

ENTRS SVA DABBA
VSI VAI S DARBA

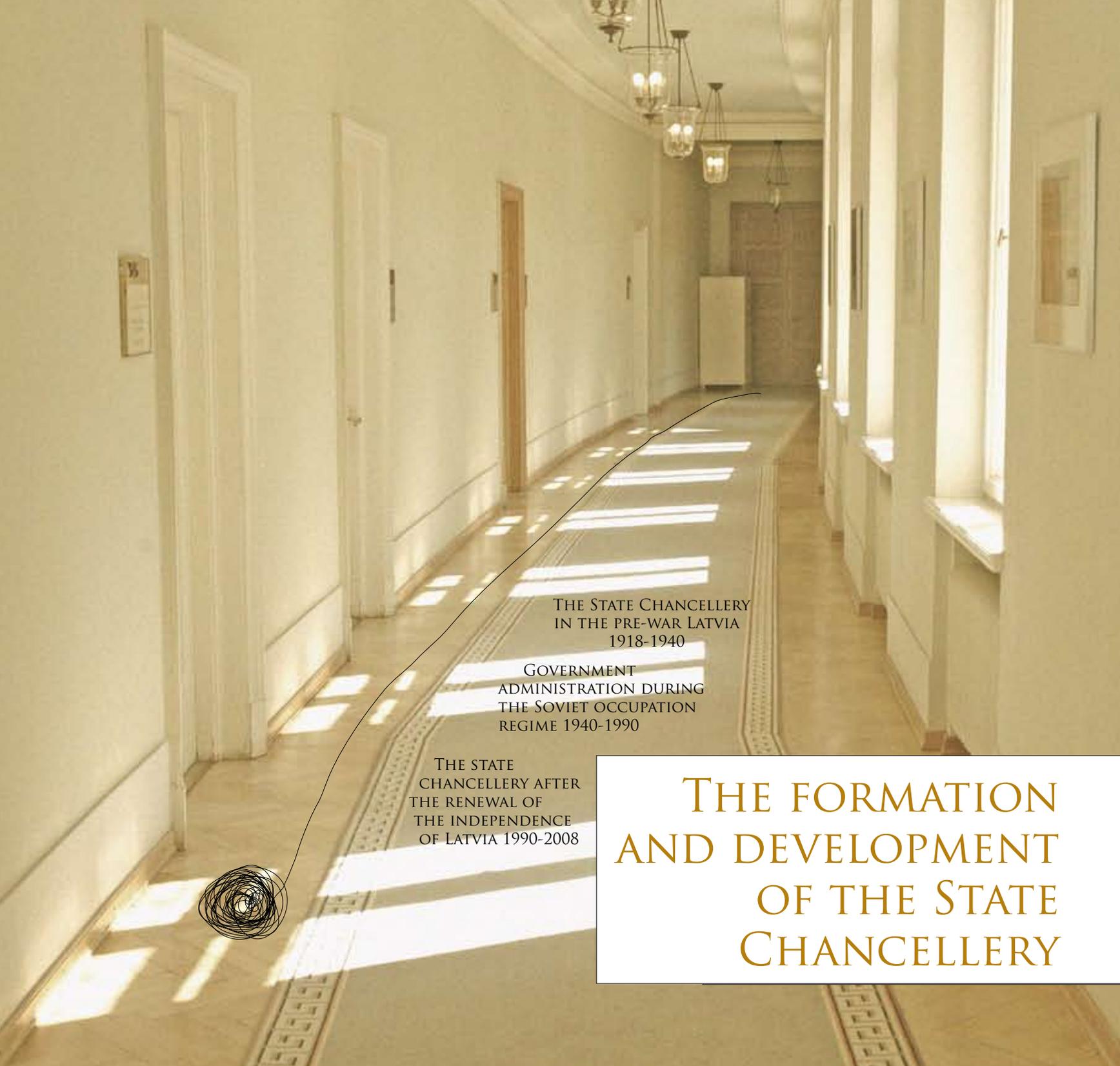
State Chancellery
90



On 18 November 1918, the Republic of Latvia was proclaimed. The early period of the development of the State of Latvia and its public administration institutions was very hard, the Government lacked sufficient financial resources, the country possessed neither a powerful army, nor administrative capacities to ensure immediate control over the territory of Latvia. In April 1919, a total number of 20 employees – an unbelievably small amount for today – were approved in the staff list of the State Chancellery, but in those times such a broad government administration seemed a remarkable achievement. Many agreed to engage in the development of the State despite the limited financial ability of the Government to pay for this work. In January 1919, inspired by common ideals, the citizens of Latvia had courage to defend bareheaded its Government against militants of the collapsing USSR. The national courage saved the fragile, newly regained independence.

Now the State Chancellery is a modern public administration institution of a democratic country. The anniversary of the State is the right moment to look back in the past and remember the achievements and failures, to remember those who did not fear taking responsibility in difficult moments.

Gatis Krūmiņš, historian



THE STATE CHANCELLERY
IN THE PRE-WAR LATVIA
1918-1940

GOVERNMENT
ADMINISTRATION DURING
THE SOVIET OCCUPATION
REGIME 1940-1990

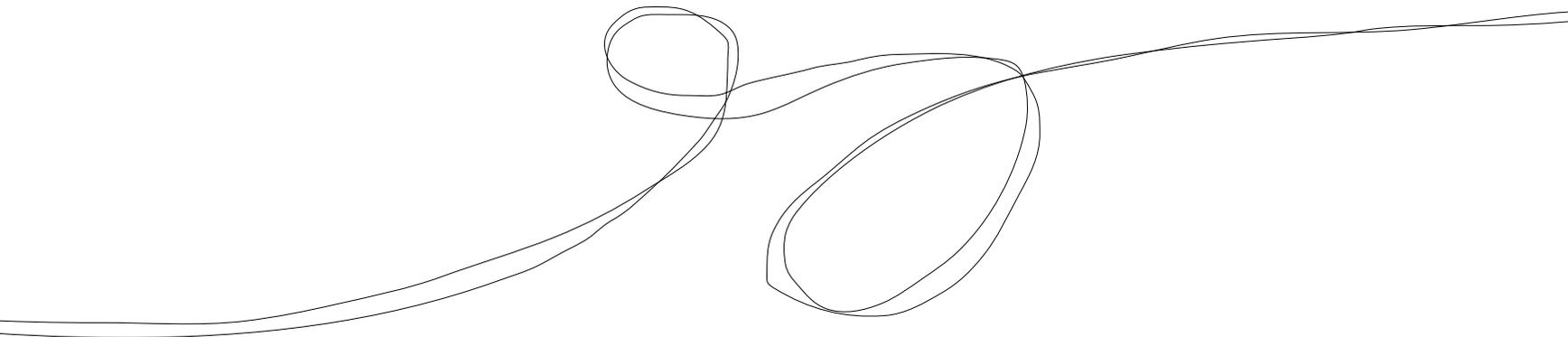
THE STATE
CHANCELLERY AFTER
THE RENEWAL OF
THE INDEPENDENCE
OF LATVIA 1990-2008

THE FORMATION AND DEVELOPMENT OF THE STATE CHANCELLERY

A separate document on formation of the Chancellery of the Provisional Government cannot be found. The government administration of the independent Latvia was first mentioned on 26 November 1918 when administrator of the Chancellery of the Provisional Government Dāvids Rudzītis prepared the protocol of the first official sitting of the Government. On 1 January 1919, the Government „establishes that Dāvids Rudzītis has been in his position as the administrator of the Chancellery of the Provisional Government since 20 November 1918”.

Therefore, 20 November 1918

can be considered as the date of formation of the State Chancellery.



1918.–1934.

The institution was conferred its current name on 11 April 1919 when the Chancellery of the Provisional Government was renamed the State Chancellery, and D.Rudzītis was appointed as the Director of the State Chancellery. Initially, the State Chancellery employed only 20 persons.

D.Rudzītis: „As soon as the news about the formation of the Latvian Government reached wider circles, the Chancellery of the Provisional Government started to receive hundreds of applications for vacancies. (..) They could not be stopped even after issuing instructions which stated that the Government initially can employ only few tens of civil servants and that the Government cannot guarantee the amount of the remuneration or any remuneration at all. Despite the abovementioned, everyone wanted to work in the new public institutions, initially comforting themselves with thoughts of better future prospects.”

P A G A I D U W A L D I B A S Š E H D E .

R i g ā,
Dzirņawu ceļā N. 87 . 26. novembra 1918

K l a h t : Ministru Presidents K. ULMANIS, Školu Ministrs Dr. K. KAS-
PARSONS, Eekschleetu Ministrs Dr. M. WALTERS, Finanšu Ministrs K. PURINSCH,
Darbu un Šatikšmes Ministrs T. HERMANOWSKIS, Eekschleetu Ministrs ^{Beck} BENUS,
BIRSNEEKS un DAMBITS, Pahtikas Ministra beedris I. BLUMBERGIS.

Protokolē Pagaidu Waldibas kanzelejas pahrwaldneeks D. RUDSITS.

1) Ministru Presidents nolaga Leepajas Pilšehtas Pagaidu Pahrwaldes te-
legramu par 15 wagonu labibas isguhtišchanu no Leepajas preekšch Rigas.

2) Ministru Presidents nolaga Leepajamodibinajušchās Jaunbalteešchu
šaweenibas apšweikšchanas telegramu. Šolemj atbildet.

3) Ministru Presidents siņo par šarunām ar wahzu walšts pilnwarneeku
A. Winnigew par Latwijas līhdsšchinejo waldibas eeštahsohu pahršemschanu
no jaundibinatām Latwijas republikas eeštahdēm. Štarp zitu nolaga A. Winni-
gēra rakgtu no 25. novembra ar šohādū šaturu:

An den Herrn Präsidenten

der Provisorischen Regierung.

Ich beehre mich, dem Herrn Präsidenten mitzuteilen, dass die Deutsche
Regierung bereit ist den Volksrat Lettlands als selbstständige machtaus-
übende versammlung und die Provisorische Regierung als deren Vollzugsaus-
schuss temporär anzuerkennen, bis der Friedenskongress entschieden hat, wer
über die künftige Lage Lettlands auf Grund des Selbstbestimmungsrechts der
Völker entsprechend entscheiden wird.

Der Generalbevollmächtigte des Reichs

The Protocol No 1 of the sitting of the Provisional Government, 26 November 1918. The administrator of the Chancellery of the Provisional Government D. Rudzītis prepares the protocol. During the sitting, D. Rudzītis reports that he had received donations and loans „from Mr A. Kampe – 5,575 marks; from the II Vidzeme Mutual Loan Company – 5,000 Russian roubles; from the Rīga Latvian Craftsmen Credit-Savings Bank – 25,000 Russian roubles” etc for ensuring the activities of the Provisional Government

On 5 August 1919, the Provisional Government of Latvia adopted the „Provisional Rules of the State Chancellery” and on 8 August 1919 – the rules of procedure of the sittings of the Cabinet of Ministers. Those documents laid down the ground rules for organising the sittings of the Cabinet of Ministers and the responsibilities of the State Chancellery – „ensuring the management of the documentation and work of the Cabinet of Ministers and the Prime Minister; administration of particular areas falling within the scope of the State Chancellery: management and issuing of laws, publishing of the official gazette, typography, library, archive” etc.

Upon an order by the Prime Minister, the State Chancellery convened sittings of the Government and announced to the participants of the sitting the agenda of the sitting and drafts to be concerned. The director of the State Chancellery prepared the sitting’s protocol which contained the number of participants and the content of the most important debates and the decisions made. When the protocol was completed, the State Chancellery sent it to all ministries, but the originals of protocol and orders were stored in the archive. The State Chancellery registered all documents to be considered during the sitting of the Government and managed the incoming and outgoing correspondence of the Prime Minister and the Cabinet of Ministers. Those key functions of the State Chancellery have not changed over the years.



Under the State Chancellery, an official
 gazette „Valdības Vēstnesis” was created –
 it contained laws and orders of the
 Government.

S 44

Waldības Wehstnesis

Latvijas Pagaidu Waldības ofizials laikraksts

Numurs mēsi 30 lap. Numurs mēsi 30 lap.

Izsnāgt katru deenu, izņemot pirmdeenas un pēdējās deenas.

Abonešanas mēfā:

Saņemot izdevīgā un īpatnās vērtās:		Veelabot mēfā un pa pāfā:	
Pa: 1 mēfēf 7 rbi. . 3 mēfēfēem 30 . . 6 35 . . 12 65 .	Var: 1 mēfēf 8 rbi. . 3 mēfēfēem 22 . . 6 43 . . 12 80 .		

Redakcija: Pagaিদam Rīgā, Mikotājā ceļā Nr. 1 b, 2 trepeš. Telefons Nr. 989. Runās stundas: no pulkst. 10 līdz 11 deenā.
 Kantoris un izpēdizija: Rīgā, Pils Nr. 2. Telefons Nr. 957. Atwehētis no pulkst. 9 līdz 3.

Nr. 1. 65056 Strais gab.

Decēfdeen, 1. auguštā 1919. g.

Tautas Padomes nakofofā sefija fanāht 11. auguštā pulkst. 4 deenā.

Tautas Padomes Iwelefofšanas Komifija fukta uf Kurfem delegaziju, lai pahrleezinātos par wahju īfwahf. fchanos.

Tautas Padomes Iwelefofšanas Komifijas atfturnis Janniflgemas „pogroma” leetā.

Mīniftru Kabineta 31. julfija sefbes lehmumi.

Noteikumi par kara fahwekfi Latvijā.

Iwelefof Mīniftru Welefofšanas Komifijas

Situms par Mīniftru Kabineta teefība īfdat pagaidu rīfhojumus.

§ 1. Tautas Padomes sefija starplotā Mīniftru Kabinetaf ir teefība, ja neatleefama wahfabība to prafa, ar fawu waru īfdat pagaidu rīfhojumus, fureem zilādi ir wahfabfga Tautas Padomes pēefrifšana.

Šchāhdē rīfhojums newar grofif nebf Tautas Padomes fofstāhtu, nebf wlnās pagaidu konfifuziju un wīnfch fawu fpefhtu, ja Mīniftru Kabinets 3 deenu laikā pēfch Tautas Padomes sefijas atfwhāfšanas neefneefbf Tautas Padomei atteezigu īfhwama proiektu.

§ 2. Wif īfhdē fchīm pa Tautas Padomes sefija starplakfu no Mīniftru Kabineta īfdoee rīfhojumi un nofajizjumi, fureem ir wahfabfga Tautas Padomes pēefrifšana, fawbdē fawu fpefhtu, ja Mīniftru Kabinets 6 nedēlu laikā, no fchī īfhwama pēefrifšanas

Wif Latvijas Pagaিদam Waldības rīfhojumi un pawehles

leef fahārtoti un īfdoti burfihzam fēwifch „Latvijas Pagaিদam Waldības Rīfhojum Krahjumā”, no kurām jau īfwhāfchās trīhš. Lai fcho lopotu īfdofšanu, a hīrinātu, tad pahrdrufafjam „Waldības Wehstnesē” wīfus tos īfhwamā, īfdoti kopch Pagaিদam Waldības fahfch nās pēe darba leepald fch. g. 27. julfija. Šchī pahrdrufafšana turpinātees wehl dar

The official gazette „Valdības Vēstnesis” was published under the auspices of the State Chancellery till autumn 1920

On 25 October 1920, along with the increase in the number of laws passed, the initial responsibilities of the State Chancellery, namely, arrangement and issuing of laws, was assumed by the Ministry of Justice establishing a Codification Division, which further dealt with legal reviewing and arrangement of laws, as well as issued a collection of laws and orders by the Government of Latvia.

The Instruction on internal activities and procedures of the Cabinet of Ministers adopted in July 1925 provided for the formation of a special council („small cabinet”) for dealing with the examination of the draft documents and other presented proposals in the technical aspect and only then they are considered by the Cabinet of Ministers in its full composition. The director of the State Chancellery was also among the members of the „small cabinet”.

The Law on the Structure of the Cabinet of Ministers adopted on 1 April 1925 stipulated that „the State Chancellery shall oversee the record-keeping of the Cabinet and the Prime Minister. The director of the State Chancellery shall administer the budget of the Cabinet and of the State Chancellery.” This law also laid down that the director and other civil servants of the State Chancellery are contracted in compliance with the Civil Service Law. Thus, the legal status of the State Chancellery was enforced.



1934.-1940.

On 15 May 1934, a coup led by Kārlis Ulmanis took place. The Saeima (Parliament) was dissolved and activities of the political parties halted. Now it only did not implement the functions of the executive power. It had also become a legislative power, fully taking over the functions of the Saeima. The role of the government administration significantly increased, for example, the Codification Division which from the Ministry of Justice in 1926 went under the Saeima now had come under the authority of the State Chancellery. During the authoritarian regime, the concentration of power and the role of public institutions were ever more increased and in 1936 K.Ulmanis became the President and the Prime Minister of Latvia.

According to the announcement of the President and the Prime Minister of 15 November 1938, D.Rudzītis was invited to become a member of the Cabinet of Ministers. At the same time, he also continued to perform his duties in the capacity of the director of the State Chancellery.



The President and the Prime Minister K.Ulmanis announces the inclusion of D.Rudzītis within the members of the Cabinet of Ministers

1940.–1990.

On 17 June 1940, Latvia came under the occupation by the Soviet forces. The USSR administration tried to achieve such a conditions under which the further annexation of Latvia would seem legal – the public institutions continued to work under a strong supervision by the USSR for the following few months. Formally, operation of the State Chancellery ceased on 27 August 1940, when it was renamed as the Chancellery of the Council of People's Commissars but in fact the final date was June 17, 1940, when the Government of K.Ulmanis finished existing.

For the following 50 years the territory of Latvia remained under foreign powers. During 1941–1945 the territory of Latvia was under the control by the Nazi Germany, and after the deafeer of Germany in World War II the Soviet occupation regime returned to the territory of Latvia. A further sovietisation of Latvia was being carried out, the government of the Latvian SSR and its administration (since 1946 – Affairs Administration of the Council of Ministers of the Latvian SSR) did not act in the interests of the Latvian nation. For example, in 17 March 1949, the decision on deportation of more than 40,000 people in Latvia to the most distant regions of the USSR was signed both by the Chair of the Council of Ministers of the Latvian SSR and I.Bastins, Affairs Manager of the Council of Ministers of the Latvian SSR.



Barricades at the Council of Ministers in January 1991

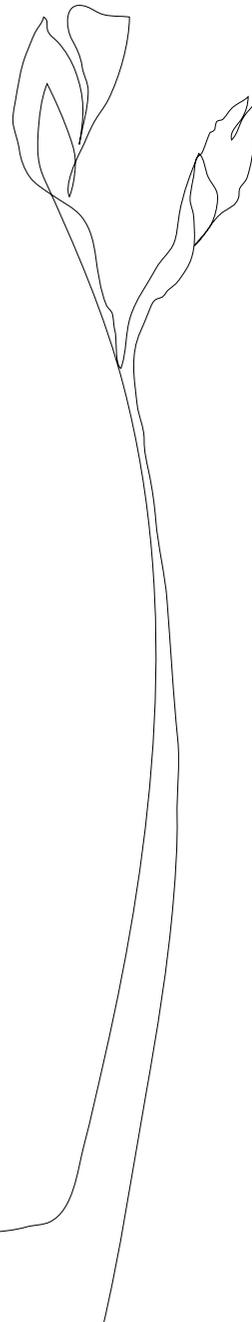
M. Gorbachev after becoming a Soviet leader in 1985 launched democratic reforms. That was the beginning of Atmoda (Latvian national awakening), the Government of the Latvian SSR and its administration commenced implementation of an independent policy; already in 1990 the majority in the Government supported the idea for an independent state.

Following the renewal of the Latvian independence, all power structures of the Latvian SSR were reorganised including the Affairs Administration of the Council of Ministers of the Latvian SSR and the renewal of the State Chancellery.

1990.–2008.

After the adoption of the declaration of independence of the Republic of Latvia on 4 May 1990 the democratic reforms in the public administration of Latvia were launched. By the time when the Latvian Constitution (Satversme) and the Law on Structure of the Cabinet of Ministers were re-enforced, the State Chancellery had experienced three reorganisations.

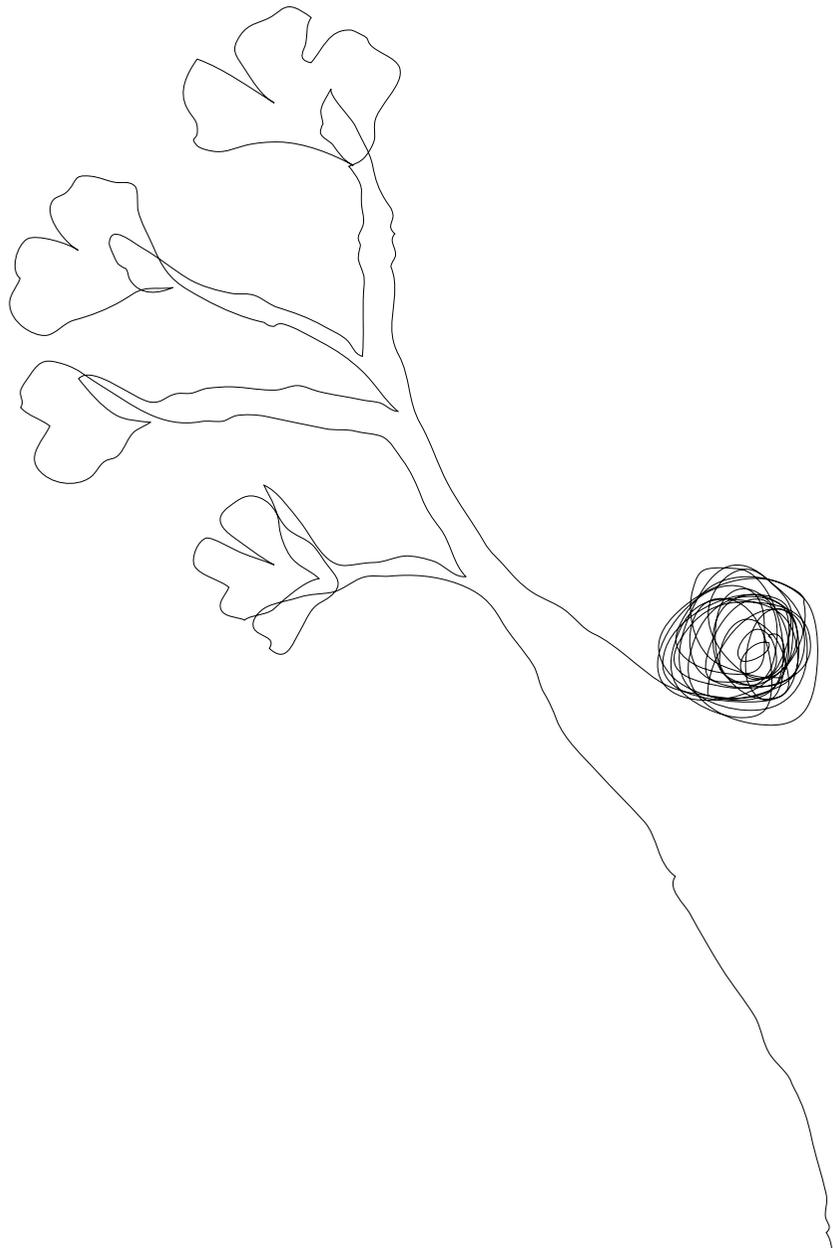
According to the decision „On Activities of the Public Administration Institutions under Conditions of Restoring the Independence” adopted by the Council of Ministers of the Republic of Latvia on 25 May 1990, the Affairs Administration of the Council of Ministers was abolished and replaced by the Government Administration of the Republic of Latvia in order to ensure the implementation of the operative activities of the Council of the Ministers.

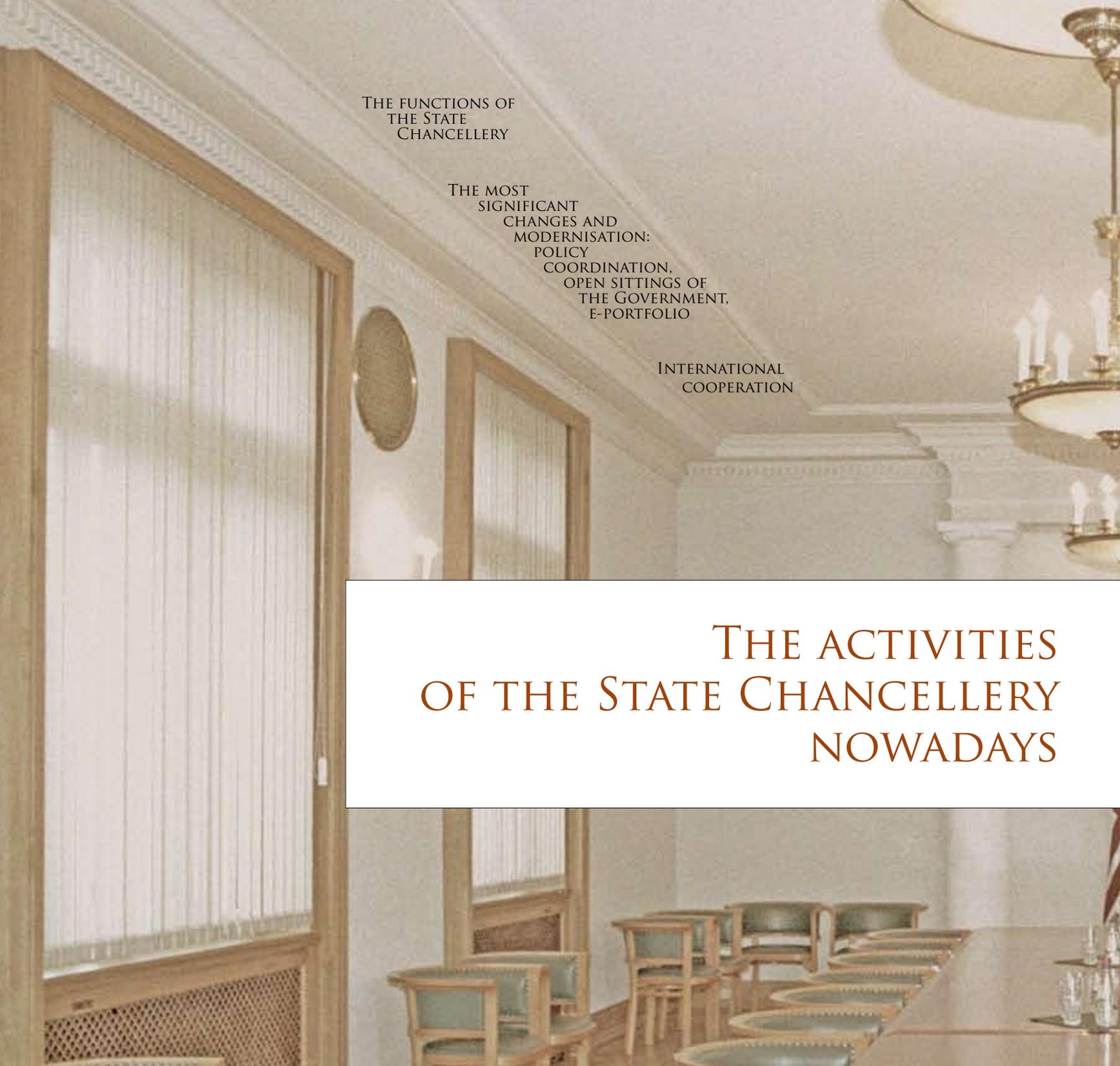


In 1991, the Government Administration was abolished and replaced by the Government Apparatus which had the same functions and structure. The name of the State Chancellery was again mentioned in the Law „On the Council of Ministers” of 18 March 1992. Upon the adoption of the decision „On Reorganisation of the Government Apparatus of the Republic of Latvia” of 19 November 1992, the State Chancellery was embraced in the Government Apparatus as a structural unit. The primary responsibility of the Government Apparatus remained the same – providing the activities of the Government.

THE RENEWED STATE CHANCELLERY

With the election of the 5th Saeima, the Constitution (Satversme) of Latvia was renewed and on 3 August 1993 the Law „On Re-enforcement of the Law „On Structure of the Cabinet of Ministers” of 1 April 1925” came into effect. The abovementioned law renewed the historical status of the State Chancellery and stipulated its key functions, namely, the provision of the activities of the Cabinet of Ministers and the Prime Minister, and ensuring optimal and operational decision-making in line with the Constitution and other laws.





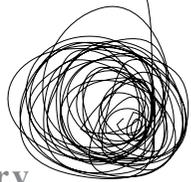
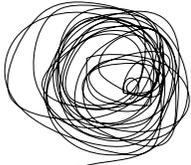
THE FUNCTIONS OF
THE STATE
CHANCELLERY

THE MOST
SIGNIFICANT
CHANGES AND
MODERNISATION:
POLICY
COORDINATION,
OPEN SITTINGS OF
THE GOVERNMENT,
E-PORTFOLIO

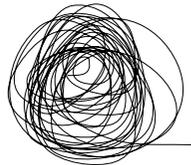
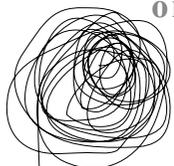
INTERNATIONAL
COOPERATION

THE ACTIVITIES OF THE STATE CHANCELLERY NOWADAYS





Currently the key task of the State Chancellery is ensuring the work of the Cabinet of Ministers and the Prime Ministers, as well as an optimal and operational decision-making process in line with the Constitution (Satversme) and other laws. In compliance with the relevant rules, the State Chancellery also involves in the policy making processes and in the activities of public administration. The State Chancellery employs one and a half hundred persons.



THE MOST FUNDAMENTAL FUNCTIONS OF THE STATE CHANCELLERY:

1. Substantial and organisational provision of work of the Prime Minister and the Cabinet of Ministers:

- preparation and organisation of sittings of the Cabinet of Ministers, the Committee of the Cabinet of Ministers and meetings of the State Secretaries;
- provision of legal analysis of the draft documents submitted to the Cabinet of Ministers;
- consultations with non-governmental organisations within the decision-making process and ensuring communication of the Government with public;
- management of correspondence of the Cabinet of Ministers and the Prime Minister;
- ensuring compliance with legal-text techniques and norms of the state language and use of precise terminology in legal acts and draft laws;
- final formulation and editing of the legal acts approved in the Government's sitting;
 - control of the fulfilment of tasks assigned by the Government, the Saeima (Parliament) and meeting of the State Secretaries.

2. Coordination of planning and implementation of a single national policy:

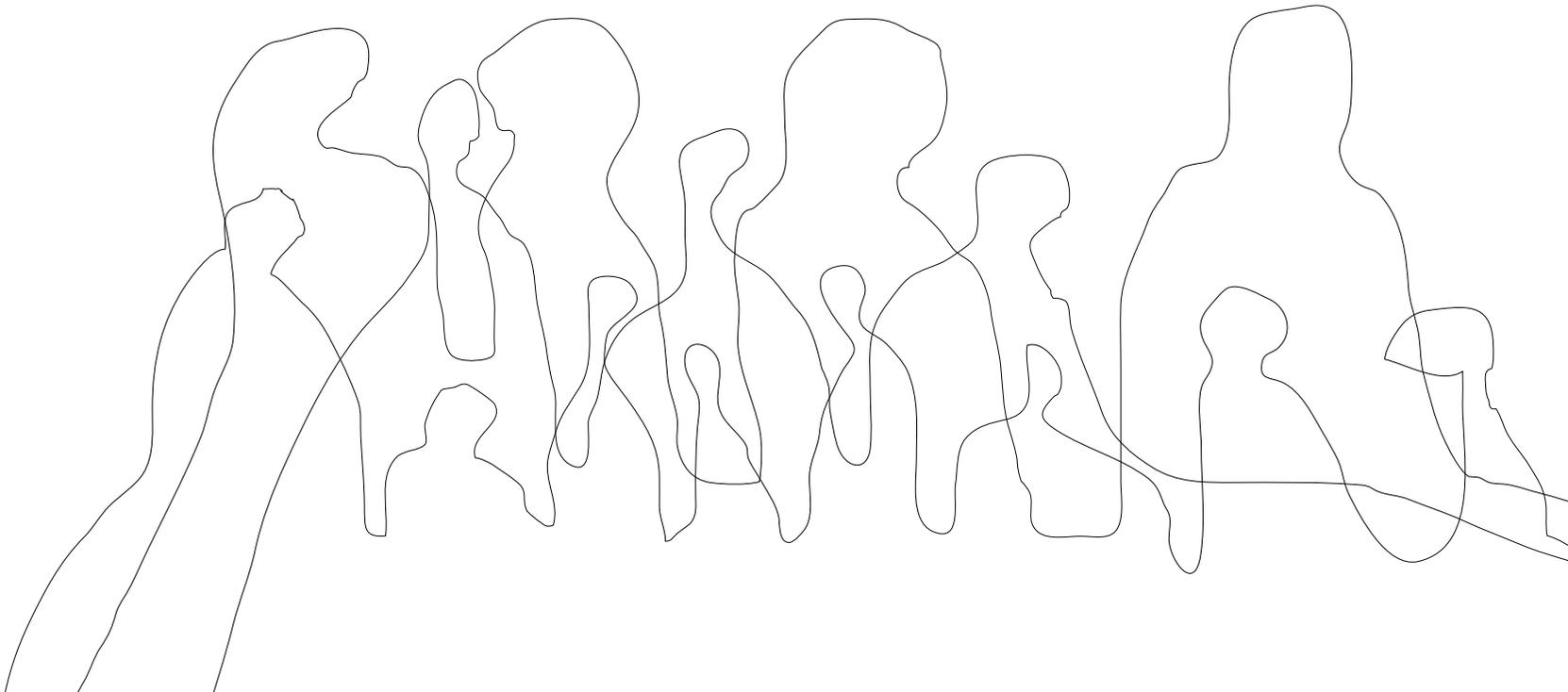
- presentation of proposals to the Government on medium-term and long-term development and the coordination of implementation of the Government's operational plan;
- development of policy planning documents and legal acts and presentation of opinions on the draft documents prepared by the public administration institutions;
- development and management of three databases containing important information of public administration (Database of Direct Public Administration Institutions, Research and Publications Database, Database of Policy Planning Documents).

3. Development of the public administration development policy and supervision of its implementation

4. Elaboration of the Government's communication policy, the coordination and implementation of its introduction

5. Operation in the capacity of an intermediary institution with regard to the European Social Fund: planning, implementation and supervision of the programmes and projects co-financed by the European Social Fund and aimed at building the administrative capacity of public administration institutions, non-governmental organisations and social partners.

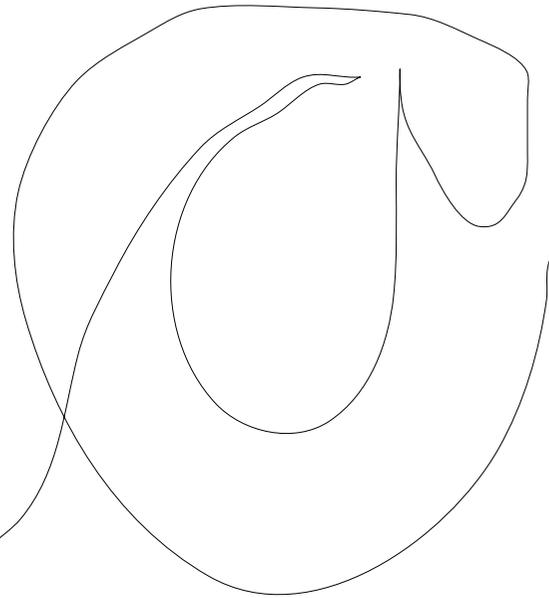
6. Fulfilment of other tasks assigned by the Prime Minister or the Cabinet of Ministers, for instance – ensuring the operation of a collegiate institution formed by the Cabinet of Ministers and that deals with the establishment of the number of victims and locations of mass graves of the totalitarian communist occupation regime of the USSR, collection of information about repressive measures and mass deportations and calculation of losses inflicted on the Latvian nation.



THE MOST SIGNIFICANT CHANGES AND MODERNISATION OF THE STATE CHANCELLERY

Following the experience of the most developed countries in the world, the adoption of a political decision on conferring a new function to the State Chancellery as a centre of the Government – commencement of development and implementation of **a system for policy development, coordination and supervision.**

In 2002, development of the **e-portfolio** – an electronic work portfolio containing the agenda and related documents of the sittings of the Cabinet of Ministers, the Committee of the Cabinet of Ministers and – since 2003 – also of the State Secretaries' meetings. The introduction of e-portfolio has increased the speed of the document circulation and efficiency of their use. E-portfolio is made available not only to the participants of the settings, but also to the representatives of mass media accredited for the work in the Cabinet of Ministers.



⊙ Since 7 November 2002, **the sittings of the Government are open** to the representatives of mass media. The representatives of public organisations and social partners in the advisory capacity can also participate in the meetings of the State Secretaries.

⊙ The development of **new working procedures of the Government** – the Rules of Procedure of the Cabinet of Ministers providing for a coordinated progress of the draft documents, the process of the decision-making and stipulates the opportunities for public involvement (2002).

⊙ In 2003, the State Chancellery became the leading institution dealing with a new area of governmental policies – **communication with public**. With the involvement of line ministries and other public administration institutions, the State Chancellery ensures coordinated and planned approach to the explanation of decisions made by state institutions, as well as enables feedback from social groups.

INTERNATIONAL ACTIVITIES OF THE STATE CHANCELLERY



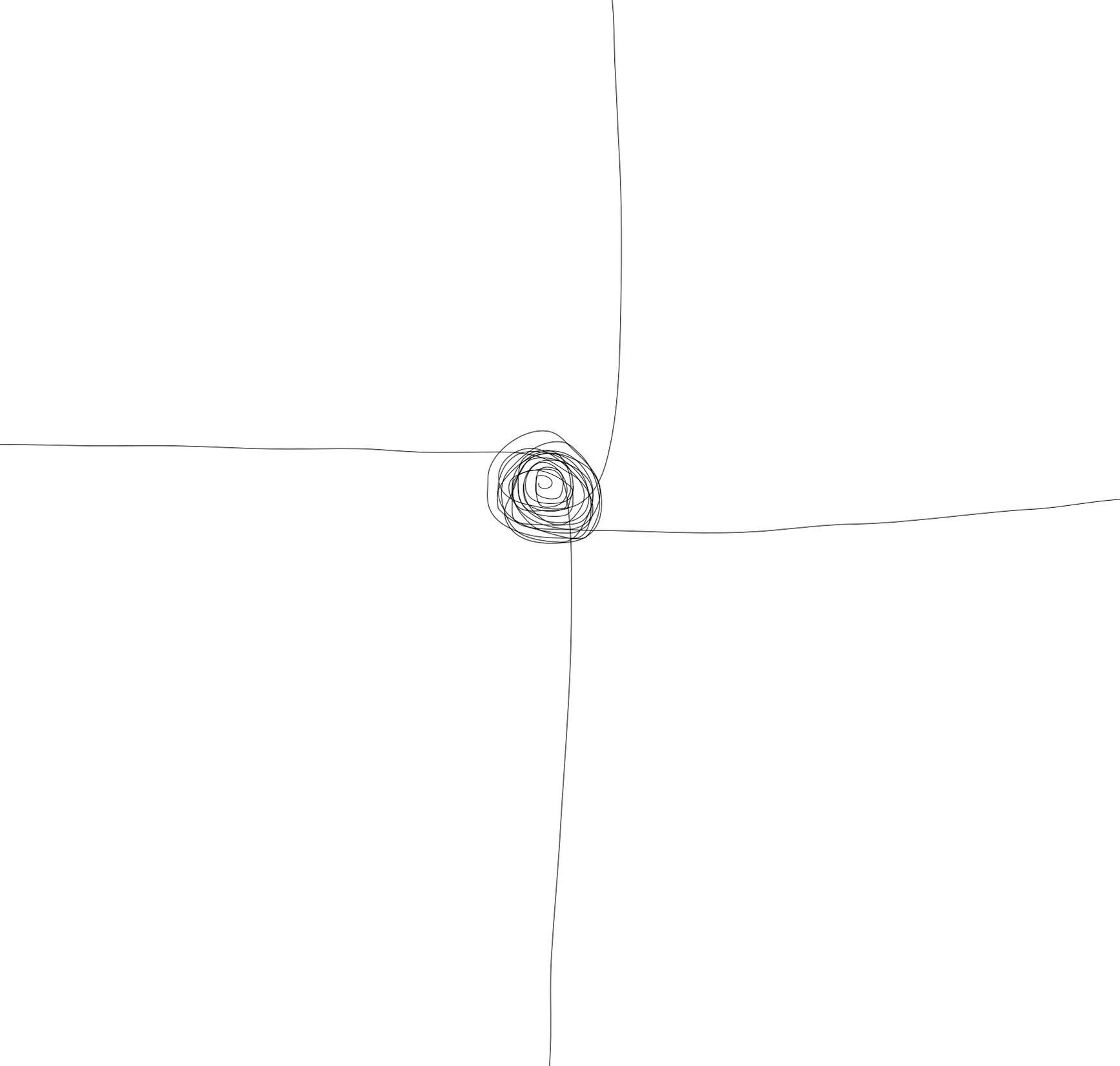
In the area of policy making and coordination of activities of the public administration, the State Chancellery has developed from an assistance beneficiary to an example of good practice and a cooperation partner to foreign public administration institutions.

- In 2006, within the framework of the Twinning project „Strengthening the Romanian Government’s capacity for policy management coordination and decision-making” the State Chancellery assisted Romania in creating a government policy system and connection of strategies with budget formation principles.
- In 2007, implementation of the Twinning light project „Twinning assistance to the Legislative Office of the Council of Ministers of Bosnia-Herzegovina”. The project was aimed at strengthening institutional capacity of Bosnia and Herzegovina.
- In 2007, together with the Finnish Institute of Public Management „Haus” implementation of a project within the framework of the European Union Better Regulation initiative.
- Enhanced cooperation with public administration employees of Lithuania, Finland, Ukraine, Moldova, Kazakhstan, Mongolia, Croatia and other countries.
- The experience sharing has become a tradition – the State Chancellery annually organises the conference for civil servants, as well as provides international summer school for public administration employees.

A significant achievement is representation of the interests of Latvia in international court proceedings by the lawyers of the State Chancellery.

- **The lawyers of the State Chancellery have conducted negotiations among subjects of law, developed strategies for court proceedings and after being approved by the Cabinet of Ministers implementing them in disputes where the Republic of Latvia is the plaintiff or the defendant.**
- **Since spring 2004 when the State Chancellery took over the above function it has not lost a single court case.**







DĀVIDS RUDZĪTIS

ROBERTS BULSONS

KĀRLIS LĪCIS

VALDIS ZEIKATS

ŽORŽS TIKMERS

ALVIS VĪTOLS

GUNTA VEISMANE

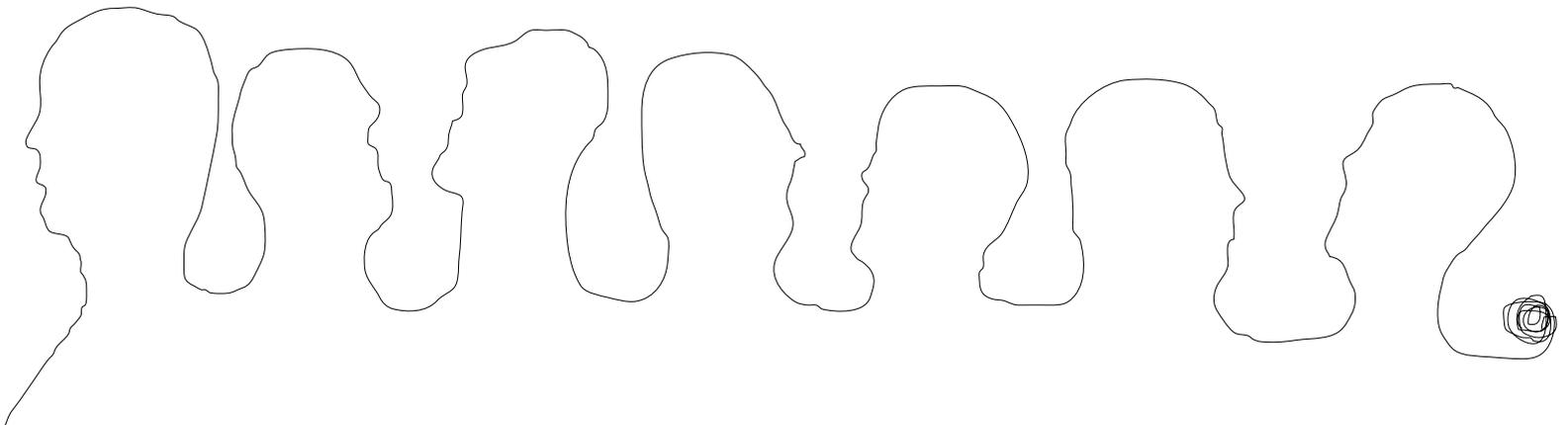
THE DIRECTORS OF THE STATE CHANCELLERY



Already since the establishment of the State Chancellery its director has had a major role in the work of the institution – it is the director who is responsible for the implementation of State Chancellery’s functions and tasks assigned to it. The Director of the State Chancellery shall be responsible for the organisation of work and management of documentation of the Cabinet of Ministers, for the budget of the Cabinet of Ministers and the State Chancellery, for the implementation of the operational strategy and objectives of the State Chancellery.

Since 1996, one of the most important responsibilities of the Director of the State Chancellery has been organisation and chairing of the meetings of the State Secretaries. State Secretaries’ meetings announce and consider draft documents prepared by line ministries and it is one of the initial stages in the decision-making process.

The Director of the State Chancellery is appointed and dismissed by an order of the Cabinet of Ministers upon an initiative of the Prime Minister. The Director of the State Chancellery is a top-rank official and a direct subordinate to the Prime Minister.





Dāvids Rudzītis

DĀVIDS RUDZĪTIS

(Director of the State Chancellery from 20 November 1918 to 14 August 1939)

Already before the proclamation of independence of the Latvian State Dāvids Rudzītis was an active participant in the political life of Latvia and worked in the Secretariat of the Latvian Provisional National Council (LPNC). In January 1918, in the 2nd session of the LPNC, D.Rudzītis was elected in the Board and he was entrusted with the responsibilities of the Secretary of LPNC.

When the Latvian Provisional Government was being formed, Mr Rudzītis became the administrator of the newly established Chancellery of the Provisional Government. Following the decision about renaming the Chancellery of the Provisional Government as the State Chancellery, the Government approved D.Rudzītis as the first Director of the State Chancellery.

During the period when the State Chancellery was lead by the D.Rudzītis, the institution and the newly formed Latvian State had to deal with a difficult and challenging situation. In the collection of articles „First Years of Latvia” of 1928, D.Rudzītis writes: „Hard to imagine any other government in the world which would be in a more dramatic situation than that of our Provisional Government (...). In the first days after proclamation of the state, the Government did not have a penny, had no premises to hold its sittings and no authority.” Yet, the State Chancellery managed to ensure fulfilment of all its functions, greatly thanks to the knowledge and experience of its Director.

Not only did D.Rudzītis organise the work of the Cabinet of Ministers and the State Chancellery, he also participated in the capacity of a plenipotentiary in the sittings of the Saeima (Parliament) Commissions. D.Rudzītis also acted within several councils and commissions considering various issues falling within the scope of the Government’s activities. Of particular importance was his work in the Commission of the Cabinet of Ministers, established in August 1921, providing for preliminary consideration of laws from a legal and technical point of view.

Since 1934, D.Rudzītis was also a member of the Small Cabinet. On 15 November 1938, D.Rudzītis was invited to become a member of the Cabinet of Ministers. At the same time, he also continued to discharge his duties in the capacity of the Director of the State Chancellery.

D.Rudzītis was highly recognised by his contemporaries for his working capacities, experience, knowledge, as well as for his sincerity and simplicity. The first Director of the State Chancellery was conferred highest Latvian and foreign awards, including the Orders of the Three Stars of II and III class, the Commander 1st Class cross of the Order of the White Rose, the Belgian Order of Leopold of II class (Grand Officer) and many others.

D.Rudzītis died on 14 August 1939 in Rotterdam.

The Minister for Social Affairs Alfrēds Bērziņš in the publication „Good Years” writes: „Firm in his calmness, gifted with great mind and healthy thinking, Rudzītis became an irreplaceable director of the State Chancellery. During the parliamentary period, several governments, presidents and coalitions changed, but no Prime Minister ever dared to replace Rudzītis with anybody, even not with someone whom the PM might have favoured more. Both with regard to the sittings of the Small Cabinet, during which the laws were prepared, and other issues related to work of the Government, he with his great experience, wisdom and knowledge facilitated debates and decision-making. If any minister felt confused about anything, the most trusted way to gain clarity was to ask Dāvis for assistance.”



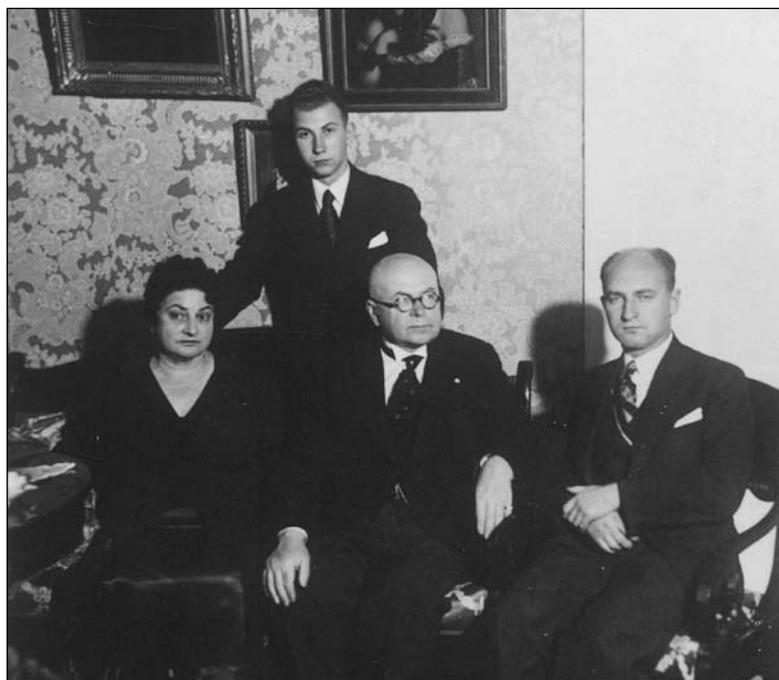
D.Rudzītis in his summer house in Inčukalns, the late 1930ies



D.Rudzītis with his spouse Anna, 1924



D.Rudzītis in his office, 1938



D.Rudzītis with family, 1938



Roberts Bulsons

ROBERTS BULSONS

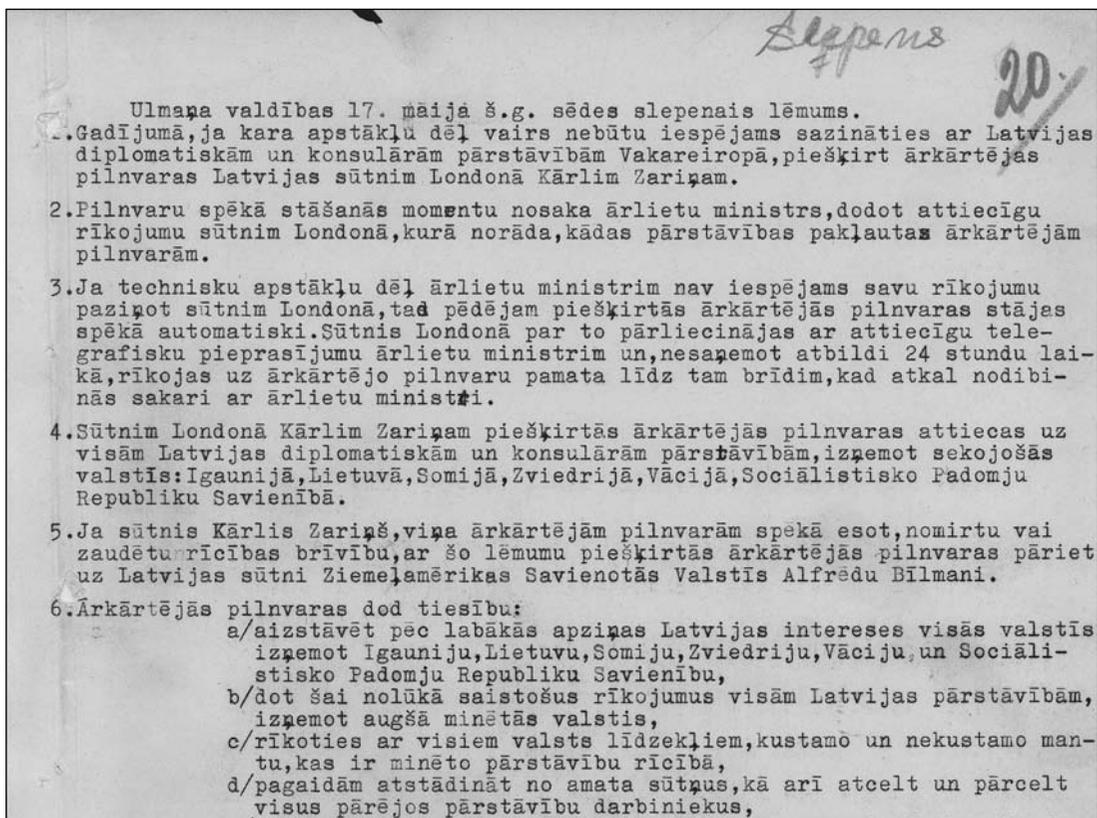
(Acting Director of the State Chancellery from 22 August 1939 to 23 July 1940)

Upon an order by the Prime Minister Kārlis Ulmanis of 22 August 1939, the responsibilities of the Director of the State Chancellery were entrusted to a senior employee of the State Chancellery Roberts Bulsons, head of a division, who had been working in the State Chancellery since 23 November 1918 and used to act for D.Rudzītis during his absence.

After the occupation of Latvia on 17 June 1940 R.Bulsons remained in his office for nearly two months. On 23 July 1940, upon a decision of marionette government led by A.Kirhenšteins, he was dismissed and arrested on the same day.

According to the materials on the criminal case, the investigation was finished on 8 December 1941, in Astrakhan. The main facts in the indictment were as follows: „Bulsons has been a high-ranking official of the Latvian bourgeois government and for 13 years been actively fighting against the revolutionary movement in Latvia. Being ill-inclined towards the people’s government in Latvia, he hid the secret decree of the bourgeois Cabinet of Ministers of 17 May 1940 which in case of a collapse of Ulmanis’ regime confers extraordinary powers to Latvian envoys in Great Britain and the USA in order to organise fight for the renewal of an independent and bourgeois Latvia”. He was sentenced to a capital punishment – death by shooting. The sentence was executed on 24 March 1942.

A secret decree
passed by
the Government led
by Ulmanis on
17 May 1940



R. Bulsons was conferred the highest Latvian awards – the Order of the Three Stars of IV class and the Cross of Recognition of IV class.

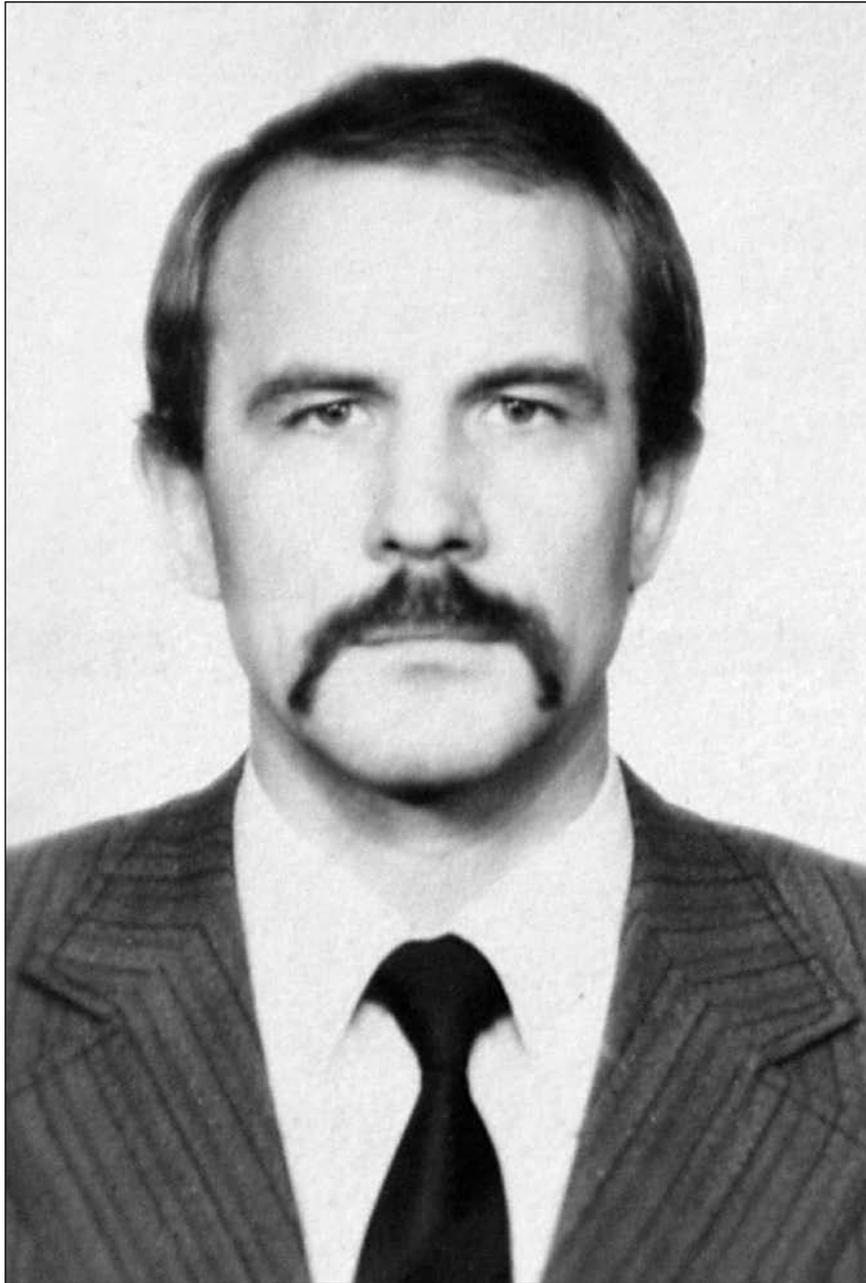


Kārlis Līcis

KĀRLIS LĪCIS

(Minister for Government Affairs of
the Republic of Latvia from
16 May 1990 to 13 November 1991)

Following the adoption of the Declaration of Independence, under the decision „On Activities of the Public Administration Institutions under Conditions of Restoring the Independence” adopted by the Council of Ministers of the Republic of Latvia on 25 May 25 1990, the Affairs Administration of the Council of Ministers was abolished and replaced by the Government Administration of the Republic of Latvia lead by the Minister for Government Affairs Kārlis Līcis.



Valdis Zeikats

VALDIS ZEIKATS

(Director of the State Chancellery from 26 November 1991 to 24 May 1994)

In the period of 26 November 1991 to 24 May 1994, the State Chancellery was headed by Valdis Zeikats who initially assumed the position of the Head of the Government Apparatus of the Republic of Latvia, but following the adoption of a decision on establishing the State Chancellery of the Republic of Latvia he became the Director of the Chancellery. Before he was appointed to the position, he performed duties of the Deputy Minister for Government Affairs.

V.Zeikats received higher education in the Faculty of Physics and Mathematics of the University of Latvia, worked in the Semiconductor Physics Problem Laboratory of the University of Latvia, as well as was Scientific Secretary in the Institute of Solid State Physics Research.

Under the guidance of V.Zeikats, the Government Apparatus of the Republic of Latvia was reorganised. In August 1993, the Cabinet of Ministers commissioned him to prepare the Rules of the State Chancellery and on 8 November 1994 the document was approved in the Cabinet of Ministers.

ŽORŽS TIKMERS

(Director of the State Chancellery from 27 June 1994 to 16 February 1998)

Žoržs Tikmers was appointed to the position of the Director of the State Chancellery on 27 June 1994 upon an invitation by the Prime Minister Valdis Birkavs.

During his office, he led the implementation of several important internal reforms ensuring improved processing and circulation of submitted documents. Ž.Tikmers also led setting up of the Prime Ministers' Hall with portraits of the Latvian Prime Ministers which was an initiative of the Prime Minister Māris Gailis, and also renewal of the Prime Minister's standard and flag. Ž.Tikmers initiated the cooperation of the State Chancellery with foreign colleagues.

Having completed the education at the Latvian Academy of Sport Education, Ž.Tikmers also chose to relate his professional activities with sports. Before his office at the State Chancellery, Ž.Tikmers was a Director of the Sports Department of the Ministry of Education. Also his further professional activities have been related to sports – since the 1990s he has worked in the Latvian Olympic Committee, currently in a position of a Vice-President; he is also one of the heads of the Latvian Olympic delegation for the XXIX Olympic Games in Beijing.

In 1980 Moscow Olympics, Ž.Tikmers won a silver medal for men's coxed fours rowing, but in 1995 was conferred a medal for solidarity by the International Olympic Committee.



Žoržs Tikmers

ALVIS VĪTOLS

(Director of the State Chancellery from 1 June 1998 to 14 March 2000)

Since 1 June 1998, the position of the Director of the State Chancellery was held by A.Vītols – a specialist in international economics and law with foreign language proficiency. His professional skills were very useful in developing cooperation projects with foreign specialists. During the office of A.Vītols, the cooperation with several foreign experts was furthered – training visits took place in Austria, the Netherlands, Ireland; and the training of heads of structural units and team-building events were implemented.

While holding his position of the Director of the State Chancellery, A.Vītols established a tradition to organise staff sport events with his active participation.





Alvis Vitols

GUNTA VEISMANE

(Director of the State Chancellery since 19 April 2000)

On 19 April 2000, Gunta Veismane was appointed as the Director of the State Chancellery.

Upon assuming the office of the Director of the State Chancellery, G.Veismane set an objective of developing State Chancellery into a progressive public administration institution able to comply with the modern requirements, a competent public administration coordination centre.

Since the State Chancellery has been led by G.Veismane, the variety of functions and tasks of the institution has significantly increased, putting ever greater emphasis not only on the functions related to the provision of assistance to the Cabinet of Ministers, but also on policy planning and implementation of the public administration.

Up to date, the institution has implemented several projects which are of importance to all public administration – the adoption of the Rules of Procedure of the Cabinet of Ministers, the development of a new website of the Cabinet of Ministers, the introduction of a document management system for the sittings of the Cabinet of Ministers – e-portfolio, and the development of an electronic document processing and task management system DAUKS.





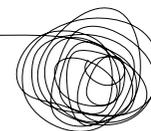
Gunta Veismane

With the competence and support of G.Veismane, the State Chancellery has implemented several significant international projects in Romania, Bosnia-Herzegovina and Moldova. Since 2005, the International Summer Public Management Institute has been organised. G.Veismane supported the formation of a new unit within the Legal Department of the State Chancellery that provides representation of state interests in international court proceedings.

In her activities of directing the State Chancellery and organising the work of the Cabinet of Ministers, G.Veismane has paid particular attention to opportunities of the public to involve in the work of public administration. G.Veismane has also promoted closer cooperation with higher education institutions by concluding cooperation agreements with several higher educational institutions of Latvia in 2007.

Before starting professional activities in the State Chancellery, G.Veismane for almost seven years had worked as a Director of the Latvian School of Public Administration. In 1998, while still performing duties of the Director of the Latvian School of Public Administration, she was conferred a Note of Acknowledgement of the Cabinet of Ministers for her merits in designing and developing training programmes for civil servants.

G.Veismane graduated from the Faculty of Economics of the University of Latvia and two years studied Strategic Management and Organisational Behaviour at the Harvard Business School of the Harvard University. In 1996, she received a master's degree in Business Administration at the Faculty of Economics and Management of the University of Latvia.



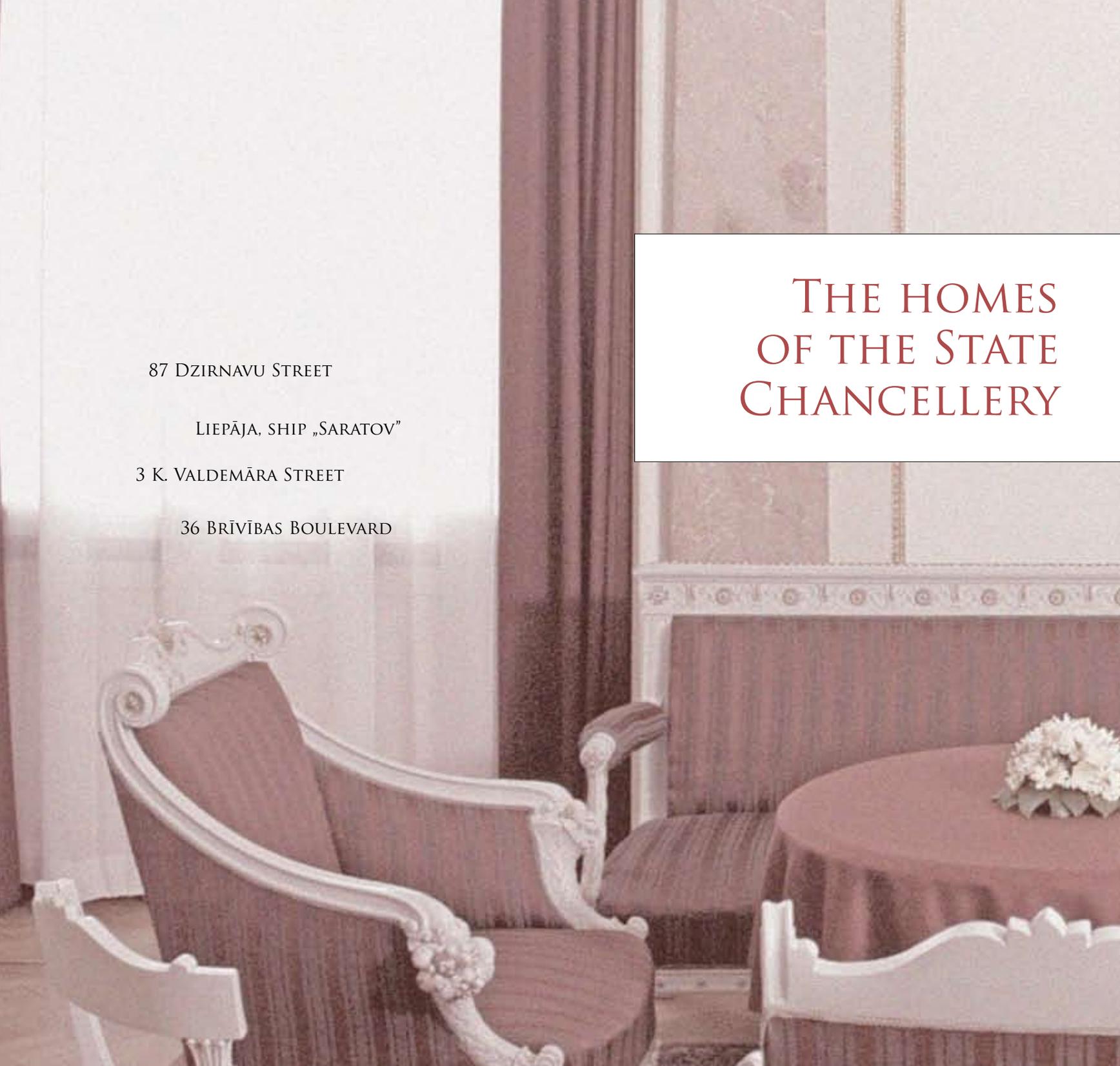
87 DZIRNAVU STREET

LIEPĀJA, SHIP „SARATOV”

3 K. VALDEMĀRA STREET

36 BRĪVĪBAS BOULEVARD

THE HOMES OF THE STATE CHANCELLERY



**During the formative years of the
Latvian State in 1918–1920, the State Chancellery
frequently changed its location. The first recorded
sitting of the Cabinet of Ministers was held on 26
November 1918 in the premises of the Domain Board,
87 Dzirnavu Street, in Rīga. Next sittings of
the Government took place in different locations
in Jelgava, Liepāja, Cēsis and Rīga;
for three months the Latvian Provisional
Government worked even on a ship.**



People welcome representatives of the Provisional Government arriving at the Liepāja harbour on the ship „Saratov”. Liepāja 27 June 1919

THE STATE CHANCELLERY ON A SHIP „SARATOV” IN LIEPĀJA

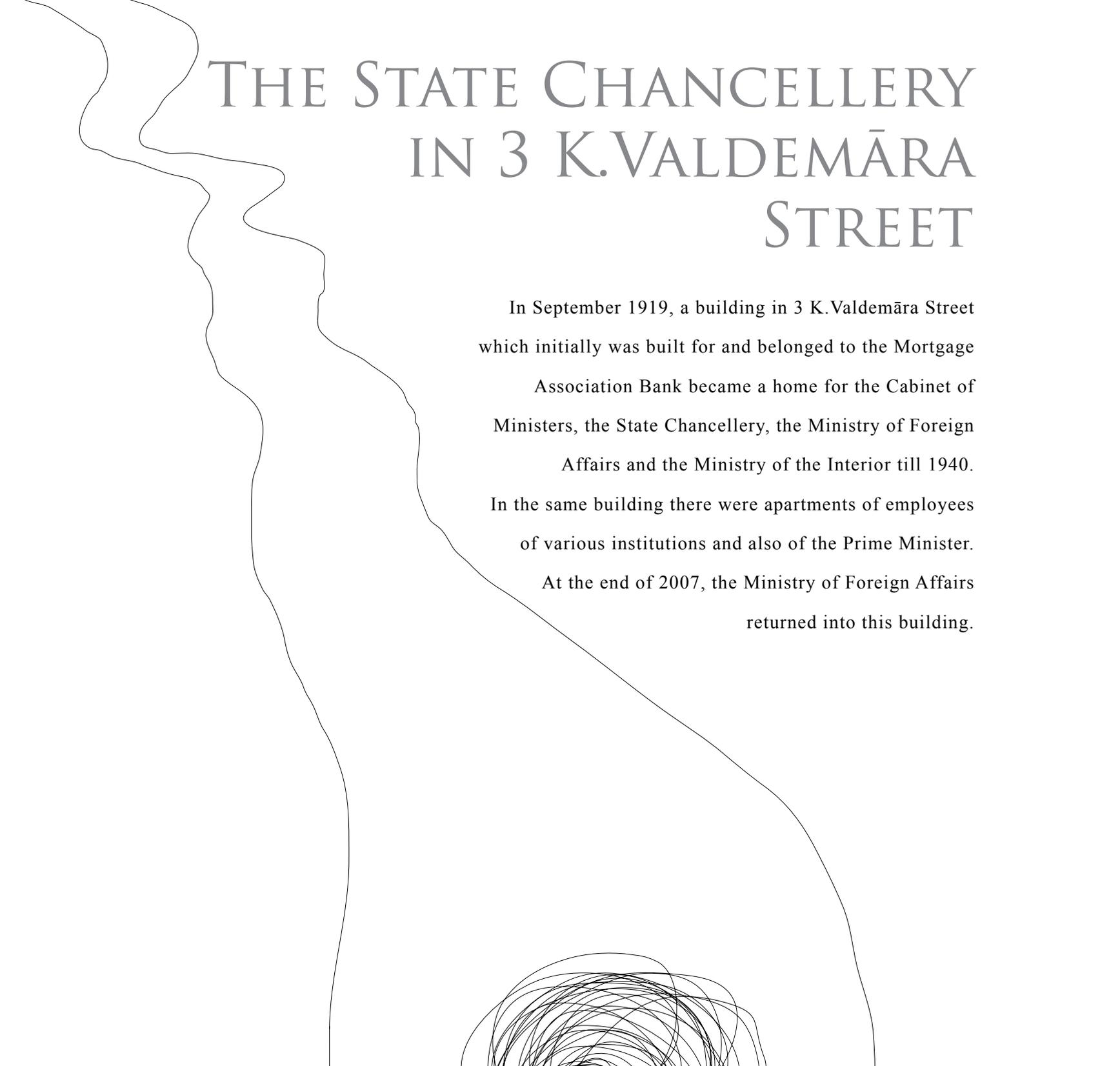
In the morning of 16 April 1919, the German forces launched a raid on the Latvian governmental institutions in order to arrest members and civil servants of the Provisional Government.

However, members of the Government escaped to a steamship „Saratov”. For the following three months „Saratov”, which was moored in the Baltic Sea near Liepāja, remained the only territory under control of the Latvian Provisional Government lead by Kārlis Ulmanis.

Kārlis Skalbe: „Diplomatic agents of the allies, members of the National Council who gathered for the international sittings, civil servants who received orders and nation’s envoys who came for an advice got on and off the ship by climbing a plain rope ladder hanging over the rusty hull... Ship’s cramped room – fifty steps in length, ten or fifteen in breadth – that time was everything – a state, a bewitched castle, a self-imposed prison.”



Building where the Provisional Government worked. Liepāja 1919



THE STATE CHANCELLERY IN 3 K.VALDEMĀRA STREET

In September 1919, a building in 3 K.Valdemāra Street which initially was built for and belonged to the Mortgage

Association Bank became a home for the Cabinet of Ministers, the State Chancellery, the Ministry of Foreign Affairs and the Ministry of the Interior till 1940.

In the same building there were apartments of employees of various institutions and also of the Prime Minister.

At the end of 2007, the Ministry of Foreign Affairs returned into this building.



The building of the Ministry of Foreign Affairs in 3 Kr. Valdemāra Street which accommodated the State Chancellery in the period of 1923-1940

THE STATE CHANCELLERY IN 36 BRĪVĪBAS BOULEVARD

In its current building in Rīga, 36 Brīvības Boulevard, the Latvian Government and its administration has been working already since the renewal of the independence of Latvia.

The building at 36 Brīvības Boulevard was designed for the needs of a court house. The final design of this building was developed by architect F.Skujiņš, who was awarded a Three Stars Order; his design was based on the suggestions of architects A.Kinklāvs, O.Tilmanis and A.Medlingers who were winners of the design competition. Construction of the building lasted for two years and it was officially opened on 9 December 1938 as a Court House with 130 rooms and halls.

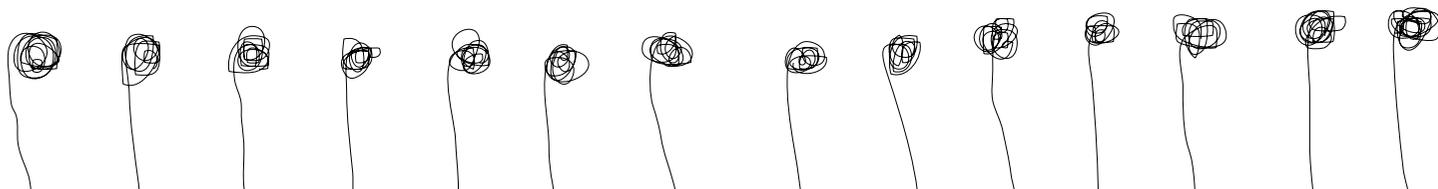
Currently, the building accommodates the working premises of the Prime Minister, Cabinet's sitting hall, the Ministry of Justice and the Supreme Court.

The building is designed in a modest style; its walls are made of Latvia's granite but columns – of granite imported from Sweden. The heavy, oxidised-copper doors open a view to a large vestibule and staircase which are well lighted and coloured in light tones. The solemn atmosphere is strengthened by torch- and lantern-style lighting fittings.

During the period between the 1940s and the 1990s, German and Soviet occupation authorities worked in this building. After 4 May 1990 it became a residence of the independent Latvian government.



The home of the Cabinet of Ministers and the State Chancellery – 36 Brīvības Boulevard – since the renewal of the independence of Latvia





A special tradition of the civil service and the State Chancellery is the solemn pledge of civil servants. When an employee becomes a civil servant, he/she undertakes: „I pledge to be honest and fair, loyal to the independent and democratic Republic of Latvia, to perform the duties of my position in accordance with the Constitution of the Republic of Latvia, international agreements, the laws and the decisions of the Government and to serve the general interests of the public in order to ensure that the activities of State administration are lawful, efficient and transparent”



Employees of the State Chancellery love sports. The Sports Games of the State Chancellery in Mežrozēs of Liepa parish in 2007

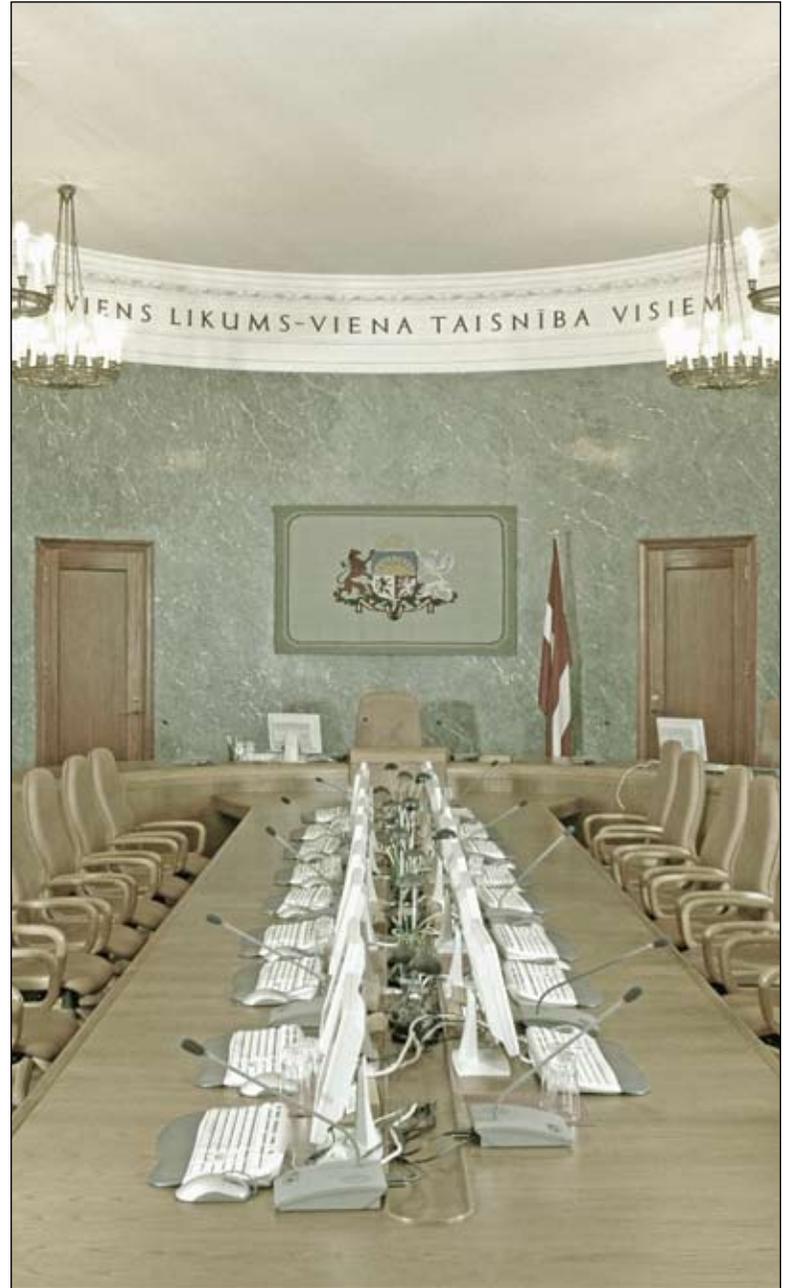


Every year the State Chancellery organises about 50 excursions in the building of the Cabinet of Ministers. The most part of the visitors are students. An excursion of students of grade 5a of Rīga Secondary School No.49, in 2008

Cabinet's sitting hall or the Green Hall

is located on the second floor. Behind the light-coloured oak doors with a streaked black marble margin the Cabinet of Minister meets every week. Sitzings of the Cabinet are chaired by the Prime Minister; they are participated by the line ministers, top management of the State Chancellery, senior officials of the ministries and specialists in charge. Cabinet sittings are open; they can be participated by journalists, representatives of various industries and NGOs.

The Green Hall is a three-nave room with rows of green artificial marble columns. The same material is used for wall finishing above the platform on which the presidium table is placed. The presidium is accentuated by mahogany doors in its background and by a large coat of arms above the platform and a phrase: „One law, one justice for all”. Ornamental mouldings in the ceilings and column caps are made of light-coloured plaster and designed according to the classic Greek style.



Government's sitting hall – the Green Hall



Working office of the Prime Minister

The working room of the Prime Minister is situated on the third floor where the Prime Minister performs his/her everyday work. The design of this room is made of tan pine-tree panels lighted by a ceiling chandelier of light bronze.

A reception room is located near the working office of the Prime Minister. Meetings with foreign ambassadors, senior officials of local and international organisations and other public representatives take place in this picturesque room.

The square form of the reception room corresponds to the ceiling centre-piece which in its turn is echoed in the pattern of room's parquet.



Prime Minister's Guest Hall



Prime Minister's Hall

Prime Minister's Hall is located behind the reception room. It is used for various meetings and events organised by the Prime Minister and the State Chancellery. In 1995, upon suggestion by Māris Gailis, Prime Minister of that time, a portrait gallery of the Latvian Prime Ministers was created where every Prime Minister placed his/her portrait upon leaving the office. Traditionally, upon resignation of the Government the Prime Minister fixes a silver nail with his/her signature and indication of Government's work period on the Prime Minister's flagstaff.

The Prime Minister's Hall has dark oak doors, its parquet is made of light and dark oak, the room is decorated by frosted-glass chandeliers with candles and by architectonic accents on the both frontal walls.



The library of the State Chancellery

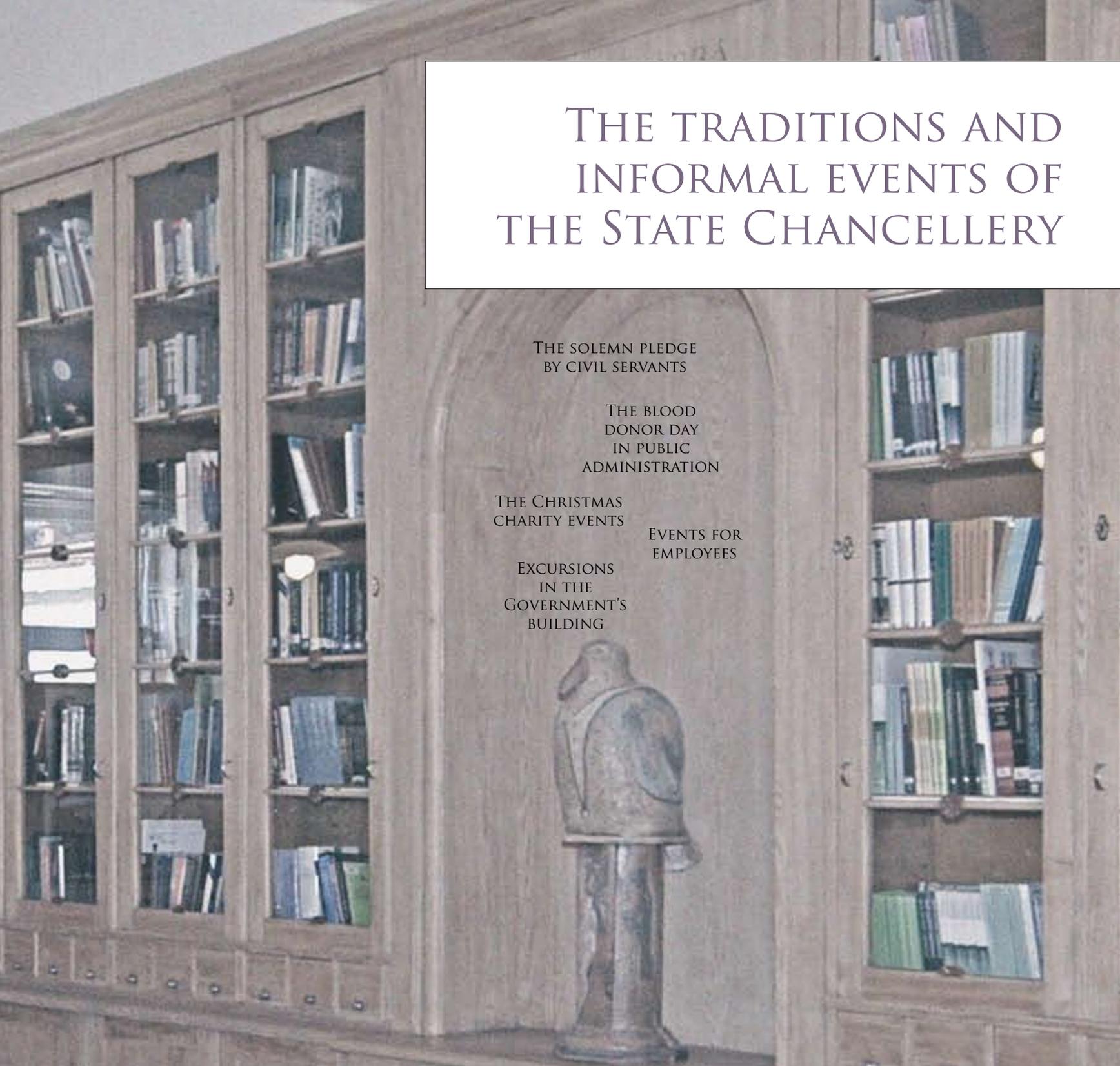
A library is located on the 4th floor; it has high ceilings and built-in light ash shelves for books. Side naves accentuated by arches provide a working space for library's personnel and visitors. The library was renovated and opened in November 1998 when Latvia celebrated the 80th anniversary of its independence.

In November 2007 a **press conference room of the Prime Minister and ministers** was set up on the third floor. It is used for press conferences and press briefings of the Prime Minister, members of the Cabinet and the State Chancellery, as well as for other presentations and informative events.



Press conference room of the Prime Minister





THE TRADITIONS AND INFORMAL EVENTS OF THE STATE CHANCELLERY

THE SOLEMN PLEDGE
BY CIVIL SERVANTS

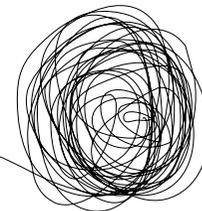
THE BLOOD
DONOR DAY
IN PUBLIC
ADMINISTRATION

THE CHRISTMAS
CHARITY EVENTS

EVENTS FOR
EMPLOYEES

EXCURSIONS
IN THE
GOVERNMENT'S
BUILDING

Social life of the State Chancellery
has always been active and rich
in traditions. The management of
this institution has always been
committed to involving employees of
the State Chancellery, their families
and other representatives of
the public in various informal events.
Some of the traditions go back to
the very first years of the State
Chancellery and have been preserved
till the present times.



GREEN TRIPS



An entertainment trip of employees of the State Chancellery and its subordinate institutions to the Ruhnu Island on a tourist boat *Banga*. June 1939

One of the traditions initiated by Dāvids Rozītis, first Director of the State Chancellery, was a reception of employees of the State Chancellery in his summer accommodations in Inčukalns and Zaslauks. The State Chancellery has also organised an excursion to the Ruhnu Island (Estonia) on a tourist boat *Banga*.



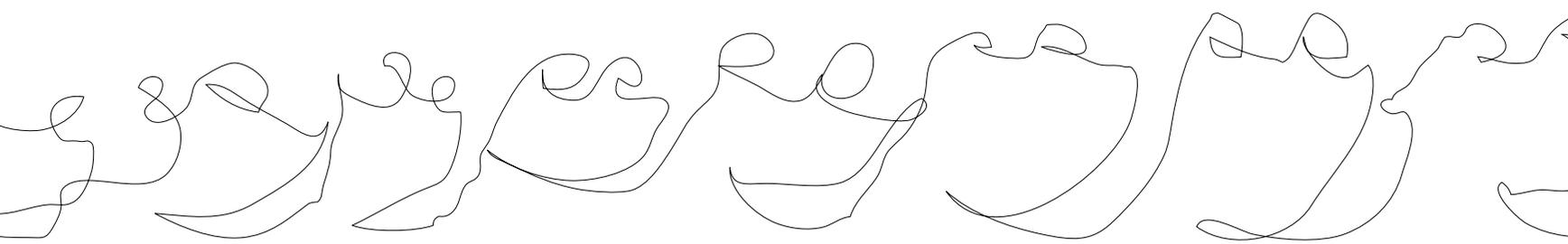
A trip of the State Chancellery to the native district of O.Kalpaks, in 24 of may 2008

Nowadays, every year the employees of the State Chancellery also organise a trip around Latvia. These trips have been to the most picturesque places of Southern Kurzeme and to the Cinevilla Backlot, north-east part of Vidzeme and the place where the Beverīna castle mound is alleged to be located, as well the birth place of Oskars Kalpaks.

EVENTS FOR CHILDREN



A Christmas event of the State Chancellery and its subordinate institutions – the telegraph agency *Leta*, the State Printing House and the newspaper „Valdības Vēstnesis” – in the premises of the State Printing House, December 1938



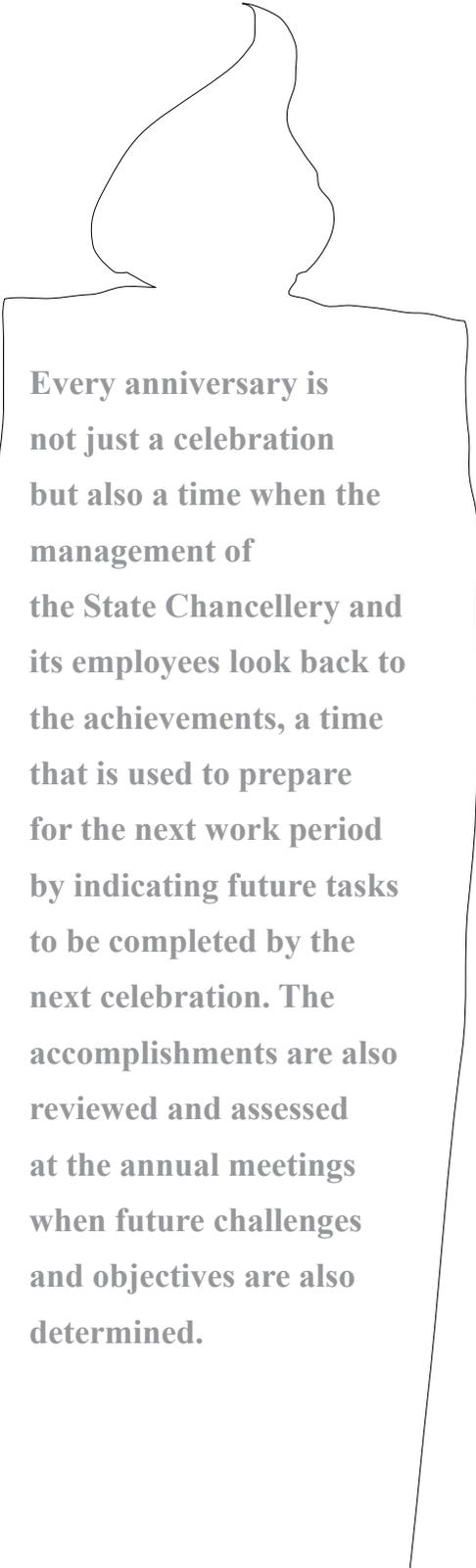
A Christmas event for children of State Chancellery's employees in Rīga Zoo, December 2006

In pre-war Latvia Christmas events were organised for children of employees of the State Chancellery. This tradition is still alive – employees of the State Chancellery together with their children enjoy a common Christmas event on the eve of a New Year.

ANNIVERSARIES OF THE STATE CHANCELLERY

Similarly to the State of Latvia, the State Chancellery is celebrating its 90th anniversary by a number of ceremonial events. Celebration of anniversaries is one of the oldest and strongest traditions ensuring a cultural and historical linkage with the past. In 1928 the State Chancellery celebrated its 10th anniversary. On 21 November 1928 the newspaper „Valdības Vēstnesis” wrote:

„On this occasion Mr. Rudzītis hosted a reception for the management and senior officials of the State Chancellery and its subordinate institutions – „Valdības Vēstnesis”, the State Printing House and the telegraph agency – together with their families in order to express his gratitude for committed work as the staff of the State Chancellery has never requested any additional remuneration for extra hours.”



Every anniversary is not just a celebration but also a time when the management of the State Chancellery and its employees look back to the achievements, a time that is used to prepare for the next work period by indicating future tasks to be completed by the next celebration. The accomplishments are also reviewed and assessed at the annual meetings when future challenges and objectives are also determined.





Since 2004 the State Chancellery organises an annual conference of public administration in order to discuss institutional reforms, pay systems and perspectives for development of human resources, as well as development of the policy planning system and other issues. In 2007 the conference was organised in cooperation with the Latvian Employers' Confederation and it was focused on efficient governance and partnership, as well as on best practices in business and state and local institutions. Last year the conference introduced an award for efficient management



In 2007 the State Chancellery started successful cooperation with the Faculty of Social Sciences of the University of Latvia by organising a Career Days and a conference „Public Administration: quo vadis?“. This event provided an opportunity for students, academic staff and public administration employees to discuss the policy of public administration, Government's communication, the social policy and information centres of public administration institutions. Similar career days will also be organised in future



A special tradition of the civil service and the State Chancellery is the solemn pledge of civil servants. When an employee becomes a civil servant, he/she undertakes: „I pledge to be honest and fair, loyal to the independent and democratic Republic of Latvia, to perform the duties of my position in accordance with the Constitution of the Republic of Latvia, international agreements, the laws and the decisions of the Government and to serve the general interests of the public in order to ensure that the activities of State administration are lawful, efficient and transparent”



Employees of the State Chancellery love sports. The Sports Games of the State Chancellery in Mežrozes of Liepa parish in 2007



Every year the State Chancellery organises about 50 excursions in the building of the Cabinet of Ministers. The most part of the visitors are students. An excursion of students of grade 5a of Rīga Secondary School No.49, in 2008

SOCIAL AND CHARITY EVENTS

By assuming an increasingly important role in public administration, the State Chancellery has also undertaken new responsibility with regard to the society. In recent years employees of the State Chancellery have paid special attention to charity events as it is important not to forget about other people in everyday rush.



Presents of the Prime Minister and the State Chancellery for children of large families in Jelgava, in 2005

Since 2003 the State Chancellery has taken part in several Christmas charity events – every year various clothing, games, toys, sports items and books are presented to large families, nursery schools or boarding schools. In last two years the State Chancellery has also participated in a public administration campaign „Healthy Presents” aimed at choosing such presents which promote awareness about healthy lifestyles. Gunta Veismane, Director of the State Chancellery, says: „It’s beautiful to make some dreams of children come true and to bring light and happiness to their Christmas.”



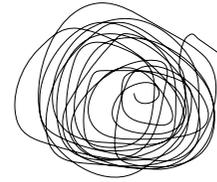


The blood donor day in public administration „Help to help!“ in the sitting hall of the Government, in September 2006

Another tradition which was started in 2005 is a blood donor day „Help to help!“, and the State Chancellery urges to participate not just its own employees but also ministers, employees of ministries and other public administration institutions.

The campaign has gained great responsiveness and now every year for one day ministers and decision making in the building of the Cabinet of Ministers are replaced by medical personnel of the State Blood Donor Centre and ministerial employees who are willing to provide unselfish help. Every year the number of participants grows – from 150 blood donors in the first year to 300 donors last year.

FUTURE PLANS OF THE STATE CHANCELLERY

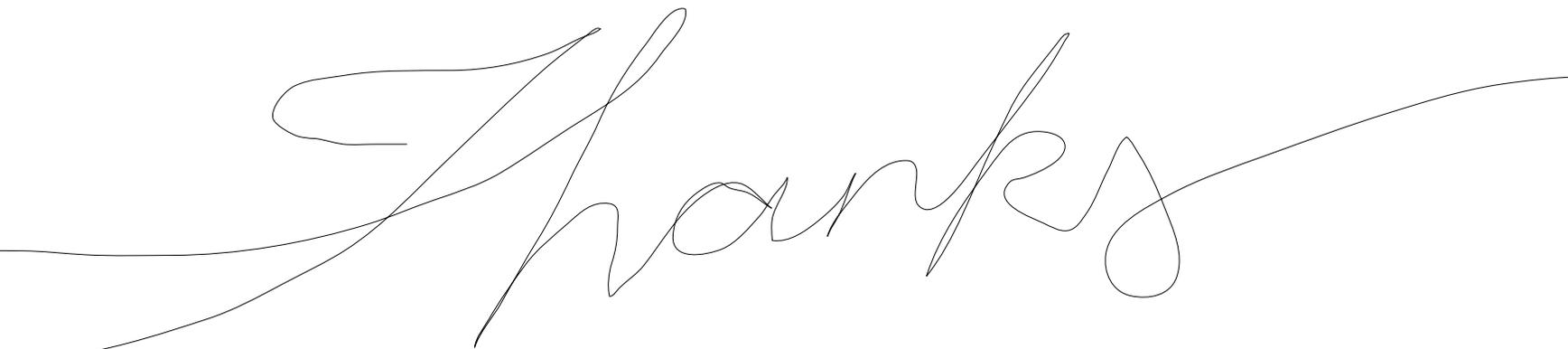


The State Chancellery has set an objective to become a modern public administration centre working in the interests of the whole society. To this end, it is necessary to accomplish the following tasks:

- It is planned to introduce the System for Electronic Processing and Control of Data (DAUKS) in the public administration sector ensuring electronic drafting and processing of documents and possibility to track their progress and implementation. This will result in faster circulation of documents and in more convenient and environmentally friendly procedures due to a reduced amount of paper documents.
- It is also planned to form a public information centre in the building of the Cabinet of Ministers and a website for public involvement which will provide a register of working groups established in public administration and a database of various NGOs. Another idea is formation of a modern multi-functional Press Centre. It is also envisaged to ensure online Internet broadcasts of Government sittings.
- It is planned to implement seven projects co-financed by the European Social Fund by 2013; these projects will be focused on development of human resources of public administration, reduction of administrative burdens and enhancement of public administration services. The implementation of these projects will lead to an increased institutional capacity of public administration, performance according to the highest quality standards and to services that are more available to the public. The projects will encourage better cooperation of public administration, social partners and NGOs, as well as promote implementation of such policies which meet the needs of the public.

CHRONOLOGY

November 18, 1918	The proclamation of the independent Republic of Latvia.
November 20, 1918	The administrator of the Chancellery of the Provisional Government, Dāvids Rudzītis, assumes his position; this date can be considered as the day of establishing the State Chancellery.
November 26, 1918	The first official sitting of the Government takes place and its protocol is prepared by the administrator of the Chancellery of the Provisional Government.
April 11, 1919	The Chancellery takes its current name. Upon a decision of the Government, the Chancellery of the Provisional Government is renamed the State Chancellery.
April 1, 1925	The Law on „Structure of the Cabinet” is adopted and stipulates the legal status of the State Chancellery.
June 17, 1940	The USSR occupies Latvia and thus the work of the State Chancellery is practically interrupted.
May 4, 1990	The Declaration of Independence is adopted and the renewal of independence of the Republic of Latvia is proclaimed.
1990–1993	The period of the renewal of the independence of Latvia de facto, several reorganisations of the government administration are conducted.
July 15, 1993	Adoption of the Law „On Re-enforcement of the Law „On the Structure of the Cabinet of Ministers” of 1 April 1925”. The renewal of the name of the State Chancellery.
August 10, 1993	The Cabinet of Ministers adopts the regulations of its internal order.
November 8, 1994	The Cabinet of Ministers approves the Rules of the State Chancellery.
2000	The adoption of a political decision on conferring a new function to the State Chancellery as a centre of the Government – commencement of creating and implementing a system for the policy development, coordination and supervision.
April 2000	The materials including agendas and protocols of the meetings of the State Secretaries and sittings of the Committee of the Cabinet of Ministers and the Cabinet of Ministers are made available to everyone on the Internet website of the Cabinet of Ministers and the State Chancellery.
March 12, 2002	The development of new working procedures of the Government – adoption of the Rules of Procedure of the Cabinet of Ministers providing for coordinated endorsement of draft documents, decision-making and opportunities for public involvement.
August 6, 2002	The first sitting of the Government using the e-portfolio, a document management system for sittings of the Cabinet of Ministers. Since May 2003, the system of e-portfolio is used also in State Secretaries’ meetings.
November 2002	The announcement of all sittings of the Committee of the Cabinet of Ministers and the Cabinet of Ministers as open – journalists can also take part in these meetings. Representatives of NGOs can participate in State Secretaries’ meetings.
May 20, 2003	The Cabinet of Ministers approves the Rules of the State Chancellery.
March 5, 2004	The Cabinet of Ministers declares the State Chancellery as an institution responsible for representing the interests of the State in court proceedings.
June 15, 2005	The signing of the Memorandum between Non-governmental Organisations and the Cabinet of Ministers. By autumn 2008, about 170 organisations have already joined it.
August 5, 2005	The Cabinet of Ministers commissions the State Chancellery to head the working group on establishment of the number of victims and locations of mass graves of the totalitarian communist occupation regime of the USSR, collection of information about repressive measures and mass deportations and calculation of losses inflicted on the Latvian nation.
2006	The State Chancellery becomes the first institution in Latvia to involve in the Twinning projects of the European Union and acts as an assistance provider in implementing the project „Strengthening the Romanian Government’s capacity for policy management and coordination and for decision-making”.
July 28, 2006	The approval of the Operation Strategy of the State Chancellery for 2007–2009.
2007	In 2007, the State Chancellery received a record number of letters from citizens – more than 5,000 claims from natural and legal entities were addressed to the Prime Minister and the Cabinet of Ministers.



Acknowledgements to Gatis Krūmiņš for verification the historical data in question and editing the text of this brochure.

Acknowledgements to children of the directors of the State Chancellery – Dainis Rudzītis, son of Dāvids Rudzītis, and Ruta Lāce, daughter of Roberts Bulsons, for providing photographs and sharing memories of that time.

Acknowledgements to all employees of the State Chancellery who participated in preparation of the brochure – in reviewing and studying of archive materials, drafting and editing of texts.

Acknowledgements to the Latvian War Museum, the State Archives of Latvia, the Latvian State Archive of Audiovisual Documents, the Latvian State Historical Archives, Rīga History and Navigation Museum and photographers Uldis Pāže and Aivis Freidenfelds for photographs and historical materials.

Information sources used for the brochure:

Valdības Vēstnesis, 1928, No.265; Latvijas Valsts pirmie gadi: [Compilation of articles].- Rīga: Latvju kultūra, 1923; Labie gadi: Pirms un pēc 15. maija. [Bruklina]: Grāmatu draugs, 1963; Kundziņš P. Tiesu pils // Latvijas Arhitektūra, 1939, No.10/11; Provisional Rules of the State Chancellery // Papildinājums pie Likumu un valdības rīkojumu krājuma, 1921; Rules of Procedure of Cabinet Meetings, 8 August 1919 (unpublished document); Structure of the Cabinet of Ministers // Likumu un Ministru kabineta noteikumu krājums, 1925, No.10; homepage of the Cabinet of Ministers www.mk.gov.lv.



The State Chancellery of the Republic of Latvia
36 Brīvības Boulevard, Rīga, LV-1520, Latvia
Phone: + 371 67082934; Fax: + 371 67280469

E-mail: vk@mk.gov.lv
www.mk.gov.lv

© State Chancellery 2008