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LATVIAN NATURALIZATION PROJECT  
A Project of Freedom House

Funded by the United States Agency for  
International Development

First Annual Workplan  
Workplan Period 15 March 1999 to 14 March 2000

I Executive Summary

The Latvian Naturalization Project strengthens the rule of law and human rights in Latvia by supporting the implementation of amendments to Latvia's Citizenship Law. The law's recent amendments liberalize the naturalization process as a means of integrating Latvia's 28 percent minority resident population. Freedom House will provide technical assistance, training, and support to the Latvian Naturalization Board and its new Information Center in informing and motivating non-citizens to apply for citizenship. Citizens and non-citizens will enjoy increased access to justice as the program raises public awareness of legal rights and responsibilities, instills confidence in the naturalization process, and stimulates public demand for equal treatment under the law.

The Latvian Naturalization Project will help USAID/Latvia to achieve the following USAID strategic objective:

SO 2.1 Strengthened rule of law and respect for human rights

Accordingly, the Latvian Naturalization Project activities will be targeted toward achieving the following intermediate results:

- IR 2.1.3 [Equal Access to Justice] Increased access to justice and enjoyment of equal rights for the minority population through naturalization / citizenship
  - IR 2.1.3 a More non-citizens contact the Naturalization Board
  - IR 2.1.3 b More non-citizens are acquainted with the naturalization requirements and apply for citizenship
  - IR 2.1.3 c More non-citizens successfully pass the naturalization examinations
  - IR 2.1.3 d More non-citizens receive citizenship

II Background

Twenty-eight percent of the residents of Latvia are non-citizens. Russian speakers who arrived during the Soviet era and the some 20,000 children born in Russian households since 1991 make up the lion's share of this group. Without citizenship, residents are unable to enjoy equal human, political, and economic rights and protections, and equal

access to justice. A number of Latvian laws distinguish between citizens and resident non-citizens, affording certain benefits and rights to citizens only. Citizenship for these minorities will not only grant individuals equal rights and benefits, but it will also promote the social integration of national minorities in Latvia.

Until recently, Latvian laws on citizenship (primarily, the Constitution and the 1994 Citizenship Law) greatly restricted citizenship and immediate eligibility for naturalization for this minority group. Even in cases where residents were eligible to apply for naturalization, only seven percent actually did so, revealing the existence of non-legal barriers in addition to legal ones in the naturalization process. A recent national survey of Latvian residents, commissioned by the Latvian Naturalization Board, examined the reasons for the low naturalization rate. Respondents identified factors affecting their decision to not apply, including intimidating history and language requirements, lack of information and misinformation on the rigor of the exam requirements and the whole naturalization process, the naturalization fee, lack of interest and extensive documentation requirements to prove eligibility. Thus, changing public perception in addition to legal and procedural barriers are two necessary elements in accelerating naturalization in Latvia.

To address the international and domestic concern over the slow naturalization process and the rights of ethnic minorities, the Latvian Saeima in June 1998 amended the 1994 Citizenship Law and citizens supported these amendments in a national referendum in October. The amendments to the 1994 Citizenship Law abolish the "windows system" of eligibility for naturalization to allow immediate eligibility for permanent residents to apply for naturalization. Within three months of the referendum, the rate of application for citizenship jumped almost 400 percent, with as many as 1000 applications received by the Naturalization Board per month. The Latvian Naturalization Board is currently working with a committee of experts of the Council of Europe to change the historical and cultural parts of the naturalization exam to address concerns about its difficulty. In addition to the changes in the citizenship law and the Latvian Naturalization Board's efforts to streamline the naturalization process, the Board created an Information Center to play a primary role in providing information to non-citizens and promoting public awareness on citizenship, naturalization, and integration. The Information Center will cooperate with other public and educational institutions and non-governmental organizations on dissemination of information and community outreach to change public opinion on the naturalization process, inform them of the rights and benefits of citizenship, and motivate non-citizens to apply.

The Information Center currently has four staff members: a director, a press officer, a librarian, and a sociologist / researcher. The Latvian Naturalization Board's current plans are to enlarge the staff to seven staff members in Riga and two representatives in two regional offices. Although the Board is in the initial drafting stages of goals and objectives of the Information Center, a final mission statement, organizational structure, and development and implementation plans are still needed. The Latvian Naturalization Board identified as top priorities the need to develop the professional skills of the

Information Center's staff in the area of public relations and develop the Information Center's community outreach program

### **III Project Activity**

Primary project support will focus on developing the Latvian Naturalization Board's Information Center, its staff, and its public relations and community outreach work. Freedom House will also support the involvement of non-governmental organizations and other partners in collaborative projects with the Latvian Naturalization Board to achieve the program objectives. The four program components are outlined below.

#### **A Institutional Capacity Building of the Information Center**

##### **1 Contribution to the strategic objective and interim results**

The Latvian Naturalization Project will strengthen the institutional capacity of the Latvian Naturalization Board and its Information Center to facilitate the naturalization process through more effective information dissemination and public outreach. Specifically, the proposed activities in "Institutional Capacity Building" will lead to

- Increased capacity of the Latvian Naturalization Board to develop and disseminate information on the naturalization process
- Increased number of non-citizens contacting the Naturalization Board for information
- Increased number of non-citizens acquainted with the naturalization requirements and applying for citizenship

##### **2 Activities**

Since the Information Center is a new arm of the Naturalization Board, Freedom House will focus the bulk of its support to building the institutional capacity of the Information Center and the staff to carry out its function. Freedom House will assist the Latvian Naturalization Board and the staff of the Information Center in designing an organizational structure, in strategic planning, in work plan design and implementation, in professional development of the staff, in message development, and in public relations and community outreach. Freedom House will engage a resident advisor and short-term advisors to provide the following components of institutional capacity building assistance:

###### **a On-site Technical Assistance**

The Freedom House resident and short-term advisors will assist the Latvian Naturalization Board and the staff of the Information Center in the following ways: by designing an organizational structure; providing on-the-job training for staff members; developing office systems / procedures and the professional skills of staff members in interacting with the public; and designing and implementing community outreach strategies and programs. Since the Information Center staff will also travel and work

with the Naturalization Board's regional branches and sub-branches in its national outreach program initial meetings will be organized with the assistance of Freedom House to develop a coordinated approach and increase communication with its field operations

Timeline May 1999 – March 2000  
Budget \$113 500

b Strategic Planning /Organizational Development Retreat

Immediately after the Information Center's staff is hired, the Freedom House resident advisor will organize and facilitate a 1 to 2-week organizational development retreat with the staff of the Information Center at an off-site location. The retreat setting will enhance team building and strategic focus among the new staff members and build the leadership skills of the new director of the Information Center. In the retreat, the new staff members will obtain a good understanding of citizenship and naturalization issues and the Latvian Naturalization Board's role in promoting the process. Working as a team, the staff will develop a mission statement for the Information Center, further refine an organizational structure for the Information Center, set mid-term and short-term goals, and draft an implementation / work plan. The staff will also develop personnel and office management procedures and policies, job descriptions for each staff member, and initial promotional material. By the end of the retreat, the new staff will have a clear understanding of their mission, short and long-term goals, office procedures, and the activities they intend to implement. Documentation outlining the Information Center's mission and activities will be created and prepared for publishing and dissemination to the public.

Timeline June 1999  
Budget \$10 500

c Training in Public Relations and Community Outreach

A Freedom House short-term advisor will work with the Information Center and the Latvian Naturalization Board to design and deliver training for staff members in the mechanics of public relations and community outreach. A training workshop led by the Freedom House advisor will transfer skills and knowledge on public relations. The training workshop will also serve as a constructive working environment for message development, design of creative outreach strategies targeted at specific audiences, and preparation of promotional materials, press lists and support contact lists, and press kits by the staff. Follow-up on-site assistance by Freedom House advisors and AVID volunteers will strengthen the skills developed in the training and provide support in the implementation of the public relations and community outreach program.

Timeline July 1999 – March 2000  
Budget \$59 000

#### d U S Internships

For further professional development of the new staff Freedom House will organize U S Internships in which five staff members with at least 2-3 representatives from the regional branches of the Naturalization Board will work inside a similar American agency / public affairs office for 6 weeks. By including representatives from the regional branches Freedom House is targeting the anchors for local marketing and community outreach efforts. To date more than 500 leaders from Central and Eastern Europe have participated in Freedom House's Visiting Fellows Program. The Program promotes democratic transitions by providing new leaders with practical work experience in offices of their American counterparts in government, civil society, media, and economic development.

Timeline (1) January – March 1999, (2) mid-May –mid-July 1999, (3) mid-September – mid-December, 1999, (4) mid-January – mid-March 2000

Budget \$45,000

### **B Community Outreach / Public Relations**

#### 1 Contribution to the strategic objective and interim results

The Latvian Naturalization Project will strengthen the public relations and community outreach by the Latvian Naturalization Board and its Information Center. Through its public relations and community outreach work, the Latvian Naturalization Board will raise public awareness of legal rights and responsibilities, instill confidence in the naturalization process, and stimulate public demand for equal treatment under the law. Specifically, the proposed activities in 'Community Outreach / Public Relations' will lead to

- Increased number of non-citizens contacting the Naturalization Board for information
- Increased number of non-citizens acquainted with the naturalization requirements and applying for citizenship
- Increased number of non-citizens receiving citizenship

#### 2 Activities

The primary focus of the Information Center is to disseminate information to the public and to extend community outreach to encourage non-citizens to apply for naturalization and to promote the social integration of non-Latvians. The Information Center will work with the Naturalization Board's Regional Branches and Sub-branches, other government institutions, educational institutions, and non-governmental organizations to disseminate information. The Center will also amplify its message through media contacts. As mentioned above, Freedom House will provide technical assistance and training to build the capacity of the Information Center in this area through short-term advisors and volunteers. Freedom House will also provide technical assistance and funding to produce

pilot programs promotional materials and meetings to jump-start the program and give the staff the opportunity to learn through-doing ' While the EU PHARE project (beginning after April 1999) will provide additional funding for materials, brochures etc , a small portion of the USAID funds will be used in the initial stages for productions of the pilot materials / events The Freedom House resident advisor short-term public relations advisors, and AVID volunteers will provide assistance in the following activities and/or other activities designed with the Naturalization Board

a Open House at the Information Center and Regional Offices

Freedom House will assist and support the Information Center's first public relations event – Open Houses at the Riga headquarters and the two regional offices Counterpart government agencies, NGOs, media, members of minority communities and other will be invited to visit the Information Center for this event Through the Open Houses, the Latvian Naturalization Board and the Information Center will broadcast the newly formulated "message" encouraging naturalization and integration and will meet counterparts and potential partners to establish and broaden its outreach to the public The Open Houses will aim to invite members of communities where large numbers of non-citizens reside, since these people are the ultimate target of the Information Center and its services

Timeline July 1999

Budget \$10 500

b Meetings / Presentations by the Information Center to NGOs and Other Partners

The Information Center will host meetings with NGOs throughout Latvia and particularly those NGOs working with the minority communities and on minority issues The meetings will serve as a forum to exchange information on the work of the Naturalization Board and on the part of NGOs, and to discuss improved outreach strategies The meetings will also develop concrete plans for collaboration, and promote the sharing of resources (including websites and data) and collaborative projects between the government and NGOs and other potential partners to promote citizenship and integration The Information Center will identify partners for its national campaign and will disseminate its publications and collect information for inclusion in the Information Center's data collection Freedom House will also provide support through subgrants to partners who choose to work with the Information Center in community outreach including language and civics education and who have the common objective to increase the number of non-citizens applying for citizenship [See Section d ]

Timeline July – September 1999

Budget \$3500

c Community Outreach Program / Events / Traveling Presentations

Freedom House will assist the staff in designing and implementing the Information Center's Community Outreach Program. In previous training workshops, the Information Center will have developed a persuasive message and creative strategies for reaching non-citizens. Largely involving NGOs and other partners, Freedom House will assist and support the Information Center in organizing traveling presentations, cultural and educational events, multi-media productions, and other forms of information dissemination designed for different target audiences. The community outreach program will be developed during the strategic planning / training / technical assistance components listed above in the institutional capacity building section. Through collaboration with NGOs and other partners during the initial outreach component, the Information Center will further develop outreach components for broader impact. [These activities will be funded largely through subgrants – see Section d.]

Timeline July 1999 – March 2000

Budget \$9000

**C Support for Exam Preparation Training Programs**

1 Contribution to the strategic objective and interim results

The Latvian Naturalization Project will support the Naturalization Board's efforts to facilitate the naturalization process through the provision of exam preparatory courses and materials to assist applicants. Specifically, the proposed activities in the "Support for Exam Preparation Training Programs" will lead to

- Increased number of non-citizens acquainted with the naturalization requirements and applying for citizenship
- Increased number of non-citizens successfully passing the naturalization examinations
- Increased number of non-citizens receiving citizenship

2 Activity

One of the identified reasons for a low naturalization rate in Latvia is the perceived lack of appropriate language and history courses preparing non-citizens for the naturalization examination. A comprehensive National Latvian Language Program currently exists that trains educators and develops curricula for language instruction (at the primary and secondary school levels and for adults). The program is designed to provide instruction at a level higher than survival Latvian. Rather it is an extensive series of language courses aimed at a Level 3 proficiency (the language proficiency required for citizenship is Level 2). There are no reported history or cultural classes offered to non-citizens and the Ministry of Education and NGOs are in the initial phases of designing a more comprehensive adult education menu that could include cultural classes or mixed curricula.

The Naturalization Board is concerned about the lack of exam preparation courses that might increase the interest of non-citizens in naturalization and improve exam passage rates. The Naturalization Board has stated it will develop its own exam preparation or support the development of exam preparatory classes in Latvian language, history, and culture. An existing network of adult education centers and "folk universities" throughout the country may serve as a possible host of exam preparatory courses. Through a short-term advisor, Freedom House can offer technical assistance in designing a training program, developing and/or strengthening partnerships with NGOs, the Ministry of Education's Adult Education Program, and other partners to design and deliver such programs, develop curriculum, and train instructors.

Timeline July 1999

Budget \$89,000

#### **D Strengthening Collaboration and Partnerships in Community Outreach / Subgrants**

##### **1 Contribution to the strategic objective and interim results**

The Information Center is tasked to work with other government agencies, educational institutions, and NGOs to promote the naturalization and integration process. The Latvian Naturalization project will strengthen collaboration and coordination between the Latvian Naturalization Board and government agencies and between the governmental and non-governmental sector. Specifically, the proposed activities in "Strengthening Collaboration and Partnerships in Community Outreach" will lead to

- Increased number of non-citizens acquainted with the naturalization requirements and applying for citizenship
- Increased number of non-citizens successfully passing the naturalization examinations
- Increased number of non-citizens receiving citizenship

##### **2 Activity**

To expand the capacity and reach of the Naturalization Board, Freedom House will offer technical assistance to support the Board's information dissemination, public education, and public outreach efforts. To support NGO partnerships, Freedom House will provide subgrants to eligible NGOs working with the Naturalization Board in community outreach and who share the common objective to increase the number of non-citizens applying for citizenship. Examples of possible activities to be funded through subgrants or subcontracts might include media campaigns, curriculum development, development of study manuals, classroom training, and the training of educators. In addition, the subgrants would cover payments incurred for the design, production, and broadcast of multi-media campaigns and promotional, cultural, and educational events.

Since the USAID technical assistance project is provided to the Naturalization Board Freedom House and the Naturalization Board will jointly design the criteria for issuing subgrants The Naturalization Board's experience in the recent Soros-funded public campaign will be examined and built upon in designing new programs and publications and in awarding subgrants

Timeline July 1999 – March 2000

Budget \$160,000

# LATVIAN NATURALIZATION PROJECT

## A Project of Freedom House

Funded by the United States Agency for International Development

Attachment to the Annual Workplan  
Workplan Period 15 March 1999 to 14 March 2000

### I Project Objectives

The Latvian Naturalization Project strengthens the rule of law and human rights by supporting the implementation of Latvia's amended Citizenship Law. The new version of the law liberalizes the naturalization process as a means of integrating Latvia's minority resident population. Freedom House will provide technical assistance, training, and support to the Latvian Naturalization Board and its new Information Center in informing non-citizens and motivating them to apply for citizenship. The project aims to raise public awareness of legal rights and responsibilities, instill confidence in the naturalization process, and stimulate public demand for equal treatment under the law. Its primary goal is to increase access to justice for both citizens and non-citizens of Latvia.

The Latvian Naturalization Project will help USAID/Latvia to achieve USAID strategic objective S O 2 1 (Strengthened rule of law and respect for human rights)

In order to do so, the activities of the Latvian Naturalization Project will be targeted toward achieving the following intermediate results:

- I R.2.1 3 [Equal Access to Justice] Increased access to justice and enjoyment of equal rights for the minority population through naturalization/citizenship
  - I R.2 1 3 a More non-citizens contact the Naturalization Board.
  - I R. 2 1 3 b More non-citizens are acquainted with the naturalization requirements and apply for citizenship
  - I R. 2 1 3 c More non-citizens successfully pass the naturalization examinations
  - I R.2 1 3 d More non-citizens receive citizenship

### II. Summary of Project Activity

Since the Information Center is a new arm of the Latvian Naturalization Board (LNB), Freedom House will devote primary project support to developing the Center, its staff, and its public relations and community outreach work. Freedom House will also support the involvement of NGOs and other partners in collaborative projects with the LNB to achieve the program objectives.

The Latvian Naturalization Project consists of the following program components

- A Institutional Capacity Building of the Information Center
- B Community Outreach / Public Relations
- C Support for Exam Preparation Training Programs
- D Strengthening Collaboration and Partnerships in Community Outreach/  
Subgrants

A narrative of project activity is outlined in the annual workplan (submitted on April 14 1999) A detailed timeline is provided with this attachment In addition to the technical assistance and training activities described in the workplan, further public relations activities and events will be developed and implemented with the LNB and partner NGOs through the technical assistance of Freedom House advisors

### **III. Project Benchmarks**

**By month two,** Freedom House advisors are interviewed and approved jointly by Freedom House and the LNB The Acting Director of the Information Center completes Freedom House's 6-week Visiting Fellows program in the United States, fellowship placements included the Public Affairs offices of the Immigration and Naturalization Service (Chicago) and the Department of Education (San Francisco) and the Hebrew Immigrants Aid Society (D C ) An in-country assessment mission by Freedom House to meet with USAID and the LNB is conducted A project workplan is jointly developed by Freedom House, the LNB, and USAID **Activities: in-country assessment, U.S.-based meetings with LNB staff; joint interviews and selection of advisors; USAID approval of advisors, U S internship program for Acting Director of Information Center**

**By month four,** the Information Center develops a strategic plan with a concise mission statement and objectives The staff of the Information Center understands the role and objectives of the LNB and the Information Center in the naturalization and citizenship processes Initial public relations activities are developed The Information Center possesses a sound organizational structure Operational procedures are in place to receive and disseminate information to the public about the naturalization process The staff functions as a team, and individual staff members have a clear understanding of their scope of work The Information Center establishes an internal communications system to share information with regional branches and with Board members **Activities: strategic planning retreat, on-site technical assistance; initial meetings with regional branches of the LNB.**

**By month six,** the LNB has approved the mission statement of the Information Center, and the Information Center develops a system to monitor and evaluate results of its outreach work The regional branches of the LNB begin to work with the Information Center The staff of the Information Center develops a message for the public outreach campaign a community outreach strategy and a detailed plan for public relations events for the year Information Center staff members develop public speaking skills and

presentation models for press statements press releases press conferences and community meetings Press and NGO contact lists are compiled Initial meetings take place with NGOs media other local and national governmental agencies and the public (particularly the target community of non-citizens) as the first phase of outreach The Information Center compiles, publishes and disseminates as a part of its routine informational material (1) a listing of NGO national and local governmental offices, educational and training centers which provide information, services exam preparation language lessons and learning aides to promote naturalization and citizenship, (2) LNB regional branch offices and examination sites (3) statistical information on naturalization/citizenship rates, and (4) a calendar of activities focused on citizenship/naturalization A web page for the Information Center is established **Activities. public relations training, on-site technical assistance, traveling presentations, public relations events**

**By month eight**, the public outreach campaign is in full swing with a calendar campaign ("My Latvia"), multimedia productions, traveling presentations/events, and the organization of open houses at the Information Center and regional offices Promotional/informational materials are designed and printed Citizenship-promotion events are linked to cultural events Plans for exam preparatory aides are developed and local partners identified Local partnerships are developed with community groups and NGOs to promote citizenship and prepare applicants for the naturalization exam The Information Center staff travel to local target communities to make presentations and work with local partners A second round of staff members participate in U S internships to learn public relations and community outreach strategies **Activities. on-site technical assistance, subgrants/subcontracts to NGOs and marketing firms; traveling presentations, public relations events; technical assistance on exam preparatory resources and training, U S internships**

**By month twelve**, the Information Center is a functioning public affairs office with established practices and procedures, community outreach is strong, and local partnerships with NGOs, governmental agencies, and media are developed Local and national media routinely report on citizenship issues and the progress of naturalization A final group of Information Center staff and local partners participates in U S internships Exam preparatory materials are published and available to applicants The public receives information of available exam preparatory courses and materials The Information Center responds to and tracks an increased number of requests for information on naturalization and citizenship An increased number of applicants contact the regional branches and sub-branches of the LNB **Activities. on-site technical assistance; subgrants to NGOs and public marketing firms, traveling presentations, public relations events, technical assistance on exam preparatory resources and training, U S internships**

**PROJECT ACTIVITIES TIMELINE**  
(March 1999 – March 2000)

	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99	Oct-99	Nov-99	Dec-99	Jan-00	Feb-00	Mar 00
<b>PROJECT START-UP / ADVISORS</b>													
FH & LNB interviews of candidates	█	█											
Approval of RA & PR Trainer	█												
Place Resident Advisor in-country			█										
Place Public Relations Trainer in-country					█								
Select/Approve Exam Preparatory Advisor							█						
Place Exam Prep Advisor in-country								█					
<b>INSTITUTIONAL CAPACITY BUILDING</b>													
Strategic Planning Retreat				█									
Strategic Plan for Info Center developed				█									
Plan approved by Board				█	█								
Organizational structure revised				█	█								
Job descriptions submitted to Board			█										
Job descriptions approved by Board			█										
File management system developed			█	█									
Weekly staff meetings established			█	█									
Internal communication procedure for regional offices developed				█	█								
Meeting of regional branches & sub-branches with Information Center (IC)				█	█	█	█	█	█	█	█	█	█
Internal communication/reporting procedures to Board developed				█	█								
Office procedures developed				█	█								
Library database established			█										
Record keeping system/phone logs created				█	█								
Create Information Center web page				█	█	█							
Web page designed				█	█	█							
Link to Foreign Affairs site				█	█	█							
Monitoring/evaluation plan developed				█	█	█							

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	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99	Oct-99	Nov-99	Dec-99	Jan-00	Feb 00	Mar 00
<b>PUBLIC RELATIONS TRAINING / TECHNICAL ASSISTANCE</b>													
Training workshops for IC staff members													
Professional skills building for staff													
Public Outreach Strategy planned													
PR Message developed													
Promotional materials developed													
Multi-Media presentations developed													
Regular information distribution system established													
<b>COMMUNITY OUTREACH</b>													
<b>NGOs Partnerships</b>													
NGO contact list compiled													
Introductory meetings with NGOs													
Service directory compiled of NGOs working in citizenship promotion, exam prep, language training, etc													
Publication/dissemination of NGO service directory (see above)													
Joint projects with NGO partners developed													
NGO projects begin with small grants													
<b>IntraGovernment Relations</b>													
Introductory meetings with local/national Government offices													
Identification/compilation of Government training/resources on culture, history, and language													
Potential local/national Government partners identified													
Joint projects developed on naturalization processes													

**PROJECT ACTIVITIES TIMELINE**  
**(March 1999 – March 2000)**

	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99	Oct-99	Nov-99	Dec-99	Jan-00	Feb-00	Mar-00
<b>COMMUNITY OUTREACH (continued)</b>													
<i>IntraGovernment Relations</i>													
Intra-government meetings on naturalization issues (education language, etc )							■		■		■		■
<i>Media Relations</i>													
Press Kit developed					■								
Press Lists developed					■								
Introductory meetings with Media Reps					■	■							
Multi-Media campaign developed					■	■							
Multi-Media campaign produced							■	■					
<i>Public Relations</i>													
Information Center's Open House								■					
EU PHARE supplies furniture/ equipment							■						
Poster campaign begins publicity							■						
Invitations sent								■					
Event linked to poster exhibition								■					
Regional offices' Open Houses								■					
<b>Calendar Campaign - ' My Latvia"</b>				■	■	■	■	■	■	■	■	■	■
Sponsors solicited				■									
Flyer designed				■		■							
School officials notified				■		■							
Publicity begins						■	■						
Winners selected/announced									■				
Exhibition winners & submissions									■				
Calendar distribution starts										■			
Traveling exhibition begins												■	
Traveling presentations to local communities					■	■	■	■	■	■	■	■	■

**PROJECT ACTIVITIES TIMELINE**  
(March 1999 – March 2000)

	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99	Oct-99	Nov-99	Dec-99	Jan-00	Feb 00	Mar 00
<b>COMMUNITY OUTREACH (continued)</b>													
<i>Public Relations</i>													
Promotional Activities - Cultural Events													
Meeting with Minister of Culture													
Coordinate musical / folk festivals													
Local events conducted													
<b>JS INTERNSHIPS</b>													
Acting IC Director internship completed													
Interview IC & LNB Staff Candidates													
Staff Members / Regional Staff Internships													
<b>SUPPORT OF EXAMINATION</b>													
<b>PREPARATORY PROGRAMS</b>													
Coordinate with Board's regional offices													
Design promotional program													
Develop exam preparatory ideas													
Develop local partnerships (NGOs)													
Design training curriculum for examination preparatory courses													
Training of trainers on exam preparation													
Publication/dissemination of resources, courses, service providers (NGOs & Gov't), LNB branch offices, and exam sites—to aid citizenship applicants													
Reissue/create videos on exam taking													
Exam preparatory materials published/distributed													
Exam preparatory courses begin													

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