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LOCAL ANALYSIS REPORT –
KĖKAVA MUNICIPALITY



February 2025

Responsible partner:

Kėkava municipality local government

Content

Introduction	4
1. Local CSR context analysis	4
1.1 Introduction of the region	4
1.1.1 General description of the region	4
1.1.2 Economic characterisation	5
1.1.3 Presentation of the local government/public sector	6
1.1.4 Introduction of the project partner	6
1.2 CSR context	7
1.2.1. Local business culture	7
1.2.2 Government – business relations	7
1.2.3 Experiences working with large enterprises and SMEs	7
1.2.4 Specific organisation/government department dealing with CSR	8
1.2.5 Partnerships with national/international CSR initiatives	8
1.2.6 CSR initiatives in the region	8
1.2.7 CSR instruments	9
1.2.8 Implicit – Explicit CSR	10
1.3 Approaching sustainability	10
1.3.1 Budget dedicated to sustainability in the Municipality	10
1.3.2 Sustainability-related strategic documents	11
1.3.3 Regional GHG Emissions and Climate Change Challenges	11
1.4 Identifying knowledge needs and good practices	11
1.4.1 SWOT analysis based on the Local Stakeholder Group (LSG) meeting	11
Summary and conclusion of the SWOT analysis:	12
Knowledge needs:	12
Good Practices:	12
2. Good Practice collection	13
2.1. Good Practice 1: NATIONAL CLEANUP DAY	13
2.1.1 Organisation in charge of the good practice	13
2.1.2 Good Practice general information	13
2.1.3 Good practice detailed information	13
2.2. Good Practice 2: ECO DAYS IN KEKAVA MUNICIPALITY	16
2.2.1 Organisation in charge of the good practice	16
2.2.2 Good Practice general information	16
2.2.3 Good practice detailed information	16
3. Policy instrument analysis tackled in ACROSS project	18

3.1. General information	18
3.2 Deep-dive analysis.....	18
3.2.1 Main features of the policy instrument	18
3.2.2 Policy structure – planning.....	19
3.2.3 Policy structure – financing.....	19
3.2.4 Policy structure – implementation	19
3.2.5 Policy structure - monitoring	19
3.2.6 Timespan of the policy	20
3.3 Policy improvement objectives	20
3.3.1 Policy improvement description	20
3.4 Policy environment influencing the policy instrument tackled	20
3.4.1 Policy 1: National Development Plan of Latvia for 2021-2027.....	20
3.4.2 Policy 2: Action Plan for the Development of the Riga Metropolitan Area	21
4. Stakeholder analysis	23
5. Competence analysis	24

Introduction

The Local Analysis of the CSR context is the first activity of the ACROSS Interreg Europe project. It outlines the learning needs, good practices and competences of Ķekava municipality relevant for the project. This analysis is the foundation of the project and the basis of all activities; thus it maps all aspects Ķekava municipality needs to work on during the project.

1. Local CSR context analysis

1.1 Introduction of the region

1.1.1 General description of the region

Ķekava municipality is located in Riga region bordering the capital of Latvia and is a part of Riga metropolitan area. The territory of the municipality is 454,5 km². It consists of 3 towns – Ķekava (administrative centre of the municipality), Baloži and Baldone, and 3 rural territories (parishes) - Ķekava, Baldone and Daugmale.

The municipality is crossed by two Trans-European Transport Network (TEN-T) roads – for traffic between the European Union western and northern member states. Also Rail Baltica - a high-speed railway under construction between Warsaw, Poland and Tallinn, Estonia, with further connections to Finland - will cross the municipality and according to the current plans it will have two regional stations in the municipality - in Ķekava and Baldone towns.

Ķekava municipality is one of the few local governments in Latvia with a growing population - (32 600 as of 01.01.2024). 63% of the population are in the active work age (15-63 y.o.a.), 22% - under working age, 15% - above working age.

The Sustainable Energy and Climate Action Plan of Ķekava Municipality identifies climate change risks and provides an assessment of the local government's preparedness to address climate change adaptation.

The highest current risks are high temperatures, extreme precipitation and flooding, drought and forest fires, where increases are expected. The eastern border of Ķekava Municipality runs along the Daugava river and the Riga hydroelectric power station reservoir, the municipality is also crossed by several smaller rivers - the Misa river, the Ķekava river and others. The municipality has already experienced flooding of the Misa and Ķekava rivers. The Daugava and its hydraulic structures also pose a risk of flooding. As approximately 40% of the municipality's territory is covered by forests, there is high risk of forest fires during dry summers.

The assessment of expected impacts of climate change on different sectors include also impact on human health (heat strokes), transport (damage to road infrastructure), agriculture and forestry (changes in crop yields, droughts, heat, wind, heavy rain, hail, soil and water pollution, forest fires) and the environment and biodiversity (increase in pests, spread of invasive species, biodiversity decline). Given the lack of data on the likelihood of different impacts, the assessment is given qualitatively on the following scale: unlikely, likely and most probable. This rating scale is used internationally to assess the impacts of climate change.

The Sustainable Energy and Climate Action Plan also describes set of measures addressing climate change mitigation and adaptation in four main sectors - municipal infrastructure (rational use of energy consumption in municipal buildings and street lighting etc), housing (renovation and energy efficiency measures, increased and rational use of renewable energy sources), transport and mobility (promotion of sustainable and environmentally friendly transport), service sector (district heating and other service providers).

1.1.2 Economic characterisation

Ķekava municipality has active business life, represented by 2848 market sector companies (2023). Various business sectors are represented: food production, agriculture, logistics and related services (warehousing services), metal processing, construction-related services, freight transport, IT companies, finance, retail and other important sectors. Business development and entrepreneurship is based on geostrategic location potential, creating high added value, recognizable and competitive products.

According to the Central Statistical Bureau's data for 2023 the distribution of economically active businesses by the number of employees is as follows:

- Micro-enterprises (0–9 employees): 2591 companies;
- Small enterprises (10–49 employees): 222 companies;
- Medium-sized enterprises (50–249 employees): 30 companies;
- Large enterprises (250 or more employees): 5 companies.

These statistics highlight the business structure in Ķekava municipality, where micro-enterprises dominate, comprising approximately 91% of all businesses.

Several large companies operate in Ķekava Municipality, significantly contributing to the local economy. The largest companies TOP 5 by turnover in 2023 are:

- AS “Ķekava foods” – poultry farming, meat processing, and the production of high-quality poultry products. There are more than EUR 110,000,000 (more than 500 employees);
- Sanitex, SIA – non-specialized wholesale trade, turnover: EUR 493,101,042 (more than 500 employees);
- Baltic Sales Network, SIA – wholesale of tobacco products, turnover: EUR 149,736,794 (more than 250 employees);
- Baltic Logistic Solutions, SIA – freight transport by road, turnover: EUR 70,571,924 (more than 250 employees);
- C.T.CO, SIA – computer programming, turnover: EUR 58,010,701 (more than 250 employees).
- DOJUS Latvija, SIA – wholesale of agricultural machinery, equipment, and accessories, turnover: EUR 47,764,050 (more than 250 employees).

As of September 30, 2024, there were 513 registered unemployed persons in Ķekava municipality, resulting in an unemployment rate of 2.6%. From January 1 to September 30, 2024, the State Employment Agency's CV and vacancy portal registered 1,148 job vacancies in the municipality. The average gross salary in Ķekava municipality in the second quarter of 2024 was EUR 1,594 (public sector, municipal institutions, general government sector).

We are proud that Ķekava municipality holds a strong position in attracting foreign investments, ranking second after Riga in terms of direct foreign investment volume, amounting to EUR 225 million.

The municipality has also a vision to become the most bicycle friendly municipality in Latvia – more than 20 km of bicycle lanes have been built in recent years and we see that The municipality has potential for green and nature tourism – the Daugava river offers opportunities for boat trips, swimming and other water related activities in many places along the river, Baldone has the largest winter ski resort in Latvia in amount of slopes and offers hiking activities in shorter and longer trails throughout the year, Baloži has education trail about peat production and walking trails in forest.

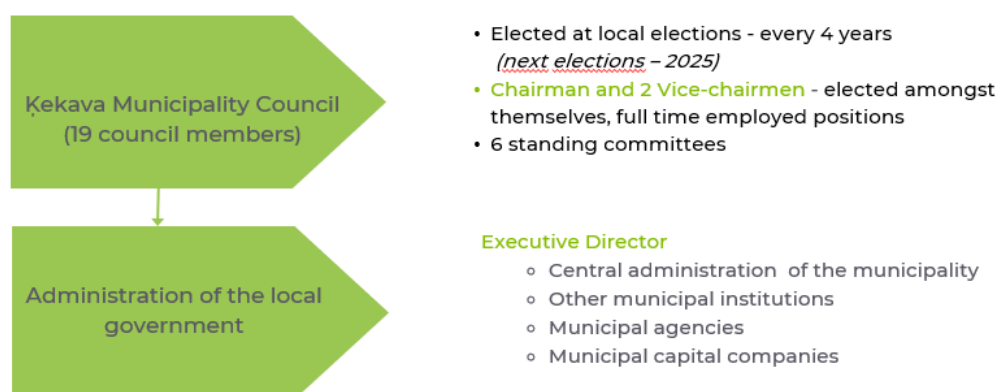
1.1.3 Presentation of the local government/public sector

There have been two administrative-territorial reforms in Latvia and amalgamation of local governments since the elections in 1989 when the local governments had been re-established in Latvia.

The current size Kekava municipality got established in the result of the latest reform in 2021, when Ķekava municipality was amalgamated with Baldone municipality. The municipality now consists of three towns – Ķekava, Baloži and Baldone and three rural territories (*pagasts*) – Ķekava, Baldone and Daugmale. Administrative centre of the municipality is Ķekava town.

The Law on Local Governments sets out the general provisions and economic basis for the activities of the local governments of Latvia, the competence of local governments, the rights and responsibilities of city or municipality councils and their institutions.

The structure of Ķekava municipality local government:



1.1.4 Introduction of the project partner

The structure of Ķekava municipality local government is given above.

The administration of Ķekava Municipality consists of 24 municipal institutions, three municipal agencies and six municipal capital companies.

The execution of decisions adopted by the Municipality Council and the organisational and technical servicing of its work are provided by the municipal institution "Central administration of Ķekava municipality", which is established as an independent municipal institution operating in accordance with the statute approved by the Municipality Council.

Number of employees: 182 (central administration); 1600 (total number of people employed by the local gov.)

1.2 CSR context

1.2.1. Local business culture

Business culture aspects			
Evaluation between 1 to 5 (e.g. open is 1, closed is 5)			
Innovation/Risk embrace	relatively open	3	relatively closed
Business leadership type	organisation- based	3	entrepreneur-based
Work discipline	easygoing	3	strict
Employee vs. productivity	employee- centred	3	productivity-centred
Business leadership/ gender	Masculine/Feminine	3	Gender-balanced
Customer focus	relatively high	2	relatively low

The local business culture indicate willingness to balance primary focus on business interests with willingness to be part of community growth, collaboration and sustainability

1.2.2 Government – business relations

Government - business relations				
Describing the government-business relations by ticking the boxes fit the best				
Mode of engagement	more formal		more informal	X
Inter-organisational conduct	high trust	X	low trust	
Communication	direct	X	indirect	
Orientation	process-oriented		results-oriented	X
Time Horizon	short-term	X	long-term	

1.2.3 Experiences working with large enterprises and SMEs

There is a position of the business communication project manager within the Development and Construction Department, responsible for organization of i.a. :

- cooperation with K kava Municipality Business Council, associating local SMEs;
- annual award "Entrepreneur of the Year of Kekava Municipality" (10 different categories)
- annual Days of Municipality's Entrepreneurs
- Entrepreneurship Days for Youth

- together with SEB Bank and other local governments in Pierīga - annual grant program “(ie)dviesma” (inspiration) supporting new business ideas or development of existing business projects and annual grant program “Augšup” to promote the development of social entrepreneurship
- in cooperation with Riga Planning Region - remigration support grant program “Come back to Ķekava municipality!” (state and municipal budget grants for the creation of new businesses to applicants who meet the remigrant status - have lived abroad for at least two years and have returned to live in Latvia)
- cooperation with Latvian Investment and Development Agency (events, questionnaires etc)

1.2.4 Specific organisation/government department dealing with CSR

There is no organization or department within the administration of Ķekava municipality local government specifically designed for dealing with CSR, however the principles of CSR are part of the operation of several department, i.e. Development and building department, Municipal property department, Public Information and Marketing Division etc. Major part of investment projects implemented by the municipality are energy efficiency improvement projects of municipal (education, culture, administrative) buildings, construction of bicycle lanes, street lighting replacement etc. Public utility companies are increasing use of renewable energy sources for their operational needs (e.g. solar panels providing power for waste water treatment plant) and provision of district heating (e.g. wood chip fired boiler house).

CSR – integral part of private large companies’ business (e.g. Ķekava Foods, Löffbergs Baltic, Maxima – annual sustainability reports, concrete actions etc).

1.2.5 Partnerships with national/international CSR initiatives

Ķekava municipality local government has not worked yet with national or international institutions representing or promoting CSR.

1.2.6 CSR initiatives in the region

Ķekava municipality has implemented several projects where CSR has been the main or one of key focus areas, such as URBACT project CITIES4CSR (2019-2022) - Comprehensive municipal strategies to foster and stimulate corporate responsibility in urban areas, EUKI project “Cross border capacity building in energy efficiency”, energy efficiency improvement projects in municipal building (schools, preschools, culture houses etc.), street lighting efficiency improvement projects. Likewise, there is Increased use of renewable energy resources in municipal utility companies (wood chips boiler house, solar energy). Clean-up Day and Eco Days activities are organized annually as well as planting trees and other activities.

The main objectives in focus of CSR activities are environmental as well as social integration (e.g. day centre for mentally disabled people), charity (support to “Soup kitchen”, refugees etc.)

In most cases the relationship implementing CSR activities is institutionalised (project agreements, contracts with national authorities, contracts with the local companies supporting cultural and sports events etc)

The motivation behind the initiatives is commitment to sustainability goals of the municipality as well as companies. Companies, e.g. the largest employer “Kekava Foods” is willing to support social, culture and sports projects, as they want to be viewed as socially responsible stakeholder in the local community.

The outcomes of the initiative are reductions in energy consumption, improved cost efficiency in public services, increased public awareness; community involvement.

The achieved impact of the initiatives are energy savings, reduced costs, cleaner environment, reduced waste.

In some cases the impact of the actions has been measured, e.g. through energy audits or amounts of waste collected in public spaces during the Clean-up days.

The initiatives have been communicated through municipal webpage, social media, municipal newsletter

One of the challenges to implement CSR activities is lack of awareness among leaders of the companies (mitigation – information, good-practice sharing) and adequate funding (mitigation - attraction of external funding).

The municipality supports the CSR initiatives through co-financing (e.g. EU financed energy efficiency projects) and non-financial support - e.g. securing staff for project management;

The following tools can be used for promoting CSR initiatives and good examples: local media, incl. website, municipal newsletter, social media. Also informative workshops could encourage local business actors to engage more in CSR activities.

There is no operational CSR financial fund in the municipality to which local companies can pay.

There is no general procedure for implementing CSR actions. Depending on the case, usually there is collaborative project planning and/or agreement established.

1.2.7 CSR instruments

Local Government CSR-Instrument/ Policy Arena	Awareness- raising (e.g. Business awards, information platforms...)	Facilitation (e.g. coordinating local business networks, facilita- ting alliances...)	Partnering (e.g. public private partnerships ,Governmen t-business contracts, etc.)	Soft Law (e.g. criteria- based procure- ment, codes of conduct for contractors.)	Financing (e.g. special grants, criteria- based local rates)	Planning (e.g. land- use planning, special activity zones)	Mandating (e.g. by-laws/ local codes, regulations, licensing of business)
Economic/Business Development	Annual business awards	Kekava Municipality Business Council	Local action group “Partnership Daugavkrasts”		annual grant programs “(ie)dvesma”, “Augšup”, remigration support	Local developm ent plans	

Urban Regeneration and Area-Upgrading			Grill park financed by "Kekava Foods"			Landscaping and Improvement plan	
Environmental Protection	Environmental awareness campaigns	Participation of utility companies in projects				Local development plans	National legal norms
Social/ Community Development			Support of local business to culture/sports events		Municipal grant competitions for NGOs	Local development plans	
Land-Use, Transport, Infrastructure	Green mobility promotion campaigns	Building bicycle lanes	URBACT project on green transition			Local development plans	
Cultural Integration and Inclusion			Support of local business to culture/sports events		Municipal grant competitions for NGOs	Local development plans	
Participation and Active Citizenship		URBACT project on community involvement	Citizen Councils		Participatory budgeting	Local development plans	Law on local governments
Education, Lifelong Learning and Labour Markets			Young entrepreneurs days ; Workshops and masterclasses for local businesses				
Other Policy Arena:							

1.2.8 Implicit – Explicit CSR

It is mixture of characteristics of implicit and explicit CSR. The implicit character probably prevails in general, i.e. the responsible operation of a company is based on the observance of internal corporate values, norms and rules. EU regulations influence it as well - large size companies have mandatory requirement of sustainability reporting. Explicit CSR (voluntary programs and projects) depends heavily on a company's financial resources.

Local companies prefer internal CSR objectives, particularly to create a positive image of the company (corporate image) (increasing employee satisfaction, training, use of environmentally friendly solutions in day-to-day operations). CSR practices for employees are integrated into companies' HR systems in order to improve their image in the labour market and to increase employee commitment. Internal CSR activities are essentially implicit, i.e. internal company interests are the main "drivers". CSR management at the strategic level is prevalent among larger companies.

1.3 Approaching sustainability

1.3.1 Budget dedicated to sustainability in the Municipality

According to the budget set-up of K kava Municipality, there is no dedicated budget line specifically for sustainability issues, however it has to underlined that major part of investment and development projects are energy efficiency improvement projects of municipal (education,

culture, administrative) buildings, construction of bicycle lanes, street lighting replacement or deal with other aspects of sustainability. The municipal budget estimates for 2025 (to be approved in February 2025) are that development and investment projects will account for approximately 24 % of the municipal budget expenditures.

1.3.2 Sustainability-related strategic documents

The Sustainable Development Strategy of K kava Municipality 2030 is a spatial development planning document that defines the vision, objectives, priorities and spatial development perspective of K kava municipality in the long term; it is the hierarchically highest municipal development planning document.

Kekava Municipality Development Programm 2021-2027 is a medium-term planning document and, in order to implement the long-term vision set out in the Strategy, it defines the priorities and directions of action of the municipality for the next 7 years.

Sustainable Energy and Climate Action Plan ensures planned approach to energy management in the municipality, facilitates decision-making on further energy reduction, climate and environmental measures and attracting funding, shows how to introduce a systematic approach to the management of municipal buildings and energy consumption reduction. In the medium term until 2030, Kekava municipality is committed to reducing CO2 emissions in its territory by 40% compared to 2018 levels, as well as ensuring that the institutions, population and infrastructure of Kekava municipality are adaptable and resilient to climate change risks.

In October 2022 **Energy management system** was adopted in compliance with EN ISO 50001:2018 and **Energy Management Handbook** elaborated to provide systematic approach to the establishment, maintenance and enhancement of energy management system in K kava municipality (energy policy goals, tasks and action plans; management system; performance and its monitoring)

1.3.3 Regional GHG Emissions and Climate Change Challenges

The main emitting sectors are residential sector (44%), transportation (26%) and industrial sector.

The main challenges:

- Renovation and improvement of energy-efficiency of apartment houses;
- Implementation of the adopted Energy management system;
- Promotion of sustainable transport and mobility;
- Dependence on natural gas for district heating.

1.4 Identifying knowledge needs and good practices

1.4.1 SWOT analysis based on the Local Stakeholder Group (LSG) meeting

SWOT Analysis:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Dedication of the local government to reduce CO2 emissions in the municipality's territory and ensure resilience to climate change risks • CSR initiatives of large private sector companies (Kekava Foods) • CSR initiative of municipal utility companies 	<ul style="list-style-type: none"> • Low awareness of CSR among SMEs • Limited engagement of SMEs in CSR initiative • Not sufficient engagement of the local government in promotion of CSR among local businesses
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Awareness raising workshops for businesses and local communities • Collaboration between enterprise & schools for training & education programmes • Sustainable Tourism Development (river, island, water sports, history, art) • Increase business networking & collaboration to promote CSR initiatives 	<ul style="list-style-type: none"> • National legislation supporting green transition is limited or not yet ready • Changing political visions, lack of long term certainty • Conflict between profit & sustainability

Summary and conclusion of the SWOT analysis:

While local government, large companies, municipal utility companies engage in CSR activities, SMEs need more support and awareness – there are not sufficient used opportunities to use EU regulations and community interests to boost CSR efforts. However, resource limitations remain significant challenges.

Knowledge needs:

1. Methods / success stories as good examples to increase awareness and encourage local companies to participate in CSR initiatives.
2. How to assess and communicate the impact of CSR projects to stakeholders.
3. Models for improving communication and partnerships between businesses and the public sector.

Good Practices:

1. National Cleanup Day
2. Eco Days in Kekava Municipality

2. Good Practice collection

This section is dedicated to the Good Practices collected under the ACROSS project.

2.1. Good Practice 1: NATIONAL CLEANUP DAY

2.1.1 Organisation in charge of the good practice

Is your organisation the main institution in charge of this good practice?

No. The main institution in charge is the association “Pēdas LV”.

2.1.2 Good Practice general information

Implementation level of the practice: national

Country: Latvia

Practice image:



Title of the practice: NATIONAL CLEANUP DAY

2.1.3 Good practice detailed information

Short summary of the practice:

National Cleanup Day is the largest civic movement in Latvia based on voluntary participation in cleaning up, rehabilitation and improvement of the environment.

Detailed information on the practice:

In 2008 the Cleanup Day started as a joint effort to deal with the challenge of illegally disposed waste all over Latvia. The idea came from Estonia, who organised their first nationwide clean-up on 3 May 2008. In 2008, all three Baltic States invited people to give a gift to Latvia, Lithuania and Estonia on their 90th anniversaries by cleaning up their land.

Gradually the concept of the cleanup was broadened - in addition to the physical collection and disposal of the illegal waste, education and informative activities as well as landscaping and improvement activities have been implemented (tree planting, flower planting, bird feeding places, park benches etc.).

To prepare for the cleanup, everyone can report polluted sites on the Cleanup Day website www.talkas.lv - it is a useful tool for planning clean-up activities. One month before the clean-up day every potential participant can register their chosen clean-up site on the clean-up map.

The national coordinator of the movement is the civic association "Pēdas LV". It is based on vast involvement of society - local governments, ministries, state institutions and companies, schools, private businesses, mass media, diaspora abroad etc. Over the past 15 years, the Clean-up Day in Latvia has involved around 500 000 participants, also Latvians in other countries.

Like all local governments, also Ķekava Municipality is a regular and active participant of the Cleanup Day

Timescale (start/end date):

Ongoing (since 2008). The annual central event - national Cleanup Day – traditionally is organized every spring in April.

Resources needed:

- Organization of the event nationally - association "Pēdas.LV" in cooperation with Association of Local Governments, national media, cooperation partners and supporters
- Garbage collection bags (sponsored by supporters)
- Dissemination of information locally (local governments) -webpage, social media, newsletter
- Transportation and disposal of collected waste – financed by local governments (ca 5000-10000 EUR annually)

Evidence of success (results achieved):

- The annual amount of collected garbage nationally has decreased by more than half compared to 2008 - i.e. the amount of illegal waste has decreased in the result of cleanup activities;
- The collected and disposed waste in territory of Ķekava Municipality: in 2023 - 11,27 t, in 2024 - 6,7 t
- Steady public support and willingness of citizens to participate every year

Potential for learning or transfer:

The first nationwide clean-ups and the overwhelming public support for the idea in the Baltic States in 2008 has already become truly global initiative. It launched "Let's Do it world! - an international movement coordinated by Estonian NGOs, which organised the first World Cleanup Day on 15 September 2018 with 18 million participants from 158 countries.

Since 2018, World Cleanup Day has become the biggest civic movement in human history, uniting 211 countries and territories – which includes 95% of UN-listed countries – across the

world, and 91 million volunteers, equal to 1.1% of global population – all striving to create a cleaner planet.

External website (optional):

<https://talkas.lv/liela-talka/>

<https://kekava.lv/n/27-aprili-notiks-liela-talka/>

https://www.facebook.com/story.php/?story_fbid=821183616712651&id=100064630602166&_rdr

Images (optional):

<https://kekava.lv/?galerija=liela-talka-2023>

2.2. Good Practice 2: ECO DAYS IN ĶEKAVA MUNICIPALITY

2.2.1 Organisation in charge of the good practice

Is your organisation the main institution in charge of this good practice?

No. The main institution in charge is the waste management company "CleanR"

2.2.2 Good Practice general information

Implementation level of the practice: national

Country: Latvia

Practice image:



Title of the practice: ECO DAYS IN ĶEKAVA MUNICIPALITY

2.2.3 Good practice detailed information

Short summary of the practice:

Eco Days is a free of charge opportunity for households twice a year dispose of nonstandard waste - electrical household appliances, textiles, bulky household waste, glass packaging, used car tyres.

Detailed information on the practice:

The purpose of the Eco Days is to reduce the amount of illegal waste in the environment, support citizens to clean up their properties and increase recycling of the waste.

The Eco Days are organized twice a year - 2 days in spring and 2 days in autumn when households can dispose non-standard waste free of charge. The categories of waste which can be disposed during these days have changed over the years, but typically they include electrical household appliances, textiles, bulky household waste (pieces of furniture, carpets, chandeliers, prams etc), glass packaging, used car tyres.

The households should inform the waste collecting company if they plan to dispose any of the eligible waste and put the items on the designated day next to their regular waste containers. The eligible waste is collected, transported and disposed free of charge for households.

When dates of Eco Days are announced, citizens are also reminded of the categories which are not eligible for this campaign, such as toxic waste, construction waste, pipes, sanitary engineering items etc.

The Eco Days are organized by the waste management company CleanR in cooperation with the company “Zaļā josta” (Green Belt) and the local government of Ķekava Municipality.

Clean R and “Zaļā josta” ensure not only collection of the waste but also its recycling.

Main beneficiaries - households.

Timescale (start/end date):

Ongoing (since 2018).

Resources needed:

Transportation and disposal of collected waste – financed by Ķekava Municipality local government (ca 12 000 – 20 000 EUR/each Eco Days event) .

The municipality also provides publicity of the events through its webpage, social media accounts, newsletter.

Evidence of success (results achieved):

- Steady public support and willingness of citizens to participate every year
- Collected volumes of waste per each event can be characterized by collected volumes e.g. during Eco Days Autumns 2024:

Type of waste	Unit	Amount
Electric appliances	t	28,34
Bulky waste	t	77,78
Textile	t	2,98
Glass packaging	t	13,50
Car tyres	t	10,38

Potential for learning or transfer:

Eco Days are organized also in other municipalities of Latvia. It suggests that such campaigns might be of interest also for other countries and regions as well to reduce the amount of illegal waste in the environment, and increase recycling of the waste.

However, habits of customers and different waste management systems might influence the applicability of this practice in other countries.

External website (optional):

<https://kekava.lv/aktuali/divas-sestdienas-pec-kartas-notiks-tirmajas-dienas/>

<https://cleanr.lv/clean-r/aktualitates/eko-dienas-laika-kekavas-iedzivotaji-nodevusi-rekordlielu-atkritumu-apjomu/>

3. Policy instrument analysis tackled in ACROSS project

This section aims to elaborate on the policy instrument tackled in ACROSS project, focusing on the related challenges in any aspect of the policy instrument.

3.1. General information

Name of the policy instrument:

Kekava Municipality Development Program 2021-2027

Is this instrument an Investment for jobs and growth goal programme?

No

Please indicate the geographical scope of this policy instrument:

Local (Kekava municipality)

Name of the policy responsible authority:

Kekava municipality local government

If policy responsible authority is other than the partner organisation, what is the relation between you and how do you cooperate?

n/a

If policy responsible authority is other than the partner organisation, what are your abilities to influence the policy?

n/a

How the relation with the policy responsible authority can ensure/influence the effective implementation of the policy change?

n/a

3.2 Deep-dive analysis

3.2.1 Main features of the policy instrument

Kekava Municipality Development Program 2021-2027 is a medium-term planning document and, in order to implement the long-term vision set out in the Sustainable Development Strategy of Kekava Municipality 2030, it defines the medium-term priorities, action lines and tasks of the municipality for the 7 year period. The specific planning model uses the four dimensions of sustainable development, in line with the 2007 UN recommended framework, dividing long-term objectives into environmental, social, economic and governance dimensions. This includes future-oriented business development and economic activities in the municipality will be carried out in accordance with natural developments, including the avoidance of flood risks Under the medium-term priority "Engineering infrastructure and entrepreneurship", the "RV3-5 Support for entrepreneurship" is defined as one of the key action lines with the following tasks:

- 3.5.1 to facilitate the development of infrastructure and territories necessary for entrepreneurship,
- 3.5.2. to facilitate local employment and to encourage the development of social entrepreneurship,
- 3.5.3 to provide targeted support for business start-ups and the development of existing businesses in the municipality,
- 3.5.4. to introduce and implement cooperation with businesses in the field of corporate social responsibility.

The Development Programme is subject to the strategic environmental impact assessment procedure.

3.2.2 Policy structure – planning

The Development Program has been prepared by assessing international, national, regional and local planning documents - EU Territorial Cohesion, EU Strategy for the Baltic Sea Region, EU Recovery and Resilience Mechanism Plan, European Climate Strategy, Latvian Sustainable Development Strategy 2030, Latvian National Development Plan 2021-2027, Riga Metropolitan Area Regional Action Plan, Riga Planning Region Sustainable Development Strategy 2030.

During the elaboration of the Development Program, various public participation events had been organised - surveys, thematic meetings, consultations with experts and NGOs, think-tanks, submission of citizens' proposals, public consultations etc. The recommendations of the participants have been taken into account in the development of the medium-term strategic objectives and action plan.

3.2.3 Policy structure – financing

The Development Programme 2021-2027 includes several sections, Investment Plan being one of them

- Strategic part - medium-term development priorities, objectives and lines of action,
- Action Plan and Investment Plan - a set of measures, timetable for implementation and responsible authorities, as well as the set of investment projects and their link to the responsible executors and financial resources (e.g. own funds, bank loans, EU funds etc)
- Monitoring arrangements for the implementation of the document - monitoring and reporting procedures, performance indicators for achieving the objectives

3.2.4 Policy structure – implementation

Only departments of the local government administration, municipal institutions and agencies are indicated as the responsible entities, because the Development Program is an internal municipal planning document which is not binding for other legal entities, including associations, state institutions, other municipalities. In italics, however, partners are added in the respective column of the Action Plan - other legal entities whose involvement is important for the implementation of the action, such as state institutions (e.g. Road Authority) and NGO sector entities (e.g. NGO council, Municipality Business Council)

3.2.5 Policy structure - monitoring

Monitoring and implementing the Development Programme is the responsibility of the Development and Building Department of Ķekava Municipality. The monitoring process of the

implementation of the Programme 2021-2027 involves also the Municipality Council, structural units of local government administrations, institutions and agencies.

The monitoring process is managed by the Head of Development and Building Department, while from the side of the involved institutions the monitoring of implementation process at the operational level is carried out by the officials and heads of the relevant institutions. The main document of the monitoring system for the implementation of the Development Programme is the annual report.

3.2.6 Timespan of the policy

The Development Programme 2021-2027 of Ķekava Municipality is a medium-term planning document, which sets out the development vision until 2027.

3.3 Policy improvement objectives

Policy improvement type:

New projects financed by the instrument / Change in the management of the instrument – governance change / Revision of the instrument itself – structural change

3.3.1 Policy improvement description

The Development Program contains the investment plan outlining the measures, their timing and budget to implement the goals and priorities set in the program. The lessons learnt from interregional cooperation with other project partners across Europe within this project might lead to development of new projects how to enhance corporate environmental responsibility and also on how to align them with the local sustainability goals as per the municipal development plan. The new projects will be included in the investment plan of the Development Program. Investment plan can be revised according to actual needs at any time of the year.

3.4 Policy environment influencing the policy instrument tackled

This section serves to identify the strategies and plans influencing or interrelated with the tackled policy instrument in the region.

3.4.1 Policy 1: National Development Plan of Latvia for 2021-2027

Name of the policy responsible authority:

Cabinet of Ministers (national government)

Brief description of the policy content:

The National Development Plan for 2021-2027 (NDP2027) is Latvia's highest national-level medium-term planning document. It has been developed in accordance with the Latvian Sustainable Development Strategy until 2030 (Latvia2030) and the UN Sustainable Development Goals (SDGs) so that the quality of life improves for each individual, and society as a whole over the next seven years.

Policy structure (if relevant):

The medium-term strategic objectives of Development Programme 2021-2027 of Ķekava Municipality are in line with the national and regional strategic objectives.

The NDP2027 vision contains four main points:

- Equal rights encompass the realisation of fundamental rights of all Latvian citizens through the services provided by the state;
- Quality of life describes the general well-being and growth of opportunities of every Latvian citizen;
- The Knowledge Society is a common direction for change in education and science, civic consciousness, media space and the economy;
- Responsible Latvia is the answer to the threat of climate and demographic trends today and in the distant future;

The NDP2027 sets out a number of priorities for achieving the vision and subordinates each of these priorities to a corresponding strategic objective with a broader formulation. The priorities of the Development Programme 2021-2027 of Ķekava Municipality also cover almost all aspects of the functioning of the country, setting out priorities and courses of action within them.

3.4.2 Policy 2: Action Plan for the Development of the Riga Metropolitan Area

Name of the policy responsible authority:

Riga Planning Region

Brief description of the policy content:

The aim of the Action Plan is to achieve a coherent development of the Riga Metropolitan Area and to coordinate the ongoing processes, using an integrated approach and complex solutions to reconcile the interests of the state, the city of Riga, the municipalities and residents of Riga Metropolitan Area.

The solutions contained in the plan are to be implemented in the European programming period 2021-2027 using EU funds, state and municipal budgets, as well as other financial instruments.

Policy structure (if relevant):

Priorities and solutions in the Action Plan.

- Settlement structure:
 - ✓ Solutions for the management and development of degraded areas and disused buildings (including unfinished residential buildings, resort areas, industrial areas, etc.);
 - ✓ Supporting and strengthening communities;
 - ✓ Revising the status of settlements in the light of changes in the settlement structure of the metropolitan area - status of towns and villages and provision of services;
 - ✓ Specific infrastructure solutions new "growing" as well as "shrinking" settlements - by creating an appropriate infrastructure package: street/road infrastructure, utilities, "blue-green structure" and urban environment;
 - ✓ Managing human settlements in the region:
 - common guidelines (recommendations) for human settlement planning;
 - limiting urban sprawl and the coalescence of urbanised areas, harmonising settlement patterns and built-up areas.

- Ensuring access to public services.
The provision of access to public services must be seen in the context of the settlement pattern and mobility opportunities of the metropolitan area. The heterogeneous distribution of settlements in the metropolitan area requires the identification of service centres of different scale, importance and range of services available.
- Development needs and areas for investment.
Coordinated deployment and quality assurance of public services, mainly education.
- Transport and mobility.
Transport and mobility issues are central to the full of other metropolitan functions - fast and efficient accessibility is equally crucial for everyday mobility and access to services at the local level, and for strengthening competitiveness at the international level. Transport development, in particular the construction of Rail Baltica, is a catalyst for mobility change in the Riga metropolitan area, the Baltic States and the entire North-East Europe corridor.
- Natural environment and energy.
Coherence and effective management of the environment, natural resources and energy in the Riga metropolitan area.
- Regional and international competitiveness.
The international competitiveness of the Riga metropolitan area will be strengthened by coordinated definition of the areas of specialisation of the metropolitan area and local governments, and by planning investments for efficient use of the area's resources.
- Metropolitan area management.
Both the Riga Metropolitan Area municipalities and the responsible state institutions (ministries, planning regions) participate in the development of the governance model, and the solutions are developed on the basis of the existing experience of cooperation in the Riga functional area.

The Action Plan of the Development Programme 2021-2027 of Ķekava Municipality mentions all priorities and solutions outlined in the "Riga Metropolitan Area Development".

4. Stakeholder analysis

The objective of the stakeholder analysis is to map which organisations, institutions, individuals, etc. have influence on the tackled policy instrument and in which way.

List of stakeholders	Role of stakeholder in the policy influencing	Challenges related to working with this stakeholder group	Knowledge – interest (1-lack of knowledge/interest 5-deep knowledge/interest)
Ķekava Municipality Business Council	Dissemination and awareness raising	Different priorities/lack of time and interest	3
Latvian Association of Local and Regional Governments	Dissemination and awareness raising	Lack of time	3
Riga Planning Region	Dissemination and awareness raising	Lack of time	4
“BŪKS” (municipal utility company)	Implementor	Different priorities	3
“Baložu komunālā saimniecība” (municipal utility company)	Implementor	Different priorities	3
“Ķekavas Namī” (municipal utility company)	Implementor	Different priorities	3
JSC Ķekava Foods (former name - Putnu fabrika Ķekava)	Experience sharing regarding CSR	Lack of time	4
Local action group “Partnership Daugavkrasts”	Dissemination and awareness raising	Lack of time	4

Corporate entities/associations:

Corporate entity 1.	JSC Ķekava Foods (former name - Putnu fabrika Ķekava)
Corporate entity 2.	
Corporate entity 3.	
Corporate association 1.	
Corporate association 2.	

Leaders:

	Name, professional background	Why important to be involved?
Individual 1.	Iveta Bikse, Organizational Development Manager, JSC Ķekava Foods	Practical experience implementing CSR on a company's level
Individual 2	tbc	

5. Competence analysis

The aim of this section is to map the partner organisation's network to see if there is expertise that should be channelled into the programme of the Thematic Expert Team meeting in the form of presentations, workshops.

Organisati on/ person	Competence description	Partner's relation with this organisation /person	Reference – links	Contact informati on
Kekava Municipality local government	A local government is a derived public entity - a local administration, which has a decision-making body - municipality council, elected by the inhabitants and which independently ensures and is responsible for the performance of the functions and tasks laid down for it in legislative acts in the interests of the inhabitants of its administrative territory.	partner	https://kekava.lv/	novads@kekava.lv
JSC Kekava Foods (former name - Putnu fabrika Kekava)	Poultry producer, one of the largest companies in Kekava Municipality. Quote from their website: "CSR - is part of the way we do business, strengthening the trust of our customers, partners and society by working together over the long term. We have made it a key principle of modern farming to have as little impact on the environment as possible. For us, this means minimising wasteful use of non-renewable resources and replacing them as gradually as possible with renewable resources. The company's activities in production processes, working environment, product safety and resource use are designed to ensure that each end consumer receives a product with the highest added value and is satisfied with their choice." The company <ul style="list-style-type: none"> performs sustainability reporting using Global Reporting Initiative methodology, has identified 5 UN SDG goals which are relevant for them and what are objectives and actions under each SGD; regular cooperation with the local government	stakeholder	https://vistas.lv/ilgtspejigs-bizness/	Iveta Bikse , Organizational Development Manager I.Bikse@kekavafoods.lv
Kekava Municipality Business Council	An organization associating part of small and medium businesses operating in Kekava municipality. Dissemination of new knowledge and awareness raising regarding CSR.	Stakeholder	https://knup.lv/	info@knup.lv

Latvian Association of Local and Regional Governments	An organization associating majority of Latvian cities and municipalities. Dissemination of new knowledge and awareness raising regarding CSR.	Stakeholder	https://www.lps.lv/lv	lps@lps.lv
Riga Planning Region	Riga Planning Region Public authority responsible for regional planning, cooperation between municipalities and other state institutions. It is composed of 9 local governments – capital city of Riga and 8 cities/municipalities around it. The regional level of governance ensures a connection between the national and local level of governance through the function of coordination. In this way Riga Planning Region is capable of covering the issues, which exceed the borders of one local government, and in the same time it defines the demand for territorial solutions of national level. Dissemination of new knowledge and awareness raising regarding CSR.	Stakeholder	https://rpr.gov.lv/	rpr@rpr.gov.lv
BŪKS	Municipal utility company in Baldone town. Use of renewable energy sources.	stakeholder	https://www.siabuks.lv/lv	info@siabuks.lv
Baložu komunālā saimniecība	Municipal utility company in Baloši town. Use of renewable energy sources	stakeholder	https://www.sia-bks.lv/	info@sia-bks.lv
Ķekavas Nami	Municipal utility company in Ķekava town. Use of renewable energy sources	stakeholder	https://kekavasnami.lv/	info@kekavasnami.lv
Local action group "Partnership Daugavkrasts"	The Association "Daugavkrasts Partnership" is a local action group operating in the territory of the Ķekava municipality. The aim of the Partnership is to promote sustainable development in the territory of the Ķekava Municipality by representing the interests of the community in its development.	stakeholder	https://daugavkrasts.lv/	info@dau-gavkrasts.lv