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Abbreviations

|  |  |
| --- | --- |
| ***Abbreviation*** | ***Definition*** |
| CSDD | Road Traffic Safety Directorate |
| EEA | European Economic Area |
| EC | European Commission |
| EY | Ernst & Young |
| KPI | Key performance indicator |
| MoT | Ministry of Transport of Latvia |
| NGO | Non-governmental organization |
| OWG | Operating Working Group |
| PM | Project manager |
| QA | Quality assurance |
| R&D | Research and development |
| SC | Steering Committee |
| SQ | Service Quality |
| ToR | Terms of reference |
| UNECE | United Nations Economic Commission for Europe |

Executive summary

This Inception Report discusses findings from the initial examination of pertinent data, along with consultations with MoT stakeholders. It encompasses details from the Project's introductory kick-off meeting, introducing stakeholders to the proposed methodology. Additionally, the report outlines Project activities, implementation methods, governance details, and addresses potential project implementation risks along with mitigation measures.

Introduction

Project background

The EU has set a goal to reduce road fatalities to zero by 2050. “Vision zero” is the EU’s strategy to achieve this goal.[[1]](#footnote-2) Additionally, the EU has developed medium term strategy to increase road safety – “EU road safety policy framework 2021-2030”.[[2]](#footnote-3) Within the framework, the EU aims to reduce deaths and serious injuries by 50% between 2020 and 2030. The framework is based on “Safe System approach” which is developed from European best practices on road safety. It prioritizes preventing incidents, acknowledging that despite the potential for collisions, well-designed policies can greatly minimize the resulting harm.

Over the past years Latvia has not seen a significant decrease in traffic accident-related deaths and serious injuries.[[3]](#footnote-4) Moreover, Latvia constantly ranks between the top 5 EU countries with highest road fatality rate per million inhabitants (60 in 2022).[[4]](#footnote-5) The rate of severe injuries or fatalities among vulnerable road users in traffic accidents is notably high in Latvia. Unfortunately, similar to the overall statistic, there is no apparent decrease in this specific aspect for vulnerable road users.

Increasing number of people use micro-mobility devices such as bicycles and electric scooters. With increasing number of users, the number of accidents has risen as well. The number of traffic accidents where cyclists have been injured has increased by 62.2% since 2012, reaching 670 in 2020. In the same time, the number of pedestrians injured has decreased by 30.8%, reaching 660 in 2020. However, more pedestrians were killed in road traffic accidents than cyclists – 43 and 19 respectively.[[5]](#footnote-6)

Additionally, a new challenge in Latvia and the EU, especially in urban environments, is the use of vaguely regulated sharing systems for bicycles and electric scooters. Although they do enrich the overall mobility mix, especially in dense urban environments, there are many problems linked to these services, including increase in traffic accidents. Currently, there is no clear EU initiative that would provide a solution to this problem; however, the European Commission is facilitating activities related to exchange of practices in the field between EU member states.[[6]](#footnote-7) In Latvia, a significant increase can be observed in traffic accidents where users of electric scooters have been injured. In 2018 the number of electric scooter users injured in traffic accidents was two. In 2020 the number had increased to 64, with 2 deaths.[[7]](#footnote-8)

Latvian authorities aim to tackle the problem described above. They want to reduce the number of traffic accidents where vulnerable road users have been injured or killed. The Directive 2010/40/EU of the European Parliament and of the Council of 7 July 2010 on the framework for the deployment of Intelligent Transport Systems in the field of road transport and for interfaces with other modes of transport Text with EEA relevance defines vulnerable road users as “non-motorised road users, such as pedestrians and cyclists as well as motorcyclists and persons with disabilities or reduced mobility and orientation”[[8]](#footnote-9). In Latvian Road Traffic Law vulnerable road user is defined as “a pedestrian, a driver of an electric scooter or a driver or passenger of a bicycle, moped, motorcycle, quadracycle, tricycle”[[9]](#footnote-10). Vulnerable road users do not have a protective layer in case of a collision, which can lead to serious consequences in case they collide with other types of transportation such as passenger cars, busses, trams and trains.

Latvian authorities have set a goal to reduce the use of private cars and substitute it with public transportation as well as develop infrastructure for pedestrians and cyclists. Sustainable Development Strategy of Latvia until 2030 states that “to reduce the proportion of use of private vehicles, primarily the quality and access to public transport should be improved, as well as the popularity of public transport with the society should be increased. Concurrently with the increase in flows and services of the public transport and potential restrictions in the use of personal transport environment and infrastructure appropriate for pedestrians and cyclists should be created.”[[10]](#footnote-11) Therefore, it can be argued that the number of vulnerable road users will continue to increase.

Several studies have been conducted on traffic safety in Latvia. The main focus of these studies has been on the state of infrastructure, as it is one of the most important aspects for safe traffic. However, there are other aspects that need to be taken into consideration when thinking about safe road traffic for vulnerable road users. A survey conducted on best international practices by IE.LA engineers in 2020 in relation to cycling, suggests that the there is a positive correlation between decline in road traffic accidents and public awareness on safe bike traffic culture. This is due both to increased skills of cyclists, awareness of other road users, and adaptation and improvement of infrastructure.[[11]](#footnote-12) EU’s “Vision zero” has set key performance indicators (KPIs) relating to the main aspects for safe road traffic - safe infrastructure; safe vehicles; safe road use, including speeding, alcohol, distraction, and the use of protective equipment; fast and effective post-crash care.[[12]](#footnote-13)

Project objectives

The primary goal of this project is to assist Latvia in implementing institutional, administrative, and growth-oriented structural reforms. Specifically, this service contract aims to help national authorities reduce the frequency of traffic accidents leading to injury or fatality among vulnerable road users.

Aim of the report

The primary objective of the Inception Report (Deliverable 1) is to establish a robust foundation for the successful execution of the Project. This involves cultivating a shared understanding with the main beneficiary regarding the anticipated outcomes, the intended utilization of the Project, the value it aims to create, and the tangible outputs expected. During this phase, EY strives to facilitate a platform for constructive dialogue, solidifying clear agreements with the MoT on responsibilities, governance, methodologies, and the Project delivery timeline.

Simultaneously, the Inception Report aims to deepen our comprehension of the current micromobility landscape and overall road infrastructure safety in Latvia. The identified issues and challenges will serve as focal points for the Project outputs, with agreements and validations sought from stakeholders. Additionally, the report will delve into proposed international good practices to provide a roadmap for analysis during the Project. This exploration is crucial for aligning stakeholders' visions and identifying key enabling conditions and success factors for application in the Latvian context.

* + 1. Inception phase

The inception phase marked a pivotal stage in the Project, laying the groundwork for subsequent activities. A series of strategic actions were undertaken to ensure a comprehensive understanding of the project landscape, establish crucial partnerships, and define the roadmap for project implementation.

1. Document study

The inception phase involved an extensive desk research initiative focused on micromobility. This encompassed the identification of all stakeholders involved in the organization, financing, and coordination of micromobility and Latvian road infrastructure. The findings from this document study provided a foundational understanding of the current situation, serving as a basis for informed decision-making in subsequent project phases.

1. Meetings with experts and stakeholders

Consultations were held with experts and stakeholders, including the beneficiary authority and also subject matter experts. These meetings aimed to foster a shared understanding of the project’s objectives, expected outcomes, and the collaborative framework needed for success.

1. Kick-off meeting

Within three weeks of contract signing a kick-off meeting was organized on 21st of November. Attended by representatives from EY, the beneficiary authority, European Commission policy officer and experts (see Table 1) the meeting facilitated in-depth discussions of various aspects. Agreements were reached on the scope and methodology of the Project, expectations of all involved parties, stakeholder involvement, organization of work, meeting logistics, communication channels and foreseen challenges. Additionally, plans were laid out for the structure and participants of the Steering Committee and Operating Working Group (see Appendix A).

Table 1 Attendance of the kick-off meeting

|  |  |
| --- | --- |
| **Name** | **Organization** |
| Adrians Matisons | EY Baltic (LV) |
| Oskars Leosks | EY Baltic (LV) |
| Guntars Krols | EY Baltic (LV) |
| Annija Kristiana Sirma | EY Baltic (LV) |
| Edward Tersmette | European Commission |
| Annija Novikova | Ministry of Transport |
| Janis Kalnins | Ministry of Transport |
| Dace Supe | Ministry of Transport |
| Talivaldis Vectirans | Ministry of Transport |
| Indra Vilde | Ministry of Transport |
| Janis Meirans | MoT Minister's Bureau |
| Ainars Morozs | Latvian State Roads |
| Gundars Kains | Latvian State Roads |
| Martins Prancitis | Latvian State Roads |
| Juris Jancevskis | State police |
| Beata Dambite | Road Traffic Safety directorate |
| Jean-Francois Gaillet | VIAS Institute |
| George Liu | City OX |
| Viesturs Laurs | IE.LA inženieri |
| Rolands Puhovs | McCann |
| Oskars Libers | McCann |
| Aliaksei Khadasevich | McCann |

Project approach and workplan

Project approach

Having considered the overall background, both with respect to the regulatory framework and the characteristics of the micromobility in Latvia, in this section we present our overall capabilities and methodological framework. Our proposed approach has been developed based on our deep technical experience, the local context, comprehension of ongoing micromobility development in Latvia and the specific requirements of the ToR, whilst drawing upon our team’s experience. Based on the deliverables outlined in the ToR, our proposed approach is summarized in the figure below (see Figure 1).

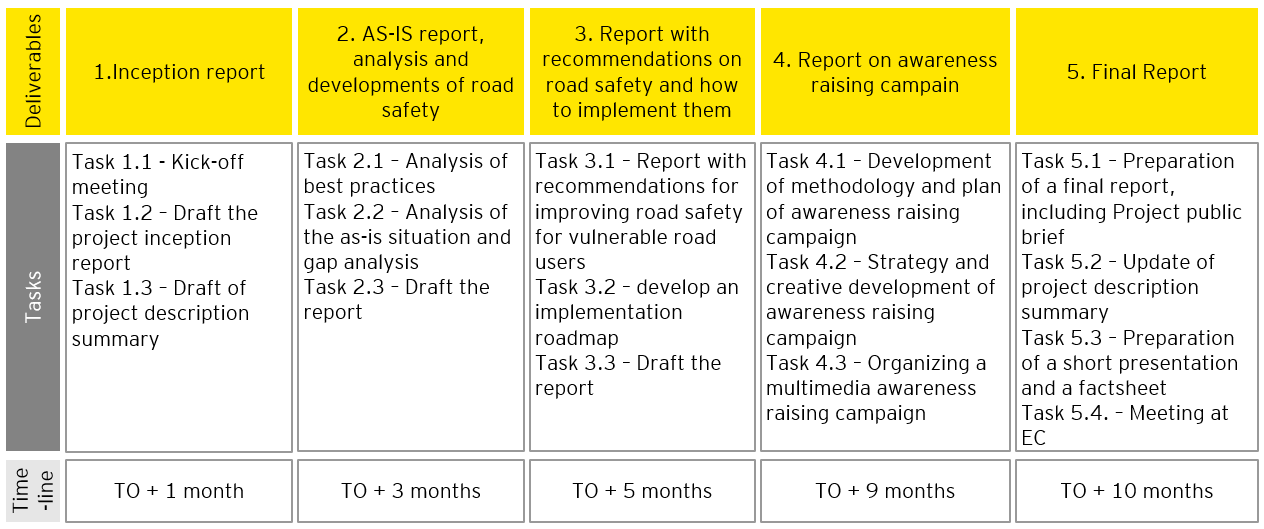


Figure 1 Project implementation approach

Project workplan

The total duration of the Project is 10 months from October 2023 till August 2024. A detailed Project workplan has been developed that includes activities performed during all 5 Project phases and allows to track the progress of all Project activities at the same time.

For the detailed workplan, including each of the Project Deliverables, see section 5.1 (see Appendix B).

Project activities

Deliverable 2 – AS-IS report and gaps analysis on road safety situation for vulnerable users and developments in the last five years

Objectives

By executing this deliverable, the EY project team aims to construct a thorough assessment of the current road safety conditions for vulnerable road users, encompassing the past five years. This entails examining the numbers and types of casualties, their causes, reviewing the Latvian regulatory framework concerning road safety, delineating the roles of diverse institutional actors, mapping relevant stakeholders, and analyzing developments in road safety statistics over the last 5 years.

By reviewing best practices in road safety for vulnerable road users, we will develop a reference model that will be compared to the current situation in Latvia. Moreover, it will help us develop gaps analysis of the current situation – perceived inefficiencies, missing data, links and policy instruments, regulatory and institutional framework gaps, deficiencies in the roles of various stakeholders, communication gaps, issues related to behavior and habits of vulnerable road users, lack of resources and other relevant weaknesses and threats.

The overarching goal is to comprehend the primary causes of road accidents resulting in serious injury or fatality among vulnerable road users and evaluate the disparities in the current situation in Latvia compared to the reference model. Subsequently, in Deliverable 3, the intention is to formulate recommendations to address these gaps and adopt best practices for enhancing road safety for vulnerable road users, specifically targeting the main causes of road accidents.

* + 1. Task 2.1 – Analysis of best practices

The EU road safety policy framework 2021-2030 “Next steps towards “Vision Zero””[[13]](#footnote-14) puts forward four main intervention areas that tackle the main challenges associated with road safety.

1. Infrastructure safety
2. Vehicle safety
3. Safe road use (including speed, alcohol and drugs, distraction, and the use of protective equipment)
4. Emergency response.

Infrastructure and road surrounding is a contributing factor in more than 30% of road traffic accidents.[[14]](#footnote-15) To enhance the safety of vulnerable road users it is important to ensure that pedestrian walkways are of sufficient width (depending on flows), well-lit and of good quality, so that they are adapted to all society, including people with mobility impairments. To facilitate safety, desire lines should be considered, for example, ensuring safe crossing points in the vicinity of bus/tram stops. Moreover, various forms of micromobility (e.g., bicycles and electric scooters) require dedicated, protected lanes on busy streets and speed limits (30 kph or less) on streets that are not busy, without separate infrastructure.

In relation to vehicle safety, it is important to consider the impacts of unsafe, older models of cars that share roads with vulnerable road users. Moreover, safe micromobility vehicles are also important. These aspects can be controlled with a strong regulatory framework.

The third aspect mentioned pertains to human behavior. Past experiences indicate that a concentration on general education and awareness, while less effective and less emphasized in modern "Safe System approaches," can be supplemented by driver licensing, targeted education, and awareness campaigns. This, coupled with a robust and continuous compliance and enforcement framework, plays a crucial role in equipping and encouraging road users to safely navigate roads and use vehicles.[[15]](#footnote-16)

The final aspect that EU road safety policy framework entails is fast and effective emergency response. Quick and efficient post-accident care can reduce consequence of injury. Moreover, Reducing the time between accident and arrival of emergency medical services from 25 minutes to 15, can reduce the chances of death by one third.[[16]](#footnote-17)

During the implementation of this task, we will analyze best EU practices in the field of road safety for vulnerable road users. As part of this task, EY project team will develop a reference model with at least the following dimensions related to road safety for vulnerable road users – Institutions, Infrastructure; Regulatory framework; Behavior; Emergency responses; Stakeholders; Enforcement and Control; Technological structures/procedures.

* + - * 1. The review of good international practices will involve:

1. Establish a list of potential countries for international best practice analysis based on proposed criteria (see Table 2).
2. Develop a comprehensive list of key points of interest for Latvian authorities.
3. Identify and conduct in-depth analyses of specific cases from at least three EU member states.
4. Develop a gap analysis between the situation in Latvia and identified best practice countries to determine priorities and implementation steps.

*Table 2 Proposed list for best practice analysis*

| Identified best practices in road safety for vulnerable road users | |
| --- | --- |
| Estonia | With 38 deaths per million inhabitants in 2022, Estonia has the lowest rate of road fatalities in Central and Eastern Europe.[[17]](#footnote-18) In the time period between 2010 and 2019, Estonia saw 34% decline in road traffic accidents.[[18]](#footnote-19) Moreover, due to cultural and demographic similarities, it is highly likely that Estonian practices will be adaptable to Latvian situation. |
| Netherlands | The Netherlands is 6th out of 27 EU countries in terms of the lowest numbers of fatalities per million inhabitants.[[19]](#footnote-20) The proportion of incidents where pedestrians have been involved is significantly lower than in other EU countries. Moreover, the proportion of vulnerable road users on the roads is much higher in the Netherlands than in other countries. |
| Sweden | With 21 deaths per million inhabitants in 2022, Sweden has the safest roads in the EU.[[20]](#footnote-21) The Swedish road safety policy is based on Vision Zero, a safe system approach where no one should be at risk of being fatally or severely injured while using road transport. Over the years, there has been a gradual decline in fatalities for all modes of transportation, including vulnerable road users.[[21]](#footnote-22) |
| Denmark | Road fatality rate per million inhabitants in Denmark is significantly lower than the EU average – 26 and 46 respectively.[[22]](#footnote-23) Between 2010 and 2019, fatalities in Denmark decreased at a similar rate with rest of Europe – 22%. Moreover, over the same period, fall in serious injuries was higher – 38%.[[23]](#footnote-24) In Denmark, road safety is centralized under the supervision of the Ministry of Transport. |

* + 1. Task 2.2 – Analysis of the as-is situation and gap analysis

As mentioned previously, Latvia has one of the highest rates of road accidents where vulnerable road users are seriously injured or killed. According to the data collected by Central Statistical Bureau of Latvia, in 2021 36 % of short trips (<300km) were made by walking, 2,6% were made with a bicycle and 0,5% were made with electric scooters.[[24]](#footnote-25) The data suggests that a significant proportion of trips in Latvia are made by vulnerable road users, but the current road infrastructure is tailored for private cars. Significant amount of research has been conducted on infrastructure, however the current state of infrastructure for vulnerable road users is insufficient, fragmented and overall unsafe. Moreover, only small proportion of potential vulnerable road users are deterred from using micromobility modes of transportation by potential safety risks. Only 3% of the population mention safety risks as a reason not to use a bicycle.[[25]](#footnote-26) This suggests a need for awareness raising among vulnerable road users.

The main law that regulates road traffic and safety in Latvia is the Road Traffic Law, the purpose of the law is “to prescribe the organizational and legal basis for road traffic procedures and road traffic safety in Latvia in order to protect human life and health, the environment, and also property owned by natural and legal persons”[[26]](#footnote-27). Due to increase in accidents related to electric scooters, amendments related to safety of vulnerable road users have been made. For example, the law now stipulates that “it is prohibited for a person who has not attained the age of 14 years to participate in road traffic with an electric scooter”.Recent amendments in the law forbid the use of electric scooters without a protective helmet. [[27]](#footnote-28) It must be noted that it is also important to develop a regulatory framework for road safety for vulnerable road users at municipal level, especially for regulating sharing schemes electric scooters.

The focus of the as-is analysis will be on the same dimensions related to road safety for vulnerable road users as in Task 2.1. – Institutions, Infrastructure; Regulatory framework; Behavior; Emergency responses; Stakeholders; Enforcement and Control; Technological structures/procedures.

EY shall commence analysis of as-is situation (including developments in the last 5 years) by:

1. Identify and map relevant stakeholders, including the Ministry of Transport, Ministry of Interior, State Police, Road Traffic Safety Directorate, Latvian State Roads, Ministry of Health, hospitals, Emergency Medical Service, and NGOs (e.g., Association of Cyclists of Latvia, Association “City for People,” Riga neighborhood associations).
2. Collaborate with local and international road safety experts to conduct thorough desk research. Utilize informative reports such as "On National Micro-Mobility Development"[[28]](#footnote-29); "Study on cycling infrastructure at the national level" [[29]](#footnote-30); Analysis of best practices in micro-mobility and transfer of good practices in development of relevant municipal regulatory framework[[30]](#footnote-31); Road Safety Country Overview: Latvia[[31]](#footnote-32); National Road Safety Profile – Latvia[[32]](#footnote-33)), regulatory framework (e.g., EU ITS Directive[[33]](#footnote-34); EU Road safety legislation[[34]](#footnote-35); Road Traffic Law[[35]](#footnote-36)), publicly available data (e.g. data published by the Road Traffic Safety directorate[[36]](#footnote-37); data published by European Commission[[37]](#footnote-38); data published by insurance companies[[38]](#footnote-39)).
3. If needed, formally request additional information from the Ministry of Transport through an official information request.
4. Analyze data on road incidents involving vulnerable road users, with a focus on those resulting in serious injury or death. Categorize incidents, assess inefficiencies, and identify gaps.
5. Conduct structured and semi-structured interviews with relevant stakeholders, using findings from desk research and data analysis as a foundation. Organize surveys to uncover road safety patterns and key concerns.
6. Engage with vulnerable road users, including NGOs (e.g., Association of Cyclists of Latvia, Association “City for People”, Riga neighborhood associations), through focus group meetings. Develop agendas, participant lists, and share them with project stakeholders. Conduct surveys to understand road safety patterns and concerns specific to vulnerable road users.
7. Perform a comprehensive gap analysis, examining suboptimal aspects in Institutions, Infrastructure; Regulatory framework; Behavior; Emergency responses; Stakeholders; Enforcement and Control; Technological structures/procedures.
8. Draft a detailed report consolidating results from Deliverable 2, incorporating findings from research, data analysis, stakeholder consultations, and the gaps analysis. Present the report to stakeholders for review.

Deliverable 3 – Report with recommendations for improving road safety for vulnerable road users and a roadmap for its implementation

Objectives

The aim of this task is to develop recommendations for how Latvia can improve road safety for vulnerable road users. The report will be developed using the results of Deliverable 2. It will entail a detailed set of recommendations on how to fill in the gaps between the reference model and the as-is situation in Latvia for road safety for vulnerable road users. Moreover, recommendations will be structured in the same dimensions as in Deliverable 2. Moreover, the aim of the deliverable is to develop a clear path to implementation of these recommendations through proposing a road map for implementation, specifying the various steps to be taken by different actors, the resource implications, and the proposed timing of these various steps. Before developing report with recommendations, we will produce a brief methodological and planning note on how the report will be drafted. The methodological and planning note will be discussed and agreed with the MoT.

* + 1. Task 3.1 – Report with recommendations for improving road safety for vulnerable road users

It is of utmost importance to create a comprehensive list of recommendations for improving road safety for vulnerable road users. At present there are many reports developed on the current state of road safety in Latvia. However, as described previously in our report, the amount of road accidents where vulnerable road users have been seriously injured or killed remains significantly higher than the EU average. Therefore, it is of critical importance to develop clear set of actionable recommendations that would provide clear and fast solutions to road safety issues in Latvia.

These recommendations will be based on the following steps:

1. Identify and list specific areas for improvement related to road safety for vulnerable road users in Latvia.
2. Conduct additional research on our reference model best practice countries to uncover practical solutions and methods they employed to address identified issues.
3. Develop an initial list of recommendations, structuring them in the dimensions of Institutions, Infrastructure, Regulatory Framework, Behavior (habits of users), Emergency Responses, Stakeholders, Enforcement and Control, and Technological.
4. Organize workshops or panels to consult with vulnerable road users, gathering insights and feedback.
5. Conduct structured and semi-structured interviews with stakeholders to discuss the initial list of recommendations, gathering additional insights.
6. Finalize the list of recommendations and create a survey. Distribute the survey to stakeholders, including vulnerable road users, and seek their evaluation of the relevance and implementation priority of the recommendations.
7. Prioritize recommendations based on the complexity of implementation and the expected impact. Group recommendations into four categories:

* Low complexity with high impact
* High complexity with high impact
* Low complexity with low impact
* High complexity with low impact.
  + 1. Task 3.2 - Develop an implementation roadmap

Taking into account changes that the recommendations will foresee, development of a comprehensive and practical implementation roadmap is of utmost importance. Furthermore, the implementation roadmap will serve as a practical tool for the involved stakeholders (mainly the MoT). Therefore, we believe that participatory approach in development of the implementation roadmap is one of the success factors for buy-in and ownership of the stakeholders for the results to be achieved and recommendations to be implemented. In developing an implementation roadmap, we will:

1. Develop a structure of the roadmap which will be structured by reference model dimensions related to road safety for vulnerable road users – Institutions, Infrastructure; Regulatory framework; Behavior (habits of users); Emergency responses; Stakeholders; Enforcement and Control; Technological structures/procedures. The structure will be discussed and aligned with the MoT and European Commission.
2. Organize workshops (one per each dimension) involving relevant stakeholders who might have a role in any of the recommendations within the particular dimension. Again, following a co-design approach, we will discuss and agree what recommendations should be included in the implementation roadmap, as well as define tangible results of each recommendation, specifying the various steps to be taken by different actors, the resource implications, and the proposed timing of these various steps. In order to facilitate a smooth and productive discussion, our experts will have prepared a list of potential implementation steps to be considered and discussed by the workshop participants.
3. Summarize findings in a report.

Deliverable 4 – Report on awareness raising campaign

Objectives

This awareness campaign aims to promote the safe integration of micro-mobility options while prioritizing road safety of the most vulnerable road users, based on the data and recommendations derived from the Deliverable 2 and Deliverable 3. The main objective is to put focus on wider factors aggravating road safety concerns – public’s perception of safe road traffic, of their responsibility in road traffic and the impact of other elements – personal habits and factors that influence road safety.

* Raise awareness about the existing and potential risks associated with micro-mobility, including accidents and conflict situations with other road users.
* Advocate for the development and implementation of comprehensive micro-mobility road safety, safety awareness and good practices.
  + 1. Task 4.1 – Development of methodology and plan of awareness raising campaign

Upon start of the Deliverable 4, project team will organize a meeting with MoT, the Road Traffic Safety directorate of UNECE and other stakeholders to discuss the vision of the public campaign and key focus points. The public campaign process includes:

1. Kick-off meeting
2. Strategy development
3. Creative development
4. Execution and Production
   * 1. Task 4.2 – Strategy and creative development of awareness raising campaign

After the initial meeting with MoT and stakeholders, a workshop will be organized to assess good practices on safe conduct in traffic and identify dangerous situations/areas in traffic for vulnerable road users, based on the data and recommendations derived from the Deliverable 2 and Deliverable 3. Project team will gather the information and feedback provided in the workshop, analyzing, and creating summary presentation and the next steps of public campaign. Testimonials of industry experts will be taken in account from conducted workshop, analysis to create empathy and understanding, illustrating how safe and sustainable transport options positively impact communities.

Creative development of awareness raising campaign will consist of the following steps:

* Before diving into creative development, project team will conduct assessment of as-is analysis and developed recommendations in Deliverable 3, gather insights on the target audience, their attitude towards micro-mobility, safe conduct in traffic, and their preferred communication channels.
* Creative Kick-off meeting - the project team will convene a meeting with the creative and marketing teams, along with representatives from the Ministry of Transport and stakeholders. During the meeting, they will showcase examples of successful awareness campaigns to inspire ideas and ensure everyone comprehends the campaign's objectives.
* Defining the Creative brief - the project team will collaboratively create the final creative brief, encompassing the key message, target audience, desired outcomes, and campaign tone.
* Campaign Concept and Materials Development - based on the creative brief, the creative team will be responsible for developing the core concept and materials for the campaign. This will include designing data visualizations and infographics that highlight good practices of safe conduct in traffic, as well as identify dangerous situations/areas in traffic for vulnerable road users.
* MoT approval and time planning - the project team will present the campaign's final draft to the Ministry of Transport and stakeholders for approval. Concurrently, project team will collaborate with the MoT and stakeholders to establish a detailed time plan, outlining specific actions and deadlines for each stage of the campaign.
  + 1. Task 4.3 – Organize a multimedia awareness raising campaign to improve safety awareness and safer conduct in traffic of vulnerable road users

Awareness raising campaign aim is to enhance safety awareness and promote safer conduct in traffic for vulnerable road users. Through data visualization and infographics, press releases, and a robust social media presence, we seek to engage the community, decision-makers, and media representatives in advocating for improved road safety practices. The campaign will be carried out across various channels, including social media platforms and targeted media outlets, with the Ministry of Transport and Road Traffic Safety Directorate actively involved in its dissemination.

Proposed Campaign Activities and Channels:

* Data Visualization and Infographics. Visualize data and statistics of good practices on safe conduct in traffic for vulnerable road users. Present this information in infographics to make it easily shareable and accessible to media representatives.
* Public Relations. Issue press releases that highlight the campaign's objectives, key events, and milestones. Organize a targeted media pitching to secure interviews and coverage with local media outlets. Emphasize the relevance of the campaign for the local community and its potential impact on transportation policies and road safety.
* Social Media Campaign. Utilize social media platforms to share campaign updates, safety tips, and success stories. Encourage decision makers and media representatives to participate actively in promoting the campaign through their own channels i) MoT– Facebook, Twitter, Instagram, Web, ii) Road Traffic Safety Directorate (CSDD) – Facebook, Twitter, Instagram.

**Campaign KPIs:** Media mentions; Media impressions; Website traffic; Social media metrics.

Deliverable 5 – Final Project Report

Objectives

The final report will include an overview of the conducted activities and offer appropriate suggestions for future steps. These recommendations will cover the assessment and supervision of project results, along with the key lessons learned that may prove valuable in presenting the project to external entities and applying similar endeavors in different EU Member States.

* + 1. Task 5.1 – Draft a final report that contains a Project public brief
       - 1. After finalizing all the Project Deliverables, the Final Project report will be developed, which will include a Project public brief. In the Report we will provide a concise and clear message on the current challenges and as-is situation regarding safety for vulnerable road users assessment in Latvia as well as the recommendations and practical steps for their implementation.
         2. The brief will include:
  1. Context of the project
  2. A brief presentation of the beneficiary authority
  3. Description of what needs were addressed
  4. Methodology and approach used to produce the final deliverables
  5. Key deliverables and activities that were undertaken
  6. Consultation with stakeholders and/or workshops
  7. Main findings and lessons learnt
  8. Expected results as well as expected impact.

Contractor will include all project deliverables as annexes in the final report. If deemed necessary by the key stakeholders, we will also include informative and communication materials developed during other Project implementation phases in the final report. As outlined in ToR, the contractor will update the project description summary produced in Inception report phase and include the updated version as part of the Final report for communication and publication purposes. After finishing the final report, the project team will prepare a short presentation and a factsheet summarizing the key points from the project that are valuable and applicable for showcasing it to external parties and replicating similar endeavors in other European Union Member States. The contractor will participate in the meeting at the European Commission to present the project, respond to inquiries, and potentially engage in a panel discussion. Additionally, PowerPoint presentation will be created that can be used internally by the EU Commission. The presentation will be visually appealing and easy to understand, thus can be used on Commissions intranet or put online for EU citizens to explore.

Project governance

Project governance structure

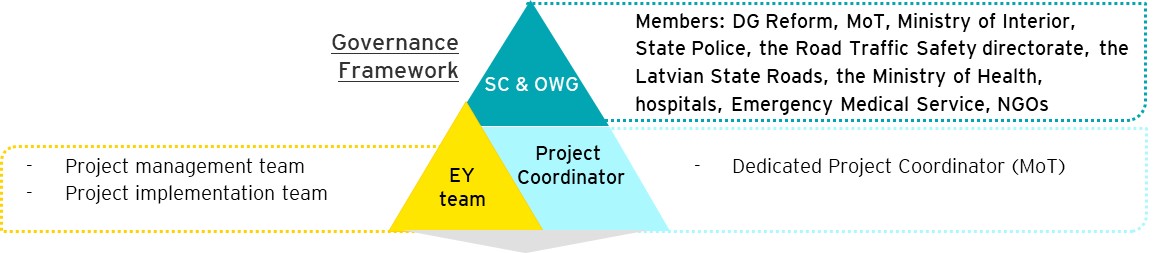


Figure 2 Governance Framework

The structure above represents the Project’s governance framework. All the participants are divided into the four major groups.

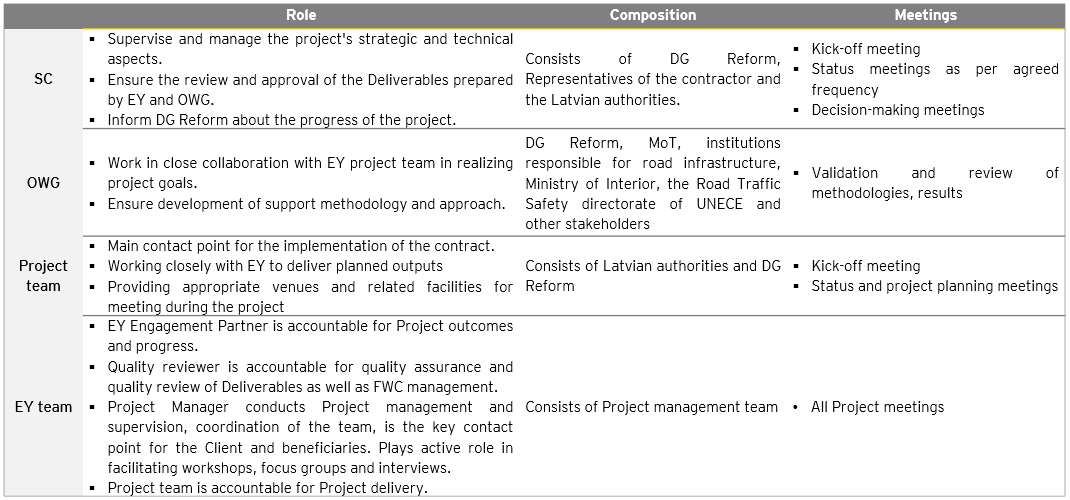


Figure 3 Organizational structure roles

Project team

For the purpose of Project execution, we have assembled a highly experienced and diverse team combining solid experience in large-scale reform projects in transport sector, Project management and purpose-led-transformation competences, together with experience in specific areas as road safety, micro mobility.

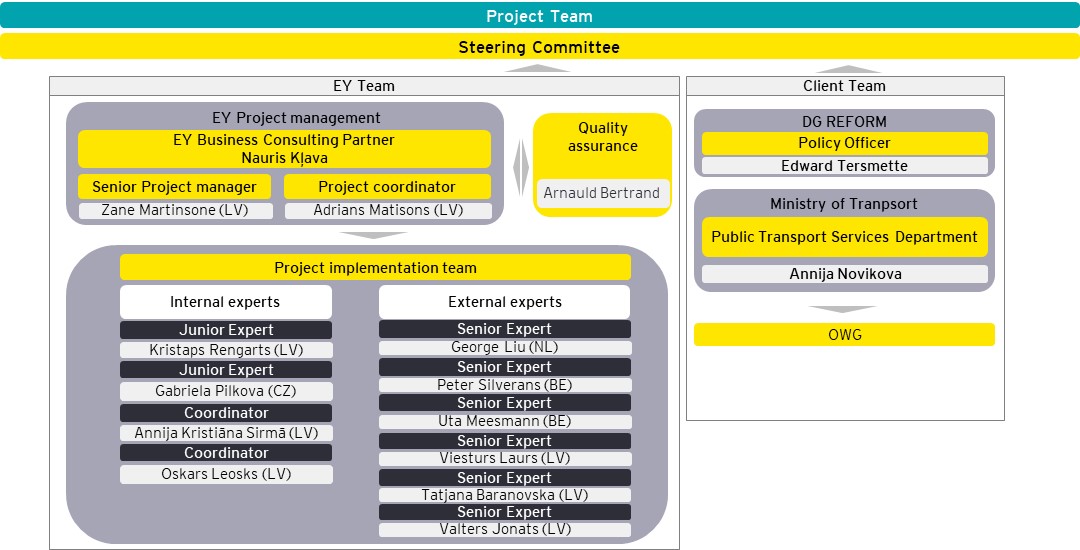


Figure 4 Project team structure

In addition to the professionals selected for this assignment, EY can also activate further technical knowledge via the numerous specialized services delivered by EY globally. Our local EY teams are supported by EY Global Future Mobility Competence Centre, which brings together a worldwide team of professionals with deep technical experience in providing advisory services and works to anticipate market trends, implications and develop points of view on relevant sector issues. Furthermore, EY has adjoined additional colleagues Annija K. Sirmā and Oskars Leosks from “Ernst & Young Baltic” Ltd. Riga office to support EY team with coordination processes, correspondence between the beneficiary and the team, as well as planning of the various meetings and protocoling meeting minutes.

Communication plan

The key principles of communication will be:

* Status meetings organized once every three weeks between MoT and Project team.
* Other meetings/calls are organized throughout the Project based on necessity.
* SC meetings are organized once per month or when needed, as agreed in kick-off presentation.
* Status meetings and SC meetings will include a “roadmap” type of presentation.
* Deliverables are submitted to the contracting authority and MoT within agreed deadlines.
* Comments on Deliverables from different stakeholders are consolidated by MoT prior to submission to EY.
* Primary communication language is Latvian.
* The working language for the meetings that are attended by international experts will be English.
* Language of the Deliverables will be both Latvian and English, as specified in ToR.
* Virtual meetings are primarily facilitated through Microsoft Teams.
* Deliverables primarily are submitted in electronic format (primarily e-mail).
* Deliverables and other related documents may be submitted by any representative of the EY team.

Table 3 Communication plan

| **No.** | **Event** | **Frequency** | **Channel** | **Communicated to (participants)** | **Content** |
| --- | --- | --- | --- | --- | --- |
| 1 | Status update meetings | Once per 2 weeks | Microsoft Teams | Project manager (DG Reform and MoT) | 1.Deliverable completion status  2.Key topics, information on Project status  3.Risk/Issue log |
| 2 | Workshops and OWG meetings | Based on the need, as specified in TOR | In person or virtual (Microsoft Teams) | OWG members, stakeholders, Project manager (MoT) based on the need | Discuss specific topics and agree on solutions |
| 3 | Steering Committee Meetings | Based on the need and after the close of Project phases (5 Deliverables) | In person or virtual (Microsoft Teams) | Steering committee members | Evaluate the progress and make decisions regarding strategic Project issues with an impact on Project outcomes, costs and timeline |
| 4 | Project Deliverable Reports | Based on the Deliverable calendar | Email or Microsoft Teams | Project manager (DG Reform/MoT) | Submit the final draft Deliverable for approval to contracting authority |

Deliverable approval

**The approval process of Project Deliverables will follow these steps:**

* The Deliverables are prepared by EY.
* Ministry of Transport and the contracting authority will be responsible for Deliverable review and validation.
* Relevant structures who will receive the Deliverable for review are expected to provide the comments in the commentary log template.
* MoT is expected to provide summary of necessary amendments within 14 days after submission of the draft Deliverable.
* After receiving comments from the OWG, EY will adjust the report and submit the Deliverable to DG Reform and MoT.
* DG REFORM is expected to comment on the Deliverables submitted within 14 days of the date of their receival.
* If DG REFORM, and the MoT have not reacted within the 14-day period, the Deliverable shall be deemed as approved. Additionally, the Deliverable shall be deemed as approved if either/or the MoT and DG REFORM have sent EY written approval of the Deliverable within the 14-day period.
* EY will make the necessary amendments as suggested by both the DG REFORM and/or the MoT within 10 working days after receival.

Information exchange

According to the non-disclosure agreement any information or documents that are not publicly available will be treated as confidential.

During the service delivery EY shall:

* not use confidential information or documents for any purpose other than to perform its obligations under the Specific Contract, without the prior written agreement of the beneficiary Member State authority.
* ensure the protection of such confidential information or documents with the same level of protection as its own confidential information or documents and in any case with due diligence.
* not disclose, directly or indirectly, confidential information or documents to third parties without the prior written agreement of the beneficiary Member State authority.

Quality management

EY focuses on the delivery of Service Quality through the application of the following principles that guide how the quality will be managed and validated throughout the Project implementation:

* Adherence to the contract and technical offer.
* Review cycle of Deliverables - in order to ensure the Deliverable is of the highest quality multiple layers of review are set in place by the EY:
  + Deliverables are prepared by Project team under the supervision of Project manager.
  + Each Deliverable is further reviewed by the EY engagement partner before submission to DG Reform and MoT.
  + The quality reviewer will review the final Deliverable versions before submission to DG Reform and MoT.

Project Stakeholders responsibilities

The success of the Project will depend on strong stakeholder engagement. As a result of the initial Project meeting on 21st of November, Project stakeholders and their form of involvement have been updated (see Table 4).

Table 4 Overview of the responsibilities of key stakeholders

| No. | Organization | OWG | SC |
| --- | --- | --- | --- |
| 1 | Ministry of Transport | X | X |
| 2 | Ministry of Interior | X | X |
| 3 | State Police | X |  |
| 4 | Road Traffic Safety directorate | X |  |
| 5 | Latvian State Roads | X |  |
| 6 | Ministry of Health | X |  |
| 7 | Hospitals | X |  |
| 8 | Emergency Medicine Service | X |  |
| 9 | NGOs | X |  |
| 10 | Neighborhood Unions | X |  |
| 11 | Latvian Mobility Association | X |  |
| 12 | Private sector | X |  |
| 13 | Vulnerable road users | X |  |

* 1. Project risk management

Identification, management and monitoring of Project implementation risks and issues will be a central part of our approach on successful Project management. The team will focus not only on the prompt identification of the risks but also the application of a constructive approach to issue resolution and to the successful execution of the assignment. For an overview of the identified Project risks see Table 5.

Table 5 Summary of Project risks and issues

| No | Risk Description | Owner | Due Date | Mitigation Plan | Impact | Likelihood |
| --- | --- | --- | --- | --- | --- | --- |
| Strategic Risks | | | | | | |
| 1 | Weak strategic ownership of the Project | MoT/ EY | Continuous | Designation of a department unit that will be responsible for continuity in implementing the Project. | High | Medium |
| 2 | Risk of sub-optimal solutions for improvement of road safety due to organizational constraints (insufficient capacity, resources and incentives for change) | MoT | Continuous | Prioritization of developed recommendations.  Defining short- and long-term measures to be implemented. | High | Medium |
| 3 | Potential for a conflict of interest for some of the stakeholders during the strategy development | EY | Continuous | Detailed stakeholder mapping including a matrix covering potential interests in the project/conflict of interest.  Monitoring of stakeholder positions during the Project implementation.  Informing DG Reform about any escalation of potential conflict of interest cases. | High | Low |
| 4 | Inefficient participation, coordination and collaboration between cross-sectoral institutions in development of recommendations and action plan (transport, interior and healthcare sector institutions) | MoT/ EY/ DG Reform | Continuous | Detailed shareholder mapping.  Communication on the importance of involvement of each of the stakeholder in the project.  Regular follow-up on project activities with all stakeholders. | High | Medium |
| Operational Risks | | | | | | |
| 6 | Exceeding the time of execution allotted for the Project due to unforeseen problems, such as holdups caused by stakeholder disagreements, unforeseen expansion of the scope of the Project or lack of internal coordination | EY | Continuous | Strict supervision of Project execution, scope, deadlines and Deliverables.  Timely identification of disagreement matters, provision of extensive information to involved parties and proactive mediation towards decision taking.  Issue escalation in the Steering committee. | Low | Low |
| 7 | Delayed communication or disagreement between key stakeholders on key findings and future state model. | EY | Continuous | Regular progress meetings with OWG and Steering committee (as applicable) to discuss the progress of the Project and issues identified.  Thorough communication between EY and Client team. | High | Low |
| 8 | Lengthy decision-making process regarding the proposed changes, which results in delays of continuing work in other Project phases | EY | Continuous | Clearly communicating the role and necessary involvement of the respective stakeholder, clearly defined Deliverable validation procedure. | Medium | Low |
| Quality Risks | | | | | | |
| 9 | The extent and quality of received information is insufficient to perform analysis at the desired level | EY | Continuous | Validation of information request (incl. information, data and sources) with data holder institutions, discussion on the availability of information during the planning phase of the Project. | Medium | Low |
| 10 | Project findings and examples of best practices are not applicable to Latvia’s context | EY | Continuous | Involvement of international experts in discussing and validating key findings and recommended future state model.  Regular discussions with stakeholders. | High | Low |
| 11 | Deliverables do not meet quality and clarity expectations of key Project stakeholders | EY | Continuous | Team members are experienced in preparing Reports for both national and European institutions.  Deliverables will be reviewed by an independent quality reviewer. | High | Low |
| Organizational Risks | | | | | | |
| 14 | Lack of involvement of MoT representatives, as well as other stakeholders, in key Project activities | EY | Continuous | Communication on expectations about the necessity of involvement of all stakeholders, clearly setting the roles and responsibilities. | High | Low |
| 15 | Language barriers (experience sharing, stakeholder involvement in discussions with foreign experts, workshops) | EY/ MoT | Continuous | Alignment of expectations regarding the language(s) of various activities and deliverables during the kick-off meeting. Definition of appropriate language skills requirements for participation in Project activities (if applicable) together with national authorities and/or employment of translation services, if necessary. | Medium | High |
| 16 | Inability to agree on practical arrangements of Project meetings, workshops, focus groups | EY | Continuous | Adhering to the ToR of the Project.  Timely communication on practical arrangements of the Project activities. | Low | Low |
| 17 | Misalignment of expectations for the content of Deliverables between national authorities and the contractor | EY | Continuous | The structure and methodology of Deliverables will be aligned with DG Reform and national authorities during the kick-off meeting and frequent meetings will be organized to validate the chosen approach. | Low | Low |
| 18 | A key expert unexpectedly leaves the team | EY | Continuous | EY has a global structure with access to a wide range of experts in transportation field, allowing to request expert help according to Project needs. Most of the team members possess competencies that translate to other areas covered by the Project and can provide support when necessary. | Low | Low |
| 19 | Substantial misalignment of the vision of road safety measures between vulnerable road users and policy makers | MoT/EY | Continuous | Offering illustrations of road safety measures adopted in different nations to tackle local road safety challenges.  Providing educational assistance from our team's experts in road safety and micromobility to empower stakeholders with essential knowledge.  Actively engaging key stakeholders in the analysis of gaps and the design of recommendations. | High | High |

Annex

Appendix A. Kick-off meeting minutes

1. Introduction (14:33 - 14:36)

Guntars Krols initiated the meeting with an introduction, expressing appreciation and highlighting the significance of the project.

EY team members were introduced.

1. Attendees and Agenda (14:36 - 14:37)

Edward clarified the attendees from the beneficiary side.

Adrians Matisons introduced the meeting agenda.

1. Impact and Outcomes (14:38 - 14:45)

Edward discussed the EU's interest in reducing road deaths.

Janis Meirans and Annija Novikova provided insights into Latvia's current standing in the EU regarding road deaths and expectations for positive changes in people's behavior.

Discussion on the project team, with short introductions from each expert.

1. Project Activities (14:45 - 15:10)

Adrians Matisons and Oskars Leosks presented project activities.

**Approved: Reduction of the deliverables review time from 30 days to 2 weeks.**

Comments and discussions on various topics:

* Annija Novikova emphasized the importance of addressing the impact on victims and their families.
* Janis Meirans highlighted the need to understand how victims can be verified, delving into post-accident stories and data.
* Guntars Krols outlined a desired list of data to enhance analysis and prevention of accidents.
* Edward shared a reflection on creating safer environments leaving an open question: Are we overregulating? How can we balance safety measures?

1. Focus on deliverable 4 (15:15 - 15:26)

Oskars Leosks provided insights into D4.

Comments and discussions:

* Janis Meirans emphasized the adoption of a data-driven approach in methodology.
* Edward noted that vulnerable individuals can sometimes be the cause, not just the victims.

1. Governance and Next Steps (15:26 - 15:43)

**Adrians Matisons discussed governance, with approval for trilateral meetings once per month and more frequent bilateral meetings with the beneficiary authority.**

Stakeholder discussion included key stakeholders and potential additions such as neighborhood unions, hospitals, emergency medical services, private sector representatives, Latvian mobility association, and NGOs. Adrians Matisons concluded with a discussion on next steps.

Appendix B. Project workplan



Figure 5 Project workplan

Appendix C. List of relevant sources collected during Project inception

**EU documents/data:**

* EU Road Safety: Towards “Vision Zero”: Contributions of Horizon 2020 projects managed by CINEA (European Union)
* Next steps towards “Vision Zero”: EU road safety policy framework 2021-2030 (European Commission)
* Road safety statistics 2022 in more detail (European Commission)
* Directive 2010/40/EU of the European Parliament and of the Council of 7 July 2010 on the framework for the deployment of Intelligent Transport Systems in the field of road transport and for interfaces with other modes of transport Text with EEA relevance (European Parliament, Council of the European Union)
* Road safety in the EU: fatalities below pre-pandemic levels but progress remains too slow (European Commission)
* National Road Safety Profile – Estonia (European Commission)
* National Road Safety Profile – Netherlands (European Commission)
* National Road Safety Profile – Denmark (European Commission)
* National Road Safety Profile – Latvia (European Commission)
* Road Safety Country Overview – Sweden (European Commission)
* Road Safety Country Overview – Latvia (European Commission)
* EU Road safety legislation (European Commission)

**National documents/data:**

* Ikmēneša un biežāk atjaunotie CSNg dati (CSDD)
* Informative report “One National Micro-Mobility Development” (Ministry of Transportation of Latvia)
* Road Traffic Law (Saeima of the Republic of Latvia)
* Sustainable Development Strategy of Latvia until 2030 (Saeima of the Republic of Latvia)
* Analysis of the best practices in micro-mobility and transfer of good practices in development of relevant municipal regulatory framework (IE.LA engineers)
* Pārvietošanos skaits gadā pēc galvenā transporta veida īsajos braucienos (<300 km) (%) (Oficiālās statistikas portals)
* Enviroprojekts, 2019, “Study on cycling infrastructure at national level” ordered by Latvian State Roads
* CSNg karte (LTAB)

**International research documents:**

* Danish Road Traffic Accident Investigation Board (2014), “Why do road traffic accidents happen?”.
* Elvik, Hove et al (2012), “The Handbook of Road Safety Measures”.
* Sánchez-Mangas, García-Ferrer, de Juan, Arroyo (2010), The probability of death in road traffic accidents. How important is a quick medical response? Accident Analysis and Prevention 42 (2010) 1048.

1. [H2020 Transport-Road Safety 2022-web.pdf (europa.eu)](https://cinea.ec.europa.eu/system/files/2023-02/H2020%20Transport-Road%20Safety%202022-web.pdf) [↑](#footnote-ref-2)
2. [Next steps towards ‘Vision Zero’ - Publications Office of the EU (europa.eu)](https://op.europa.eu/en/publication-detail/-/publication/d7ee4b58-4bc5-11ea-8aa5-01aa75ed71a1) [↑](#footnote-ref-3)
3. [Ikmēneša un biežāk atjaunotie CSNg dati | Ceļu satiksmes negadījumi | Statistika | CSDD](https://www.csdd.lv/celu-satiksmes-negadijumi/ikmenesa-dati) [↑](#footnote-ref-4)
4. [Road safety statistics 2022 in more detail (europa.eu)](https://transport.ec.europa.eu/background/road-safety-statistics-2022-more-detail_en) [↑](#footnote-ref-5)
5. Ministry of Transport of Latvia, 2022, Informative report ‘’On National Micro-Mobility Development’’. [↑](#footnote-ref-6)
6. [Next steps towards ‘Vision Zero’ - Publications Office of the EU (europa.eu)](https://op.europa.eu/en/publication-detail/-/publication/d7ee4b58-4bc5-11ea-8aa5-01aa75ed71a1) [↑](#footnote-ref-7)
7. Ministry of Transport of Latvia, 2022, Informative report ‘’On National Micro-Mobility Development’’. [↑](#footnote-ref-8)
8. [EUR-Lex - 32010L0040 - EN - EUR-Lex (europa.eu)](https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX%3A32010L0040) [↑](#footnote-ref-9)
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10. [download (mk.gov.lv)](https://www.mk.gov.lv/en/media/15132/download?attachment) [↑](#footnote-ref-11)
11. IE.LA engineers, 2020, ‘’Analysis of best practices in micro-mobility and transfer of good practices in development of relevant municipal regulatory framework’’ ordered by Riga City Council Development Department. [↑](#footnote-ref-12)
12. [H2020 Transport-Road Safety 2022-web.pdf (europa.eu)](https://cinea.ec.europa.eu/system/files/2023-02/H2020%20Transport-Road%20Safety%202022-web.pdf) [↑](#footnote-ref-13)
13. [Next steps towards ‘Vision Zero’ - Publications Office of the EU (europa.eu)](https://op.europa.eu/en/publication-detail/-/publication/d7ee4b58-4bc5-11ea-8aa5-01aa75ed71a1) [↑](#footnote-ref-14)
14. Danish Road Traffic Accident Investigation Board (2014), ‘’Why do road traffic accidents happen?’’; Elvik, Hove et al (2012), ‘’The Handbook of Road Safety Measures’’. [↑](#footnote-ref-15)
15. [Next steps towards ‘Vision Zero’ - Publications Office of the EU (europa.eu)](https://op.europa.eu/en/publication-detail/-/publication/d7ee4b58-4bc5-11ea-8aa5-01aa75ed71a1) [↑](#footnote-ref-16)
16. Sánchez-Mangas, García-Ferrer, de Juan, Arroyo (2010), The probability of death in road traffic accidents. How important is a quick medical response? Accident Analysis and Prevention 42 (2010) 1048. [↑](#footnote-ref-17)
17. [Road safety in the EU (europa.eu)](https://ec.europa.eu/commission/presscorner/detail/en/ip_23_953) [↑](#footnote-ref-18)
18. [National Road Safety Profile - Estonia (europa.eu)](https://road-safety.transport.ec.europa.eu/system/files/2021-09/erso-country-overview-2021-estonia_en.pdf) [↑](#footnote-ref-19)
19. [National Road Safety Profile - The Netherlands (europa.eu)](https://road-safety.transport.ec.europa.eu/system/files/2023-02/erso-country-overview-2023-netherlands_0.pdf) [↑](#footnote-ref-20)
20. [Road safety in the EU (europa.eu)](https://ec.europa.eu/commission/presscorner/detail/en/ip_23_953) [↑](#footnote-ref-21)
21. [erso-country-overview-2017-sweden\_en.pdf (europa.eu)](https://road-safety.transport.ec.europa.eu/system/files/2021-07/erso-country-overview-2017-sweden_en.pdf) [↑](#footnote-ref-22)
22. [Road safety in the EU (europa.eu)](https://ec.europa.eu/commission/presscorner/detail/en/ip_23_953) [↑](#footnote-ref-23)
23. [National Road Safety Profile - Denmark (europa.eu)](https://road-safety.transport.ec.europa.eu/system/files/2021-09/erso-country-overview-2021-denmark_en.pdf) [↑](#footnote-ref-24)
24. [Pārvietošanos skaits gadā pēc galvenā transporta veida īsajos braucienos (<300 km) (%). PxWeb (stat.gov.lv)](https://data.stat.gov.lv/pxweb/lv/OSP_OD/OSP_OD__apsekojumi__mobilitate/MOB205.px/table/tableViewLayout1/) [↑](#footnote-ref-25)
25. Ministry of Transport of Latvia, 2022, Informative report “On National Micro-Mobility Development” [↑](#footnote-ref-26)
26. [Ceļu satiksmes likums (likumi.lv)](https://likumi.lv/ta/en/en/id/45467) [↑](#footnote-ref-27)
27. [Ceļu satiksmes likums (likumi.lv)](https://likumi.lv/ta/en/en/id/45467) [↑](#footnote-ref-28)
28. Ministry of Transport of Latvia, 2022, Informative report “On National Micro-Mobility Development” [↑](#footnote-ref-29)
29. Enviroprojekts, 2019, “Study on cycling infrastructure at national level” ordered by Latvian State Roads [↑](#footnote-ref-30)
30. IE. LA inženieri, 2020, "Labās prakses analīze mikromobilitātē un labās prakses pārņemšana atbilstoša pašvaldības normatīvā regulējuma izstrādē" pēc Rīgas domes Attīstības departamenta pasūtījuma. [↑](#footnote-ref-31)
31. [erso-valsts-pārskats-2017-latvia\_en.pdf (europa.eu)](https://road-safety.transport.ec.europa.eu/system/files/2021-07/erso-country-overview-2017-latvia_en.pdf) [↑](#footnote-ref-32)
32. [Nacionālais ceļu satiksmes drošības profils - Latvija (europa.eu)](https://road-safety.transport.ec.europa.eu/system/files/2021-09/erso-country-overview-2021-latvia_en.pdf) [↑](#footnote-ref-33)
33. [EUR-Lex - 32010L0040 - LV - EUR-Lex (europa.eu)](https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX%3A32010L0040) [↑](#footnote-ref-34)
34. [ES tiesību akti ceļu satiksmes drošības jomā (europa.eu)](https://road-safety.transport.ec.europa.eu/eu-road-safety-policy/what-we-do/eu-road-safety-legislation_en) [↑](#footnote-ref-35)
35. [Ceļu satiksmes likums (likumi.lv)](https://likumi.lv/ta/en/en/id/45467) [↑](#footnote-ref-36)
36. [Ikmēneša un biežāk atjaunotie CSNg dati | Ceļu satiksmes negadījumi | Statistika | CSDD](https://www.csdd.lv/celu-satiksmes-negadijumi/ikmenesa-dati) [↑](#footnote-ref-37)
37. [Ceļu satiksmes drošība ES (europa.eu)](https://ec.europa.eu/commission/presscorner/detail/en/ip_23_953) [↑](#footnote-ref-38)
38. [CSNg karte | LTAB](https://www.ltab.lv/riki-autovaditajiem/csng-karte/) [↑](#footnote-ref-39)