) ^a				
2.3	Preparation of procurement documents, announcing the tender and ensuring the procurement procedure for the development of the website		9,500		Expert estimate
2.4	Buying Robusta TL Pro typeface		1,000		Estimates of the State Chancellery
2.5	Getting the website domain subscription	19			Network Solutions Division of the Institute of Mathematics and Informatics of the University of Latvia ^b
2.6	Ensuring the technical development of the website, testing of functionality with representatives of target groups and involved public administration institutions and implementation	38,500			A survey of IT suppliers
2.7	Training of the website's maintenance staff in the administration thereof	1,500			A survey of IT suppliers
3	Developing printed information materials with the most important content of the website (i.e. the "roadmap" in printed format).^c				
4	Piloting the provision of first-level support in the MoJ institutions (SPS and LPA)				
	and				
5	Piloting the provision of first-level support in municipalities through the SMUCSC network				
4.2 5.2	Developing methodological materials on the use of the roadmap and delivering training for customer consultants		9,500		Expert estimate
4.4 5.4	Executing the pilot project			988 ^{d, e, f}	PwC calculation based on the cost information provided by MoEPRD
6	Developing and executing an awareness-raising communication campaign to promote the brand and website content				
6.2	Implementing a communication campaign of the chosen level (<i>PwC recommends Level 2</i>)	60,000			Expert estimate
7	Evaluating the pilot project and deciding on measures after its completion				
7.1	Surveying customer consultants		8,000		Expert estimate
Costs by group (in EUR):		100,019	28,000	988	
Total in 2022 (EUR) (excluding contingency expenses and inflation)		129,007 (one-time costs)			

Notes:

^a The core functionality includes a “**roadmap**”, which provides an opportunity for representatives of target groups, subject to answering questions assessing their situation, to receive general information and recommendations on the most appropriate solutions to the situation of financial distress.

^b Source: Network Solutions Division of the Institute of Mathematics and Informatics of the University of Latvia. Fees and billing. Viewed in 2022. The cost of subscribing to a traditional domain name for the duration of the pilot project (2 years).

^c The costs are for the consulting bodies (SPS, LPA and SMUCSC) and not for the MoJ (not included in the calculation of the expected financing). Indicative costs for consulting bodies on printing: SPS and LPA– 171 EUR, SMUCSC – 99 EUR.

^d Funding is required in case the agreement with the MoEPRD provides for the need to finance the performance of piloting activities.

Calculation: (number of consumers (1,346,250)) * (16 out of 140 SMUCSCs in the country (11.4%)) * (people who are not able to get the information they need on the Internet (14%)) * (consumers who have been looking for some information over the last 5 years that could be useful for solving financial distress (23%))/(years (5)) * (the intended target audience of the information campaign (50%)) * (estimated cost of the service (2 EUR)).

^e The provision of advice in relation to the identification and resolution of financial distress is added to the existing services provided by the consultants, and consultants specialised only in the provision of advice on identifying and solving financial distress are not intended.

^f Possible funding for SPS and LPA, which could lead to additional costs and is not included in the expected necessary funding for the pilot phase.

Table 5. Expected funding for the full-scale activity implementation phase

No.	Recommendation/Activities	Execution of full-scale activities			Source
		Outsourced service (required)	Outsourced service (optional)	Budget redistribution	
8	Complementing the website for providing key information on financial distress - secondary functionality ^a				
2.5	Obtaining the website domain subscription	10			Network Solutions Division of the Institute of Mathematics and Informatics of the University of Latvia ^b
8.1	Based on the results of evaluating, developing procurement documentation for the creation of a website (with secondary functionality) ^b , announcing the procurement and ensuring the procurement procedure		9,500		Expert estimate
8.2	Ensuring the technical development of the website, testing the functionalities with involved target groups and public administrations, and its implementation	19,000			A survey of IT suppliers
8.3	Providing training of the website maintenance staff in the administration thereof (secondary functionality only)	1,500			A survey of IT suppliers
10	Launching first-level support at the national level by expanding the range of cooperation partners				
10.2	Providing training for consultants		7,000		Expert estimate
10.3	Providing the extended first-level consultancy support			8,670 ^{c, d, e}	PwC calculation based on the cost information provided by MoEPRD
11	Continuing the implementation of the awareness-raising communication campaign to promote the brand and website content				
11.1	Conducting a repeating communication campaign ^f		60,000		Expert estimate
12	Regularly conducting public opinion surveys to identify the needs of target groups for new types of information or content				
12.1	Conducting a sociological survey to identify the opinion of consumers, SMEs and entrepreneurs (every 3-5 years)		35,000 ^g		Expert estimate
Cost by group (in EUR):		20,510	111,500	8,670	
Total in 2022 (EUR) (excluding contingency expenses and inflation)		37,000 (one-time cost)			
		80,348 (annual costs)			

Notes:

^a Secondary functionality includes personalised tools for assessing the financial situation, a tutorial on how to navigate the site and its digital solutions, the ability to subscribe to news and a forum or place for voluntary support and exchange of experiences.

^a Source: Network Solutions Division of the Institute of Mathematics and Informatics of the University of Latvia. Fees and billing. Viewed in 2022. Traditional domain name subscription costs for 1 year.

^c Funding is required in case the agreement with the MoEPRD provides for the need to finance the performance of piloting activities.

Calculation: (number of consumers (1 346 250)) * (people who are not able to get the information they need on the Internet (14%)) * (consumers who have been looking for some information over the last 5 years that could be useful for solving financial distress (23%)) / (years (5)) * (the intended target audience of the information campaign (40%)) * (indicative cost of the service (2 EUR)).

^d The provision of advice on identifying and resolving financial distress is added to existing services provided by consultants, and consultants who specialise only in providing advice on identifying and solving financial distress are not intended.

^e If, after the end of the pilot project, a decision is made to expand the range of cooperation partners providing first-level support, additional funding may be required.

^f We recommend that future communication campaigns be conducted at least at the same or higher level, depending on the number of desired reachable audiences.

^g We recommend that MoJ conduct a sociological survey with BoL, by requesting the relevant data that would allow MoJ to save partially or fully on this cost line.

1.4. Benefit and quality indicators to be achieved

There are two indicators that can be used to measure the success of the achieved results of the project:

- **Benefit indicators**⁴⁸ that provide for the assessment of the directly achieved results of the implemented activities;
- **Quality indicators**,⁴⁹ that provide for the assessment of the achieved impact of the implemented activities on the level of satisfaction of the needs and desires of society in relation to the services provided by public administration institutions.

For input indicators⁵⁰, please see Chapter 1.3 Estimated level of human resources and funding required.

1.4.1. Benefit indicators

During the pilot phase, it is recommended to measure the indicators included in Table 6.

Table 6. Benefit indicators for the pilot phase

No.	Activities	Benefit indicator
2	Developing a website for providing important information on financial distress - core functionality (the roadmap) ⁵¹	<ul style="list-style-type: none"> • The number of unique visits to the website (26,629 per year).⁵² • The number of completed roadmaps on the website (5,326 per year).⁵³ • Positive feedback on the website (at least 20% of visitors have left the feedback, with 80% of respondents giving an overall rating of 4 and 5 (on a 5-point scale)).
3	Developing printed information materials with the most important content of the website (i.e. the "roadmap" in printed format)	<ul style="list-style-type: none"> • Positive customer feedback on the printed informational materials (at least 20% of the customers at the pilot project consultation points have agreed to provide their feedback, with 80% of the respondents giving an overall rating of 4 and 5 (on a 5-point scale)). • The number of printed materials at pilot project sites (SPS, LPA, SMUCSC) (predictably will not exceed 1,347).⁵⁴ <p>Increasing the share of printed information material is not a goal in the context of the national digitisation policy. The indicator is designed to monitor the number of uses of printed information materials to help decide on further actions after the pilot project.</p>

⁴⁸ Paragraph 41 of the Cabinet Instruction No. 16 "Methodology for the Development and Evaluation of the Results of Ministries and Other Central State Institutions and their Performance Indicators" of 17 November 2009.

⁴⁹ Paragraph 42 of the Cabinet Instruction No. 16 "Methodology for the Development and Evaluation of the Results of Ministries and Other Central State Institutions and their Performance Indicators" of 17 November 2009.

⁵⁰ Paragraph 40 of the Cabinet Instruction No. 16 "Methodology for the Development and Evaluation of the Results of Ministries and Other Central State Institutions and their Performance Indicators" of 17 November 2009.

⁵¹ The core functionality includes a "roadmap", which provides an opportunity for representatives of target groups, subject to answering questions assessing their situation, to receive general information and recommendations on the most appropriate solutions to the situation of financial distress.

⁵² Calculation: (number of consumers (1,346,250)) * (people who are able to get the information they need on the Internet (86%)) * (consumers who in the last 5 years have been looking for some information that could be useful for solving financial distress (23%)) / (years (5)) * (the intended target audience reached by the information campaign (50%)).

⁵³ Calculation: (Number of unique visits to the website (26,629 per year)) * (assumption of the number of visitors completing the roadmap (20%)).

⁵⁴ The calculation is based on the number of face-to-face consultations projected for the two pilot projects (see rows 4 and 5 of the table).

No.	Activities	Benefit indicator
4	Piloting the provision of first-level support in the MoJ institutions (SPS and LPA)	<ul style="list-style-type: none"> Number of consultations provided (853);⁵⁵ Consultants' assessment of the pilot project (80% of respondents giving an overall rating of 4 and 5 (on a 5-point scale). Positive feedback from customers on the consultation visits (at least 20% of the customers agreed to give their rating, with 80% of the respondents giving an overall rating of 4 or 5 (on a 5-point scale)).
5	Piloting the provision of first-level support in municipalities through the SMUCSC network	<ul style="list-style-type: none"> Number of consultations provided (494)⁵⁶; Consultants' assessment of the pilot project (80% of respondents giving an overall rating of 4 and 5 (on a 5-point scale). Positive feedback from customers on the consultation visits (at least 20% of the customers agreed to give their rating, with 80% of the respondents giving an overall rating of 4 or 5 (on a 5-point scale)).
6	Developing and executing an awareness-raising communication campaign to promote the brand and website content ⁵⁷	
	Communication campaign (Level 1: mandatory activities to be carried out) Placing information on partner channels, disseminating information to organisations and professional associations, informing the media about current events in the field and introducing communication channels, social network communication on the social media accounts of the project holder, Google Ads solution	<ul style="list-style-type: none"> Share of the target audience reached (10% of the total number of target audiences or 134,625 per year).
	Communication campaign (Level 2: additional recommended activities) Public awareness campaigns (media relations, environmental objects, direct communication, events, etc.), advertising campaigns (Internet, radio), social network communication on specially created social network accounts, content project on one of the largest national portals, participation or placements of materials in events organised by partners	<ul style="list-style-type: none"> Share of the target audience reached (50% of the total target audience or 673,125 per year).
	Communication campaign (Level 3: additional recommended activities) Compared to Level 2, a broader advertising and public information campaign depends on the budget, including an expanded set of communication channels at the national	<ul style="list-style-type: none"> Share of the target audience reached (70-80% of the total number of target audiences or from 942,375 to 1,077,000 per year).

⁵⁵ Calculation: (Target audience number: (1) Number of SPS clients over 18 years of age in 2021 (15,371) and (2) number of inmates in all or on a selection basis, which may reduce the result, in prisons in 2021 (3,183)) * (consumers who have been looking for some information in the past 5 years that could be useful for solving financial distress (23%)) / (years (5)). The calculation will be carried out assuming that advice will be provided in all departments.

⁵⁶ Calculation: (number of consumers (1,346,250)) * (16 of the 140 SMUCSC in the country (11.4%)) * (people who are not able to get the information they need on the Internet (14%)) * (consumers who have been looking for some information that could be useful for solving financial distress in the last 5 years (23%)) / (years (5)) * (the intended target audience of the information campaign (50%)).

⁵⁷ Quantitative results of communication campaigns - the number of persons achieved as a result of various communication activities (it is determined by measuring each activity separately and summing up the results obtained. Looking at the activities included in the campaign, you can quantify: the number of visitors to events, readings of publications and the audience reached, readings of each digital recording, interactions, and the number of people who have seen the recording, etc.). Quantifying the popularity of a brand and content - conducting an opinion poll on brand awareness.

No.	Activities	Benefit indicator
	and regional levels (Internet, environment, radio, regional press, public transport, special public awareness measures, etc.). In addition, a special series of TV broadcasts or radio/podcast has been developed and the communication of influencers and publicly recognisable persons has been used	

During the implementation phase of full-scale activities, it is recommended to measure the following indicators given in Table 6.

Table 7. Benefit indicators for the full-scale implementation phase

No.	Activities	Benefit indicator
7	Evaluating the results of the pilot project	It is recommended to evaluate the usefulness of the performance indicators used within the framework of the pilot project and to adjust them if necessary
8	Complementing the website for providing key information on financial distress - secondary functionality⁵⁸	
9	Expanding the dissemination area of printed information materials	
10	Launching first-level support at the national level by expanding the range of cooperation partners	
11	Continuing the implementation of the awareness-raising communication campaign to promote the brand and website content	
12	Regularly conducting public opinion surveys to identify the needs of target groups for new information types or content.	Positive dynamics (see 1.4.2 Quality indicators) in the following aspects, with information for identifying and solving financial distress: <ul style="list-style-type: none"> • the number of people capable of finding the information they need to identify and resolve financial distress; • websites and consulting services; • raising awareness of issues related to resolving financial distress; • etc.

⁵⁸ Secondary functionality includes personalised tools for assessing the financial situation, a tutorial on how to navigate the site and its digital solutions, the ability to subscribe to news and a forum or place for voluntary support and exchange of experiences.

1.4.2. Quality indicators

After the pilot project is completed, it is recommended to regularly measure its impact. Quality indicators can be measured by conducting periodic social surveys of target groups (see Recommendation 8)⁵⁹, as well as by comparing the data collected by institutions related to financial difficulties (e.g. ICS data). It is recommended to consider measuring the following quality indicators:

- Compared to the sociological survey conducted within the framework of the Project, the number of consumers, SMEs and entrepreneurs who found it difficult or did not find information on identifying and solving financial distress has decreased by at least 50%.⁶⁰ From 64% to 32% for consumers (a drop of 32 p.p.), from 55% to 27% for SMEs (a drop of 28 p.p.) and from 51% to 25% for entrepreneurs (a drop of 26 p.p.).
- Compared to the sociological survey conducted within the framework of the Project, the number of consumers, SMEs and entrepreneurs who consider themselves insufficiently informed on issues related to identifying and resolving financial distress has decreased by at least 50%.⁶¹ From 41% to 20% for consumers (a drop of 21 p.p.), from 36% to 18% for SMEs (a drop of 18 p.p.), and from 37% to 18% for entrepreneurs (a drop of 19 p.p.).
- Suggested solutions (website, first-level level consultation points) are mentioned among **the top 5** sources used to find information about financial distress and their solutions compared to the sociological survey conducted within the scope of the Project.
- The proportion of insolvency proceedings of legal entities, when a report on the absence of property is drawn up, decreased by at least 25%, compared to the 2021 data.⁶² From 54% to 41% (a drop of 13 p.p.).

After the conclusion of the pilot project, when considering the implementation of activities in the long term, it is additionally recommended to consider the proportion of proactively selected solutions⁶³.

⁵⁹ The described quality indicators are indicated in connection with the results of the first public opinion survey, which ought to be conducted after the conclusion of the pilot project, in comparison with the sociological survey conducted within the scope of this Project. After the pilot project, it is necessary to evaluate the achieved results and set appropriate indicators for the planned activities, which must be achieved by the next survey. The public opinion survey should always show a positive trend compared to the poll conducted in the previous period.

⁶⁰ 2021 Ministry of Justice report on the current situation on the project "Design of Information Sources to identify and resolve financial distress in Latvia", according to which the percentage of the respondents who were looking for information in the past 5 years, had found it with difficulty or did not find it altogether was: 64% consumers, 55% SMEs, and 51% entrepreneurs. Viewed in 2022.

⁶¹ 2021 Ministry of Justice report on the current situation on the project "Design of information sources to identify and resolve financial distress in Latvia", according to which 41% of consumers, 36% of SMEs, 37% of entrepreneurs rated their knowledge as insufficient. Viewed in 2022.

⁶² Data on the efficiency indicators of the insolvency process from 2021 Insolvency Control Service report, Section 5 "Current data of the insolvency industry" (page 24).

⁶³ By proactive solutions the following solutions are understood (unlike reactive legal solutions, such as enforcement and debt collection):

- 1) for consumers – insolvency of a natural person, the release of a natural person from debt obligations, agreement with a creditor;
- 2) SMEs and entrepreneurs: informal restructuring (out-of-court) (1. change of conditions for repayment of liabilities, 2. operational restructuring of the business, 3. financial restructuring);
- 3) SMEs and entrepreneurs (except economic operators (natural persons)) – reorganisation (merging, dividing or transforming an enterprise – registration in the LR UR), formal restructuring (in court) (legal protection process (LPP) and extrajudicial legal protection process (EJLPP)), winding up of the company, insolvency of a legal entity;
- 4) For entrepreneurs (performers of economic activity (natural persons)) – insolvency of a natural person.

1.5. Potential economic benefit

The implementation of the recommendations will reduce the fragmentation of information sources related to the identification and resolution of financial distress and enable target groups to receive information through both digital and non-digital channels. It is expected that the implementation of the recommendations will have a direct impact on the number of representatives of the target groups who will be able to find relevant information without much difficulty (the results of a sociological survey conducted within the framework of the project show that in 2022 only a quarter of the representatives of each target group were able to do this).

The economic benefit can be observed in the ability of target groups to find the information they need faster, resulting in time savings. These positive effects can be measured in terms of time value, as well as in monetary terms, assuming that this time can be used for economic activities.

To assess **the economic benefits**, the potential time savings of the target group of consumers related to the identification and solution of financial distress in finding relevant information and its monetary value were analysed. Consumers also include all SME managers and entrepreneurs, so that the calculation of the potential economic benefit to consumers covers all three target groups.⁶⁴ The potential economic benefit for consumers is (calculations can be seen below):

- **In time value (hours/year): 39,604**
- **In monetary value (euro/year): 183,305**

The calculation for the obtained time value: (number of consumers (1,346,250)) * (consumers who in the last 5 years have been looking for some information that could be useful for solving financial distress (23%)) / (years (5)) * (consumers who found information with difficulty or did not find it at all (64%)) * (the intended target audience of the information campaign (50%)) * (as a result of the implementation of recommendations, the assumed average time saved by consumers in situations of information financial distress solution in search (2h))

The calculation for the acquired monetary value: (acquired time value) * (median net monthly wages and salaries in 2021 (740))⁶⁵ / (normal monthly working hours (160h)).

⁶⁴ The calculation of the potential economic benefit takes into account that the target groups are not mutually exclusive (for example, an entrepreneur can search for information as a consumer and as an entrepreneur). The consumer target group includes the population of Latvia aged between 18 and 74, which also includes a large number of entrepreneurs and SME managers, making up the same adult population. Based on the data of the sociological survey conducted as part of the Project, approximately 25% of respondents from the target groups have searched for information related to resolving financial difficulties in the last 5 years. Although the information related to resolving financial difficulties differs by target group, including the solutions/results offered by the roadmap for the three target groups, the steps taken to obtain the information (visiting the website, exploring options and taking action) is the same for the target groups.

For this reason, the target groups were united for the calculation of the economic benefit. Considering that the target groups are not mutually exclusive, the calculation of the economic benefit is of conservative nature avoiding double counting of persons, which may lead to an overestimation or underestimation of the economic benefit for a specific target group, thereby putting the obtained results from the calculation in question.

After implementing the solutions, it will be possible to obtain more accurate data on information seekers in the following breakdown - consumers, SMEs and entrepreneurs - which will give an opportunity to calculate the economic benefit for a specific target group.

⁶⁵ Central Statistical Bureau, 2022. Average monthly wages and salaries of employees (in euros).

1.6. Risks of implementing the Action Plan

The main risks associated with the implementation of the activities mentioned in the Action Plan are included in the table below. The project manager is expected to be responsible for risk management during the phases of implementation and evaluation of the results of the pilot project, as well as during the phase of execution of full-scale activities. The table below provides an overview of the risks and their assessment (red – high risk, yellow – medium risk, green – low risk). For each risk identified, risk mitigation measures are proposed.

Table 8. Risks of implementing the Action Plan and measures to mitigate them

Risk	Risk mitigation measures
<ul style="list-style-type: none"> ● Internal change in priorities of the management of the MoJ with regard to the implementation of the activities included in the Action Plan 	<p>The importance of identifying and addressing financial distress should be raised regularly within the MoJ and with stakeholders, such as the inter-institutional coordination committee (see 1.2.2. Activities to implement the communication organisation and management mechanism), setting strategic priorities and ensuring their implementation.</p>
<ul style="list-style-type: none"> ● Losing internal capacity in the MoJ to implement the Action Plan activities 	<p>It is necessary to ensure that several employees from the MoJ side are involved in the Project, as well as the materials related to the Project are available, ensuring knowledge transfer and continuity of the Project among employees, if a situation arises that the main persons related to the Project cannot continue working on the Project for any reason.</p>
<ul style="list-style-type: none"> ● A wide range of stakeholders who play a role (e.g. not willing to get involved) in the implementation of activities 	<p>MoJ is recommended to become the responsible authority for the implementation of almost all activities, which, as the main initiator of identifying and solving financial distress in the improvement of the field, reduces the dependence of MoJ on others involved. Since in the implementation of a number of activities, the MoJ has to cooperate with other institutions (ministries and their subordinate institutions), the appointed project manager from the side of the MoJ needs to organise regular cooperation with other institutions and organisations. For the implementation of the activities of the Action Plan, the first activity would be the designation of the coordinating ministry and the establishment of an inter-institutional council (see 1.2.2 Activities to implement the communication organisation and management mechanism) that would ensure the implementation of strategically organised policy goals policy, communication, implementation and monitoring of solutions, e.g. reviewing and updating information on the website and related pages.</p>
<ul style="list-style-type: none"> ● Difficulties in raising the required funding or human resources 	<p>The activities included in the Action Plan can be implemented both through outsourcing and with the internal human resources of the MoJ. According to possibilities and appropriateness for the full or partial implementation of the activity, one, the other or a combination of both options should be selected. Some activities (e.g. the implementation of a communication campaign) provide several possible options, which can be selected according to the availability of resources.</p>
<ul style="list-style-type: none"> ● The activities included in the Action Plan have lost their relevance 	<p>The activities included in the Action Plan largely address the problem areas that cannot be completely solved, but the situation can be improved. The issue of financial distress can be looked at from different perspectives, focusing on different aspects of financial distress (especially the communication campaign activities), ensuring their relevance in line with the current problem.</p>

2. Implementation timeline

The purpose of the chapter is to show the logic of the sequence of activities and the necessary time for the implementation of activities.

Below is a sequential time plan for the implementation of activities and the relationship of activities is identified. The action plan has been developed for the period from the moment of attracting the necessary resources, covering the first year of the preparation and implementation phase.

According to the time plan, it is envisaged that:

- The Project will be completed in the first quarter of 2023;
- In the first months, preparations are underway for the implementation of the pilot project, which includes raising the required funding and human resources necessary for the implementation. In addition, it provides for the possibility of starting the implementation of certain activities (preparation of documentation for the development of the procurement website, reaching an agreement with the LPA and SPS on the implementation of the pilot project and coordination of practical details for its implementation).

After raising the necessary resources:

- A pilot project will take place over the next 24 months, which would entail the creation of a website and printed information materials, the training of consultants for the provision of first-level support, the organisation of procurement for the selection of a communication campaign supplier, as well as the actual course of the pilot project and evaluation of the pilot's results.
- Over the next (24 months after attracting the necessary resources, a full-scale course of activities is envisaged, the scope and approach of implementation of which must be determined based on the piloting results.

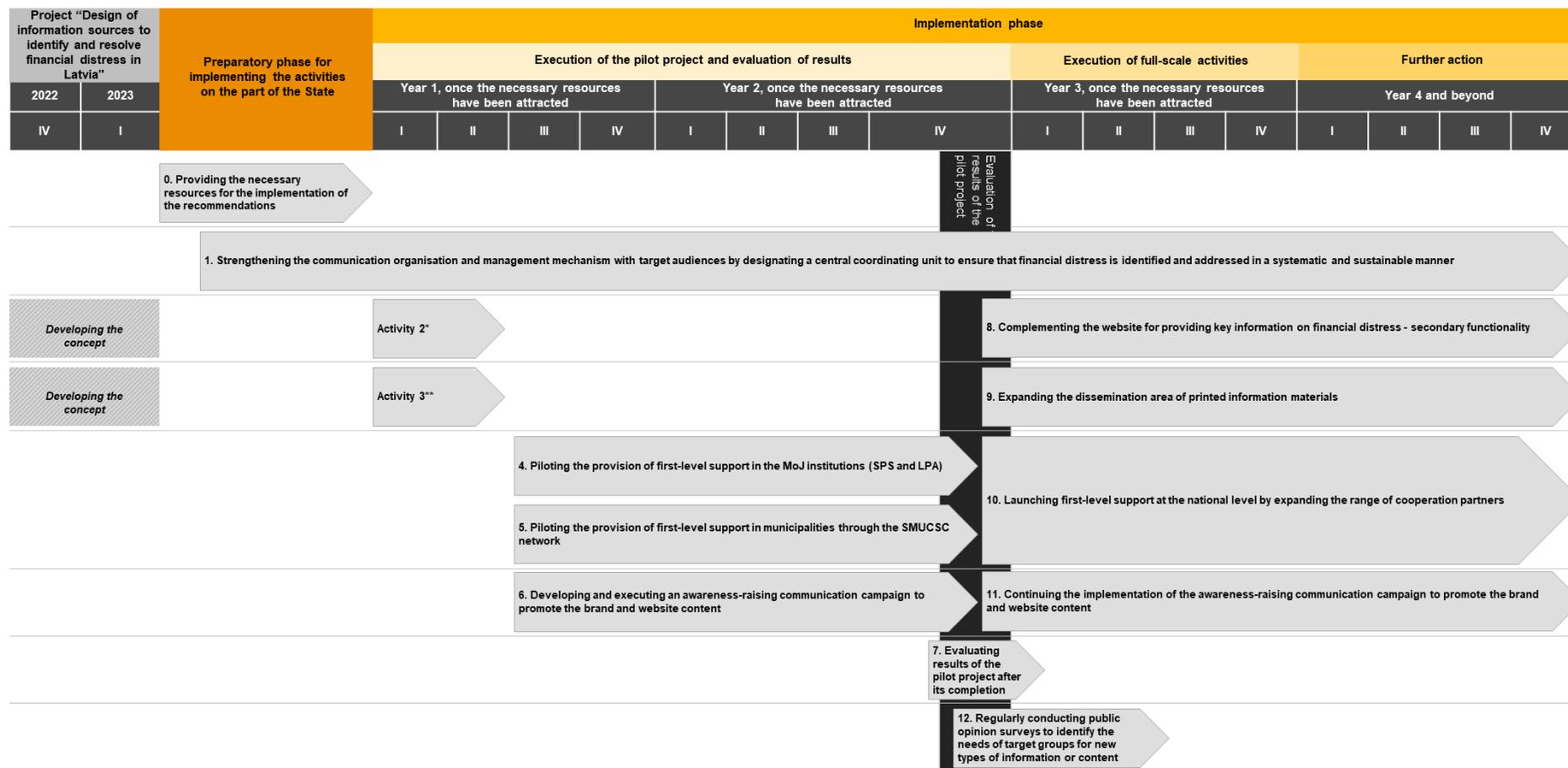
A detailed timeline in Gantt chart format is attached.

Click on the file attached below to open the attachment.



Implementation
timeline.xlsx

Table 9. High-level timeline for the implementation of activities



* 2. Developing a website for providing important information on financial distress – the core functionality (a roadmap)
 ** 3. Developing printed information materials with the most important content of the website (i.e. a "roadmap" in printed format)

List of information used

No.	Name
1.	Electronic Procurement System. Available in: https://www.eis.gov.lv/EIS/
2.	Prison Administration. Contacts of structural units. Available in: https://www.PA.gov.lv/lv/strukturvienibas
3.	Network Solutions Division of the Institute of Mathematics and Informatics of the University of Latvia. About us. Available in: https://www.nic.lv/lv/par-mums
4.	Latvian State Radio and Television Centre. Gov.lv domain maintenance. Available in: https://www.lvrtc.lv/pakalpojumi/valsts_sektoram/gov_domens/
5.	Money Skill 2021. "Strategy for financial literacy of the population of Latvia for 2021-2027". Available in: https://www.finansupratiba.lv/wp-content/uploads/2021/03/Finansu-pratibas-strategija.pdf
6.	Law on the Bank of Latvia adopted by the Saeima on 23.09.2021. Available in: https://likumi.lv/ta/id/326575-Latvia-Bank-Law
7.	Paragraph 12 of the Transitional Provisions of the Saeima Law on the Bank of Latvia of 23.09.2021. Available in: https://likumi.lv/ta/id/326577
8.	2021 report of the Ministry of Justice on the current situation in the project "Development of information sources for identifying and solving financial distress in Latvia". Available in: https://www.MoJ.gov.lv/lv/media/10478/download
9.	Court Administration 2022. Extrajudicial Guide. Available in: https://manas.tiesas.lv/eTiesasCelvedis/
10.	State Probation Service. Branch contacts. Available in: https://www.SPS.gov.lv/lv/filiales
11.	MoEPRD 2021. The unified network of customer service centres of the state and local government. Available: https://www.MoEPRD.gov.lv/lv/NSMUCSC

Annex 1. Alternatives to website development

Alternative 1: Independent implementation of such a project and ensuring the operation (accommodation) of the created website outside the single platform of the websites of the State and local government institutions. Such a website can theoretically be hosted on the manas.tiesas.lv portal as a separate section (similar to the "Extrajudicial Guide")⁶⁶ but this will limit interactivity since this portal uses outdated technologies. Alternatively, it can be hosted on a fully autonomous website whose accessibility and security requirements are defined in the non-functional requirements.

 Benefits	 Disadvantages
<ol style="list-style-type: none">1. There are no technical and time restrictions from other projects (State Chancellery project on the improvement of the unified website platform)2. Less risk of IT procurements ending without a result (due to unsuccessful technical specifications or high industry competition).3. A small IT project with less complexity, which makes it easier to manage and more reliable to get the desired result (interactivity required for the website).	<ol style="list-style-type: none">1. Additional funding should be raised for the development of the website. In case of unsuccessful fundraising, there is an alternative to seeking support from the MoJ E-case development project from Recovery and Resilience Facility funds.

Alternative 2: Implement such a project as a pilot project in a project conceived by the State Chancellery for the further development of the unified platform of websites of State and local government institutions by introducing functionality for the creation of thematic websites. In this case, the website for the provision of information related to financial distress would be accommodated on a single platform of the websites of State and local government institutions. The technical specifications for the core and secondary⁶⁷ functionality of the website would be part of the technical specification of the State Chancellery project and the⁶⁸ State Chancellery would centrally implement procurement.

 Benefits	 Disadvantages
<ol style="list-style-type: none">1. There is no need to attract additional funding for the development of the website (the funds allocated to the State Chancellery project will be used).2. There is no need to specify the non-functional requirements of the website (accessibility/security). Use an existing platform.3. MoJ does not have to organise IT procurements (relieves its admin. resources). The State Chancellery will organise procurements.	<ol style="list-style-type: none">1. At the moment, there is no specific solution to improve the unified website platform (only at the level of the idea).2. The timeline for the creation of the website strictly depends on the course of implementation of the State Chancellery project and the final result.3. The risk that the specification for the improvement of the single website platform does not include functional requirements that are essential for the interactivity of the website.

⁶⁶ Court Administration 2022. Extrajudicial Guide. Viewed in 2022

⁶⁷ Secondary functionality includes personalised tools for assessing the financial situation, a tutorial on how to navigate the site and its digital solutions, the opportunity to subscribe to news, and a forum or place for voluntary support and exchange of experiences.

⁶⁸ The core functionality includes a "roadmap", which provides an opportunity for representatives of target groups, subject to answering questions assessing their situation, to receive general information and recommendations on the most appropriate solutions to the situation of financial distress.

Annex 2. Workshop summary

Click on the file attached below to open the attachment.



Annex 2_Workshop
summary.pdf



PwC