

University of Latvia third mission and work with local municipalities



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Agenda

- **Welcome and Opening Remarks**
- **Purpose to the work with local municipalities**
- **Key collaboration areas**
- **Summarizing Key Points**
- **Future Directions**
- **Q&A Session**



About speaker

Researcher; Phd. Soc. Sc. Cand. Līga
Brasliņa



- Led more than 20 research projects with the local municipalities
- Scientific work in innovation management

Purpose of the presentation

To emphasize the University of Latvia collaborative efforts with local municipalities to foster community engagement, knowledge transfer, and local development.

Detailing how the university extends its role beyond traditional education and research functions to actively participate in the betterment of the community through various initiatives.

To highlight the mutual benefits of these collaborations for both the university and the local communities.

This presentation seeks to inform, inspire, and engage academics and institutional representatives, fostering a deeper understanding of the university's impactful work and exploring opportunities for further collaborations and innovations in serving the community.

Purpose to the work with local municipalities

1. **Community Development** - to improve the quality of life in the surrounding areas through various community development projects.
2. **Educational Outreach.** Collaborating to enhance educational opportunities for residents, including continuing education and workforce development programs.
3. **Research Applications.** Utilizing the university's research capabilities to address local issues, such as urban planning, public health, environmental sustainability, and social services.
4. **Economic Growth.** Working together to stimulate economic development through innovation events and partnerships with local businesses.
6. **Policy Development.** Providing expertise and data to assist municipalities in policy-making and strategic planning.
7. **Service Learning.** Creating opportunities for students to engage in service-learning projects that benefit the community and provide practical experience.

Key collaboration areas

- **Economic Development and Innovation:**
 - Combining economic research, support for remigration, and methodologies for innovation project management to stimulate growth and entrepreneurship.
- **Construction and Infrastructure:**
 - Advancements in Building Information Modeling (BIM) for construction projects and public procurement, assessing the implementation of BIM in the construction industry.
- **Public Health and Resident Satisfaction:**
 - Collaborative projects aimed at public health initiatives and evaluating resident satisfaction within municipalities, likely leading to improved services and living conditions.



Key collaboration areas

- **Crisis Management and Civil Protection:**
 - Development of crisis management models and operational analysis for Civil Protection Operational Management Centers, strengthening local resilience.
- **Environmental Management and Sustainability:**
 - Research on decentralized wastewater management and environmental impacts, contributing to sustainable regional development.
- **Regional Growth Strategies:**
 - Smart Specialization Strategy for Vidzeme Region and support policies for innovation ecosystems, emphasizing long-term regional development planning and smart growth.
- **Support Systems for Businesses in Distress:**
 - Development of institutional capacities to assist companies facing financial difficulties, contributing to the stability and resilience of local economies.

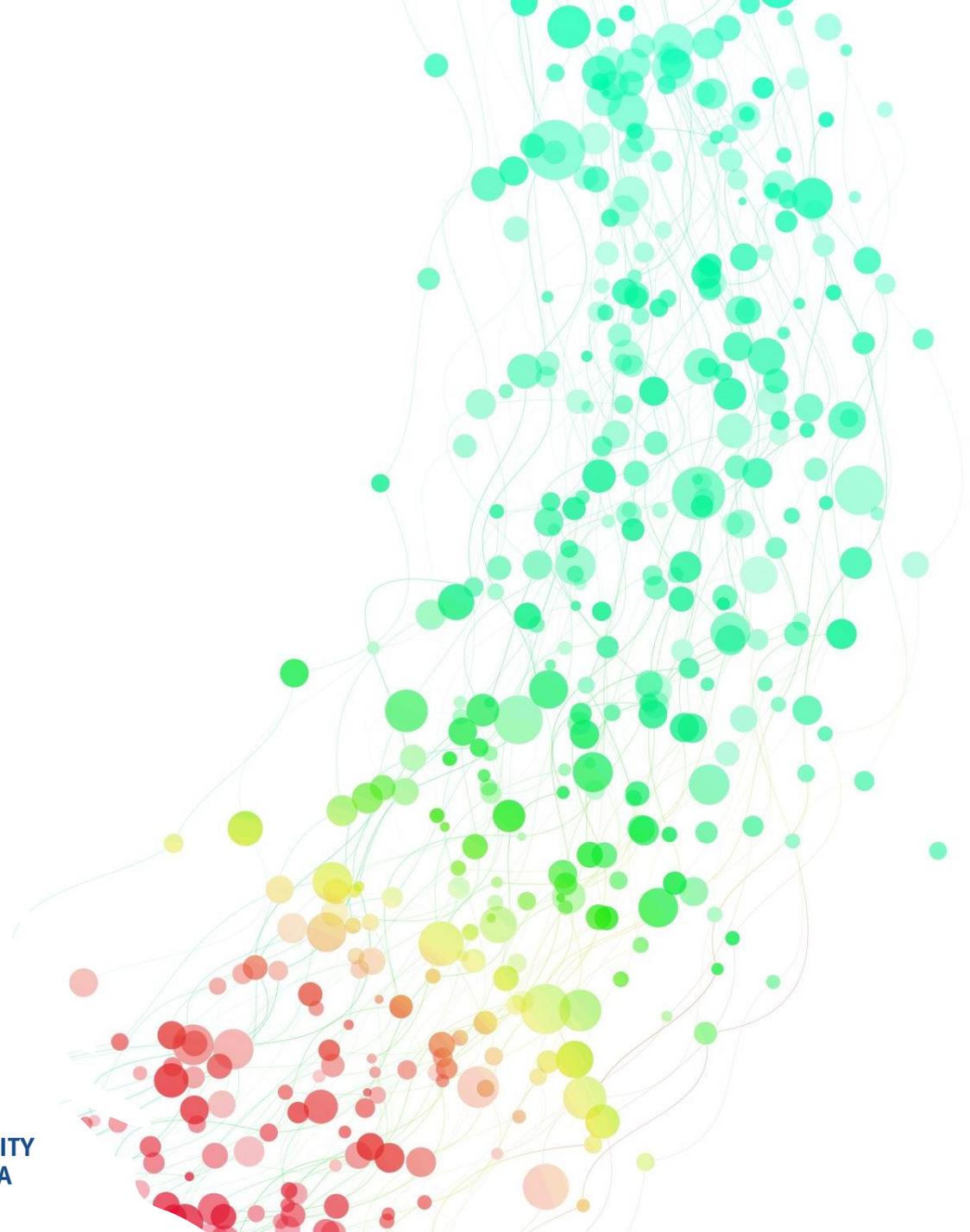


Examples of the collaboration projects

University of Latvia third mission and
work with local municipalities



UNIVERSITY
OF LATVIA



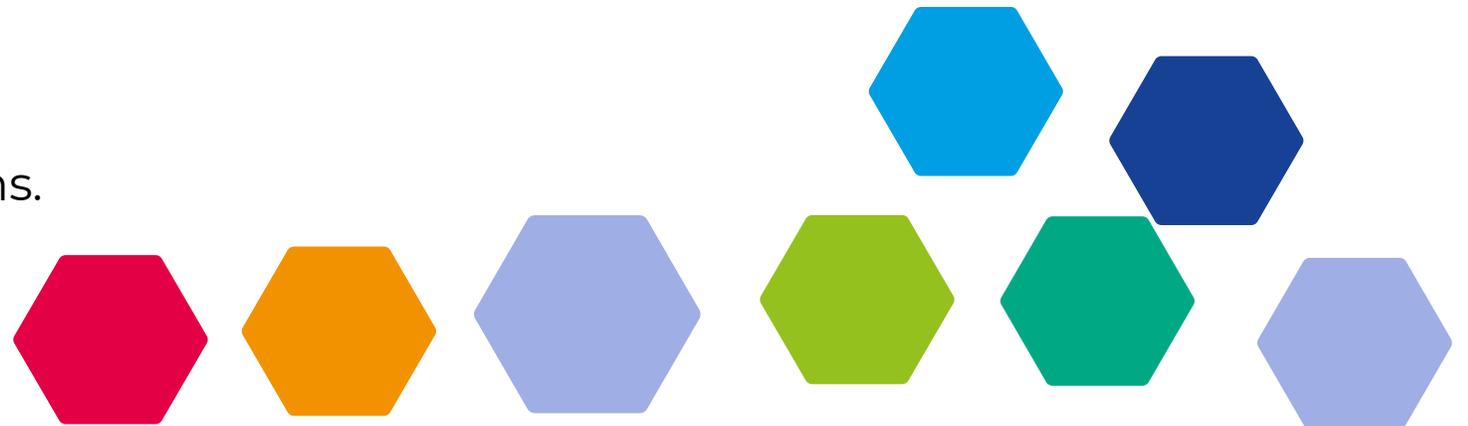
REGIONAL ANALYSIS OF PUBLIC ADMINISTRATION COMMUNICATION WITH SMALL AND MEDIUM-SIZED ENTERPRISES IN ZEMGALES PLANNING REGION



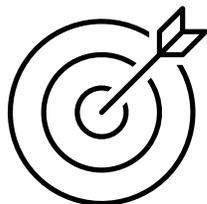
Jelgava, Latvia
Mg. soc. sc. L. Brasliņa
Mg. soc. sc. Katrīna Kellerte
Dr. oec. Anda Batraga

Content of the presentation

1. Economic development, entrepreneurship and digitization in the Zemgale region;
2. Regional governance, main institutions and their roles;
3. Characteristics and role of the policy instrument;
4. Communication with business organizations and SMEs;
5. SWOT analysis;
6. Existing gaps, gaps and areas for improvement;
7. The main stakeholders of the Zemgale region;
8. Business survey analysis;
9. Examples of good practice;
10. Conclusions and recommendations.



Research objectives



The aim is to **analyze the situation, communication tools and approaches used by public/public organizations** to disseminate information to entrepreneurs and involve them in public calls/tenders/grants/projects, including SWOT analysis, and collecting examples of good practice.



Identify weaknesses and obstacles in communication between public authorities and entrepreneurs in relation to where public strategies and/or policies are lacking, as well as areas for improvement and possible solutions.



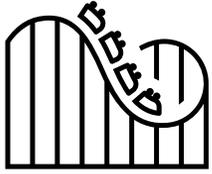
Identify the shortcomings and characteristics of existing policy instruments and administrative instruments, areas of simplification of procedures and services, improvement of communication and relations between the state administration and SMEs



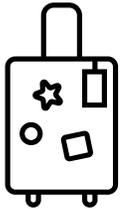
Economic
development,
entrepreneurship
and digitization in
the Zemgale
region



Economic development and entrepreneurship



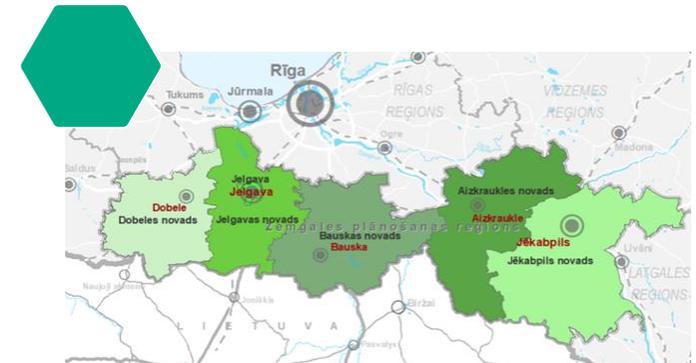
The general trend shows that the **population of the Zemgale planning region is decreasing** even after the new division, however, according to statistical data, at the beginning of 2023 the population has remained at the level of 2022.

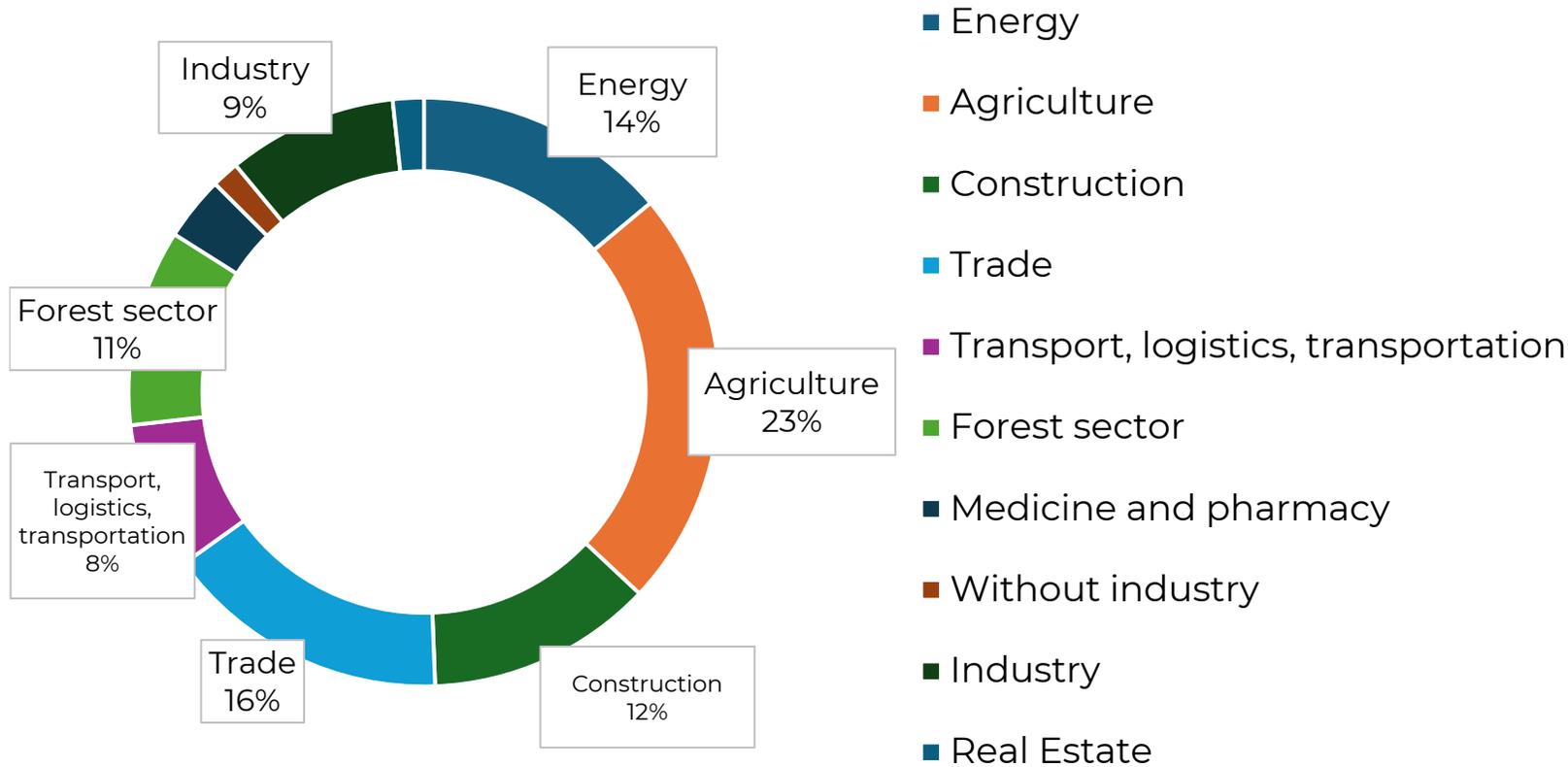


Although the natural increase in the planning region of Zemgale in 2022 is still negative (-1,666 inhabitants), the total number of inhabitants has remained unchanged, because the **net migration of the region in 2022 is positive (1,696 inhabitants)**, which indicates an attractive living and working environment for society .



In the Zemgale planning region, **the largest number of people live in the city of Jelgava (24.37%), Bauska county (18.34%) and Jēkabpils county (17.73%)**, followed by Jelgava county (14.3%), Aizkraukle county (12.9 %) and Dobeles district (12.4%).

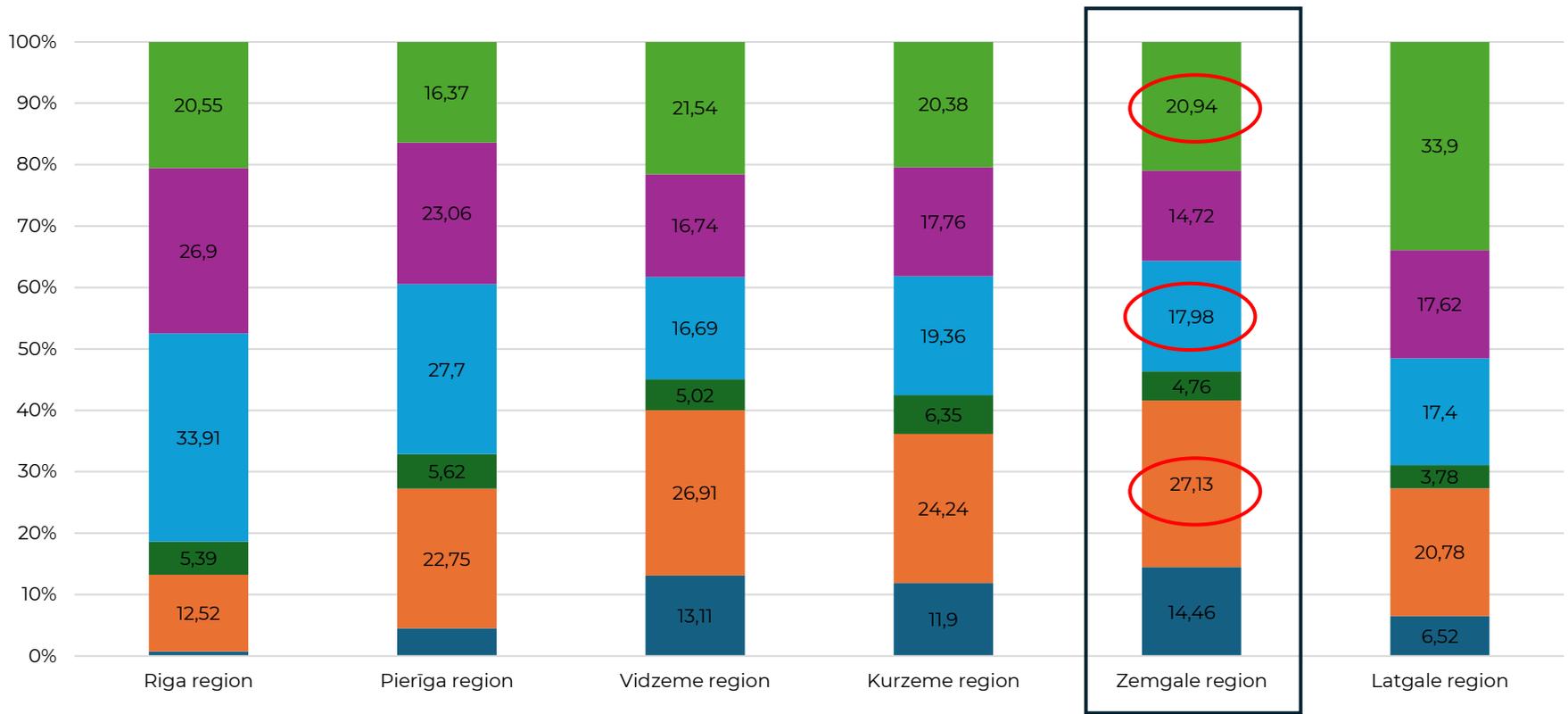




The largest industries in the region are **agriculture, energy, trade** and **construction**.

Figure 2.2. Share of industries in the Zemgale region (%) by net turnover, 2021. Source: firmas.lv

Economic development and entrepreneurship



- State administration and defense, compulsory social insurance. Education. Health and social care. Arts, entertainment and recreation. Other services. Activity of households as employers
- Financial and insurance activities. Real estate operations. Professional, scientific and technical services. Operation of administrative and service services.
- Wholesale and retail trade, car and motorcycle repair. Transport and storage. Accommodation and catering services, Information and communication services.
- Construction
- Industry
- Agriculture, forestry and fisheries



The largest added value comes from the fields of **industry (energy), trade and public administration**

Proportion of added value by types of activity (%). Source: CSB, 2023

Key findings:



The constant population decline is the main problem of the region.



The number of small businesses (1-9 employees) in Latvia decreased by 22.2% in the period from 2017 to 2022, indicating that small businesses are experiencing problems that affect employment and the diversity of the economy.



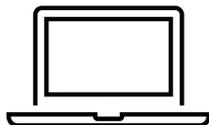
The number of economically active companies in Zemgale was relatively stable, with a slight increase of 2% from 2017 to 2021, indicating a more stable economic environment compared to the national trend.



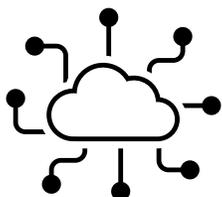
Digital economy and society



Digital economy and society



In the 2022 Digital Economy and Society Index (DESI), **Latvia ranks 17th out of 27 EU member states**, Estonia ranks ninth, and Lithuania ranks 14th.



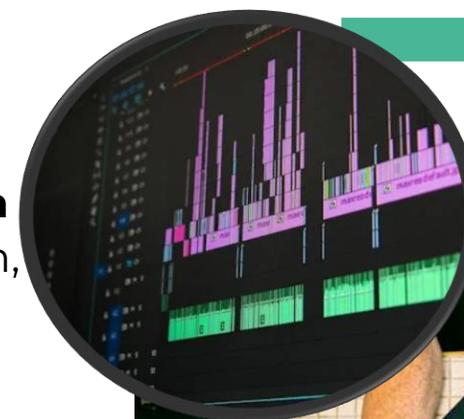
Results in the **field of digital public services are even above average** (11th place among EU countries). As the country has 84% of e-government users, it significantly exceeds the EU average of 65%.



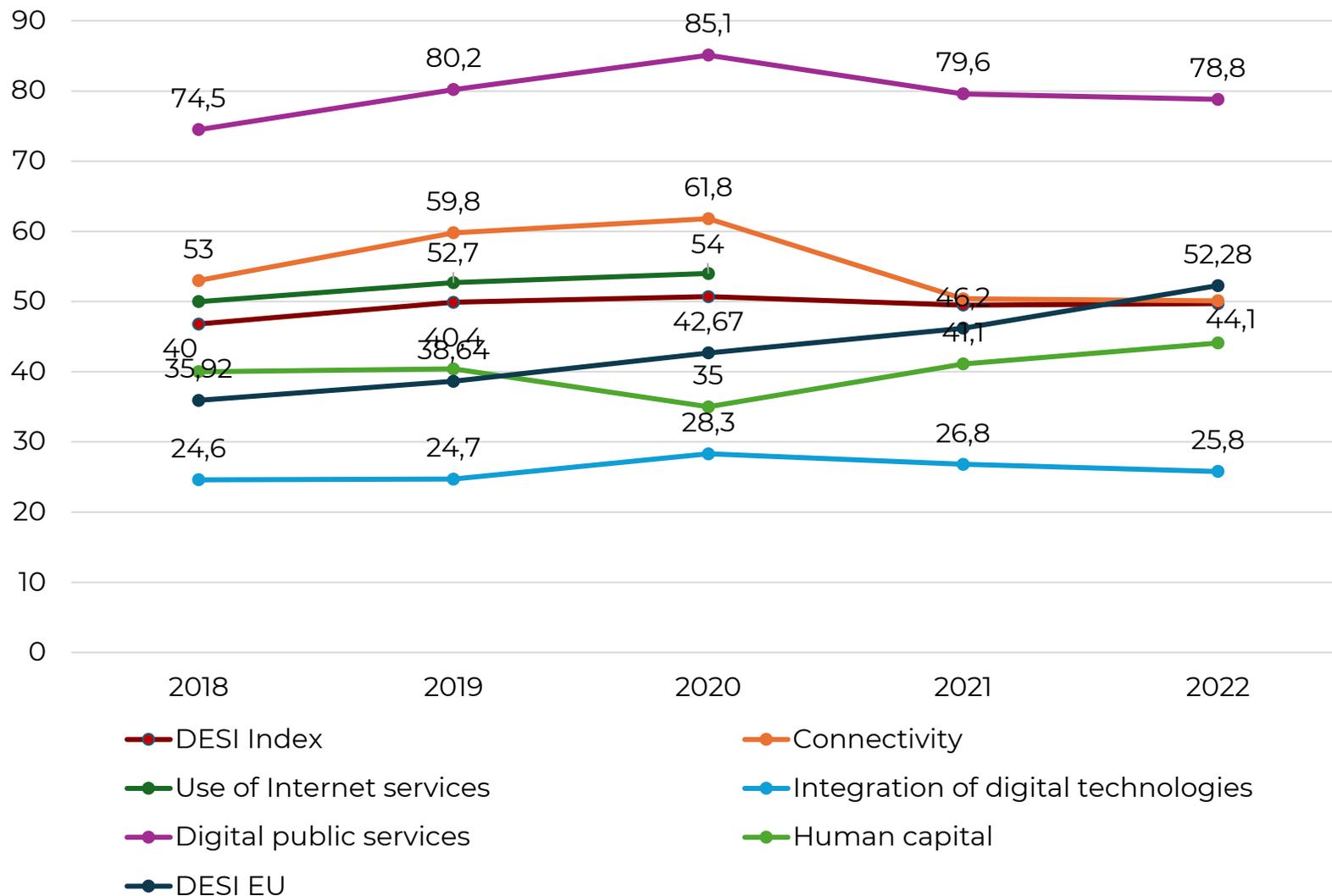
In the field of **human capital in Latvia, the proportion of graduates who study ICT is still significantly higher than the EU average.**



Latvia continues to show solid indicators in the field of **connectivity, especially in terms of Very High Performance Network (VHCN) coverage** (91% compared to 70% EU average).



Digital economy and society



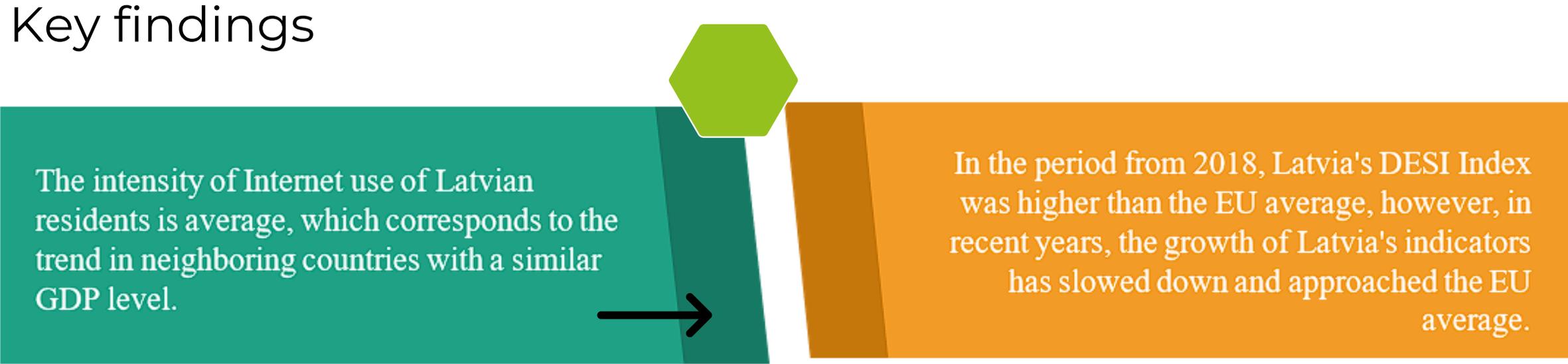
Strongest Area -
digital public services

Weakest area -
integration of digital technologies

Figure 2.6. Comparison of Latvian DESI index values and its categories (2018-2022) and contextual comparison of DESI EU.
Source: Digital Economy and Society Index (DESI)

Digital economy and society

Key findings



The intensity of Internet use of Latvian residents is average, which corresponds to the trend in neighboring countries with a similar GDP level.

In the period from 2018, Latvia's DESI Index was higher than the EU average, however, in recent years, the growth of Latvia's indicators has slowed down and approached the EU average.

Digital economy and society

Key findings

The DESI report highlights Latvia's performance in the field of access to telecommunications services, which is a prerequisite for achieving digital transformation. Latvia has a very strong broadband coverage (93%), which is well above the EU average (87%).

Latvia's DESI score has improved more slowly than most other EU countries.

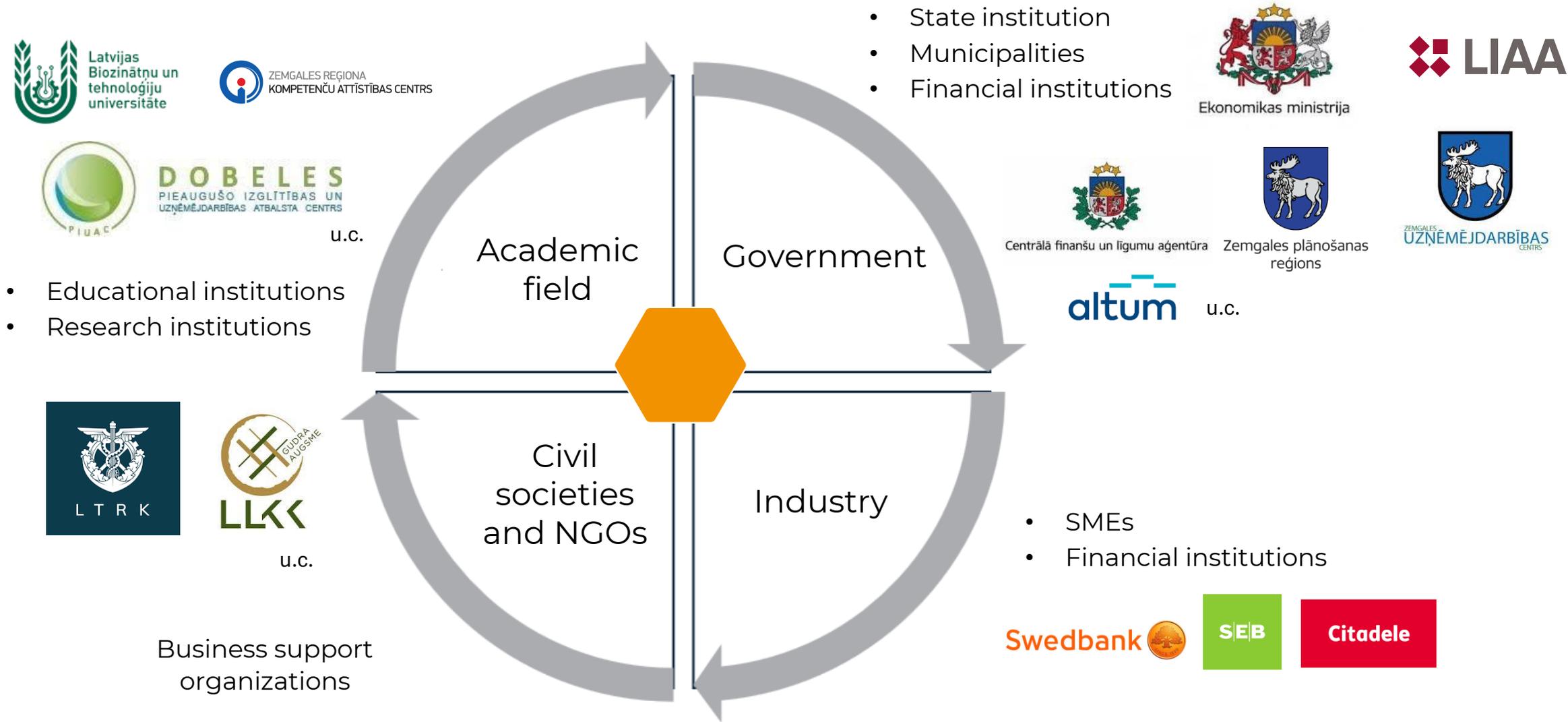




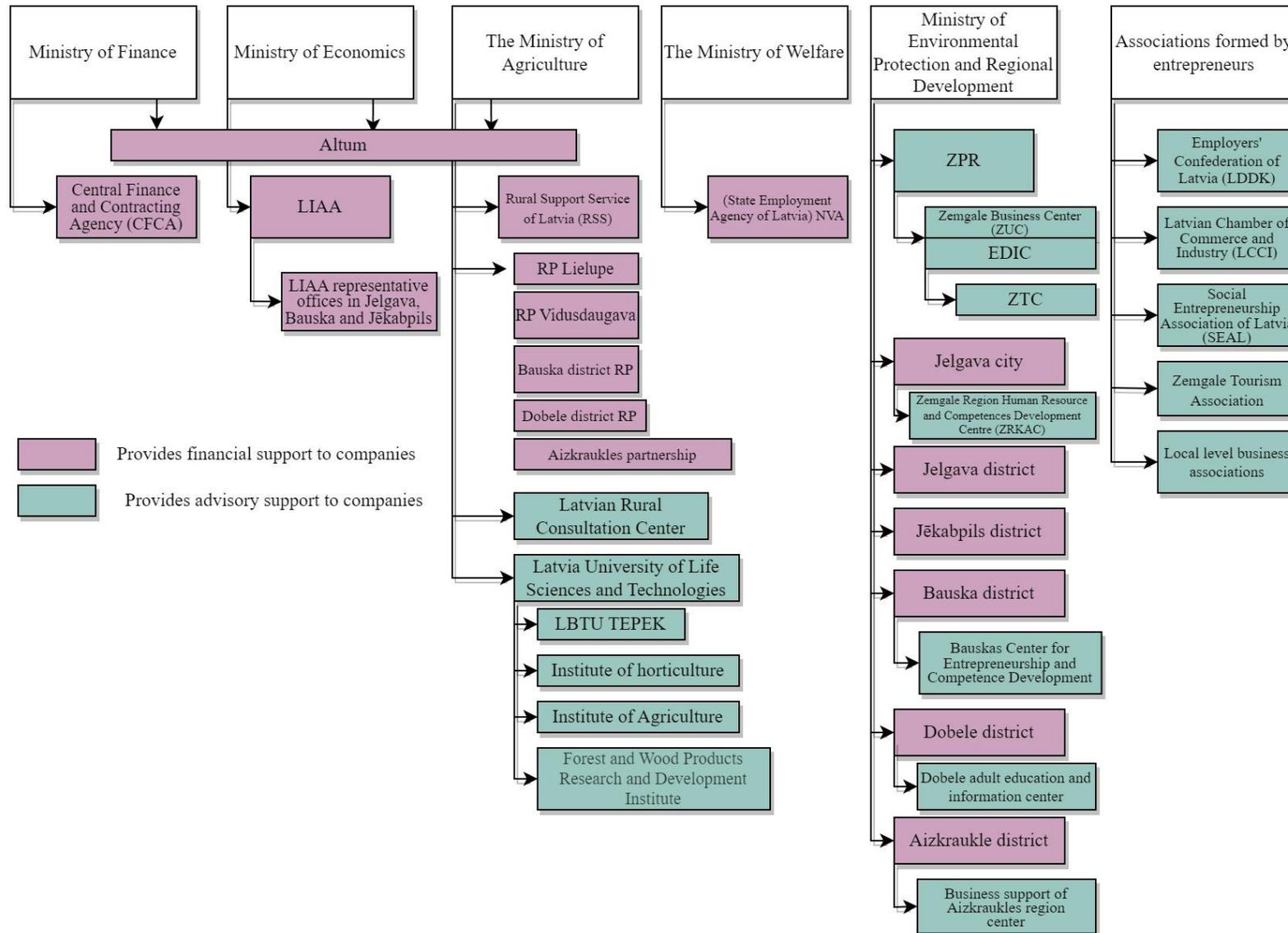
Regional
governance,
main
institutions
and their
roles

Regional governance, main institutions and their roles

Key stakeholders of the region



Regional governance, main institutions and their roles



The main participating institutions of the Zemgale planning region



Main tools and methods

Official websites: effective communication is facilitated through various channels, including official websites.

The websites publish descriptions of funds and support programs, application forms and instructions, information on project evaluation, financial and public reports, information on opportunities to receive consultations.

See chapter 6 for references to ZPR stakeholders' websites.

Seminars and discussions

Support institutions organize workshops and seminars to educate companies about the procurement process, legal requirements and best practices for successful participation in public funding tenders.

Example: LIAA Online seminar "Support for export promotion", available at: <https://www.liaa.gov.lv/lv/notikums/tiessaistes->

FM, EM, ZM, LM, CAN
Altum, CFLA, LIAA, LAD,
Partnerships
ZPR, ZUC, EDIC
Municipalities

Examples of good practice in the media: to promote the involvement of companies and understanding of the possibilities of obtaining financing.

Example: Delfi.lv article "10 Latvian start-up success stories that you must know", available at: <https://www.delfi.lv/bizness/44467736/tehnologijas/51268769/10-latvijas-jaunuznemumu-veiksmes-stasti-kas-noteikiti-jazina>

Altum, LIAA
Municipal media
LIAA representative offices

Regional governance, main institutions and their roles

Social media: State and local government institutions, business support institutions regularly use social media platforms to spread information about current opportunities to apply for financial support.

Example: Facebook page of the Rural Support Service, available at:
<https://www.facebook.com/LADLatvija/>

Social media is used as a communication method by all ZPR interested institutions.

Informative materials and manuals: in order to implement effective remote support for companies, a useful tool is the guidelines, manuals and other informational materials developed by the institutions, which are usually available on the institutions' websites.

FM, EM, ZM, LM, CAN
Altum, CFLA, LIAA, LAD,
Partnerships
ZPR, ZUC, EDIC

Electronic application systems

effective communication is facilitated through various channels, including official websites.

The websites publish descriptions of funds and support programs, application forms and instructions, information on project evaluation, financial and public reports, information on opportunities to receive consultations.

CFLA,
ALTUM, LIAA
and LAD

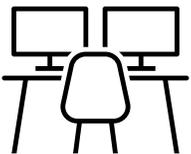


Entrepreneurs'
opinion

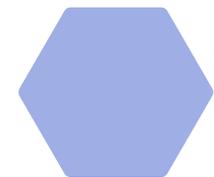
Company research description



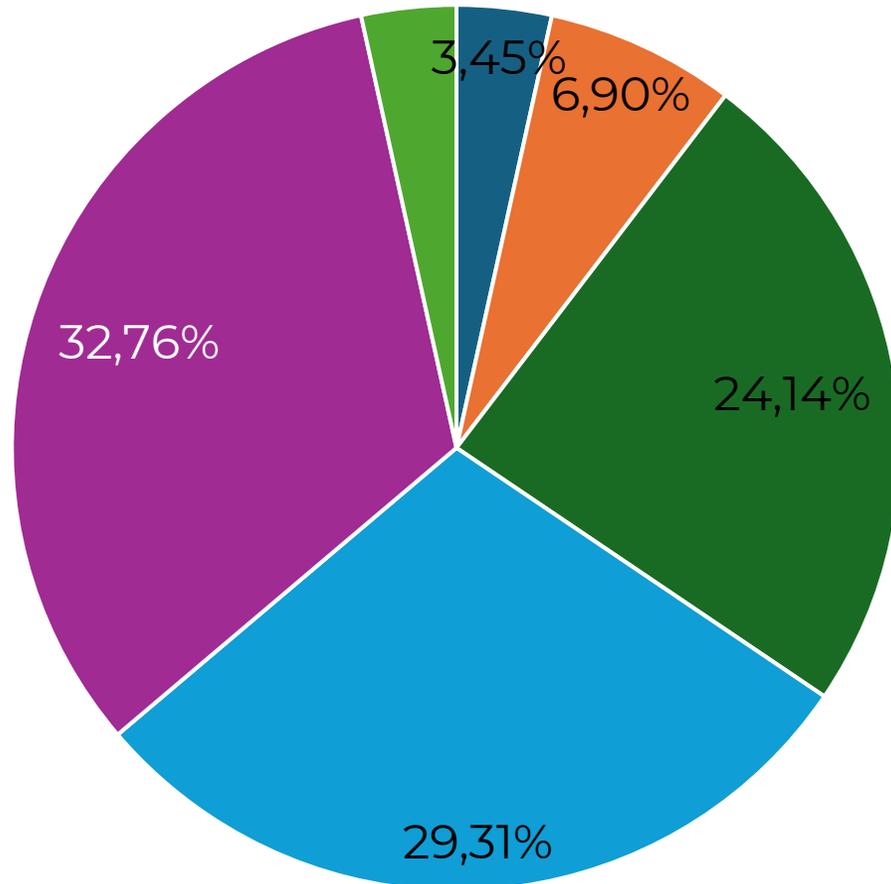
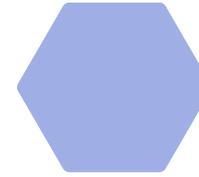
The opinion was expressed by **61 respondents**, representing both small and medium-sized companies from various sectors - **tourism and hospitality (16.67%), services (14.10%), agriculture (12.82%), creative industries (12.82%) , food and beverage production (12.82%), industrial production (8.97%), legal, business and financial services (5.13%)** and other industries.



Most of the surveyed companies (84.71%) employ from 1 to 9 full-time or part-time employees, 8.24% of companies employ 10-49 employees, 4.71% of companies employ 50-249 employees, while more than 250 employees are employed 2.35% of surveyed companies in the Zemgale region.

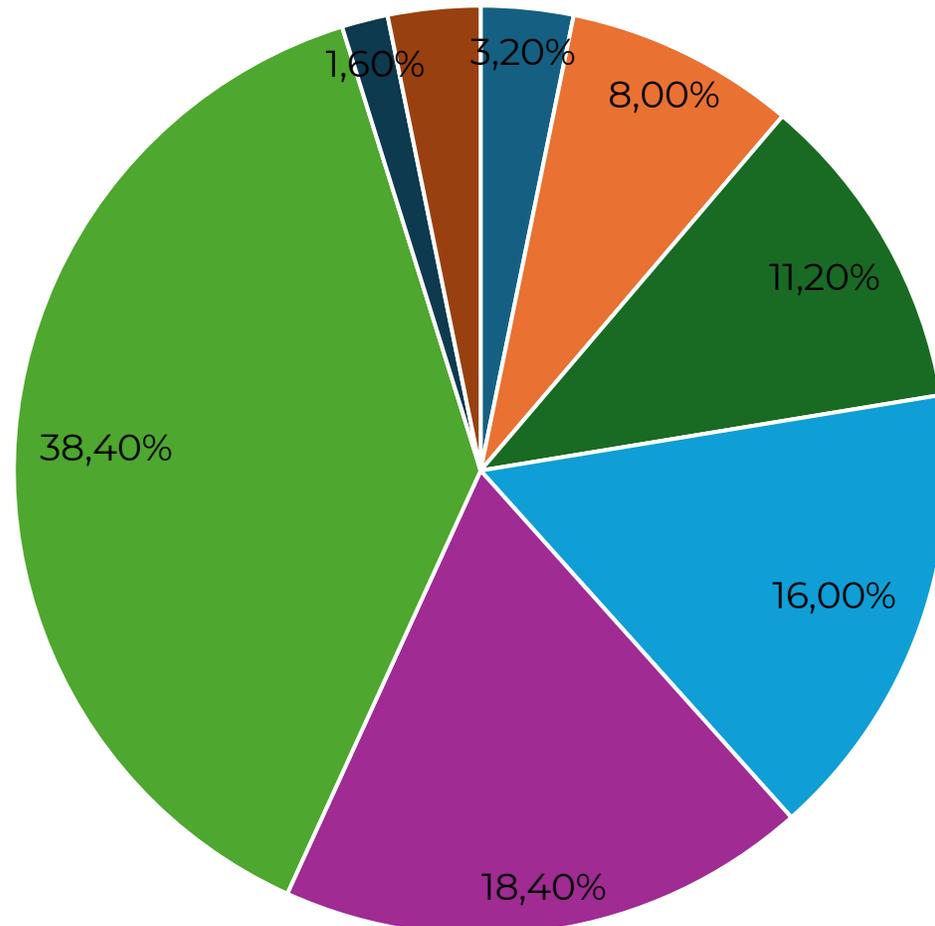


Type of financing used by SMEs



- We only use our own financing and/or bank loans
- We applied for funding through EU-level programs
- We applied for grants/financial instruments awarded by regional/state authorities, supported by ESI funds
- We used financial instruments supported by the EU fund
- We applied for support funding granted by state/regional/municipal governments or local authorities that are not EU funds
- Other

Activities of SMEs that currently require attracting public funding



■ Support for establishing a company/starting a business

■ Support for cooperation with research organizations

■ **Support for the digitization of the company/organization**

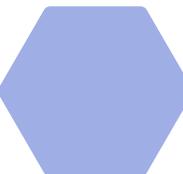
■ **Support for activities related to energy efficiency, renewable energy**

■ **Support for innovation in the company/organization**

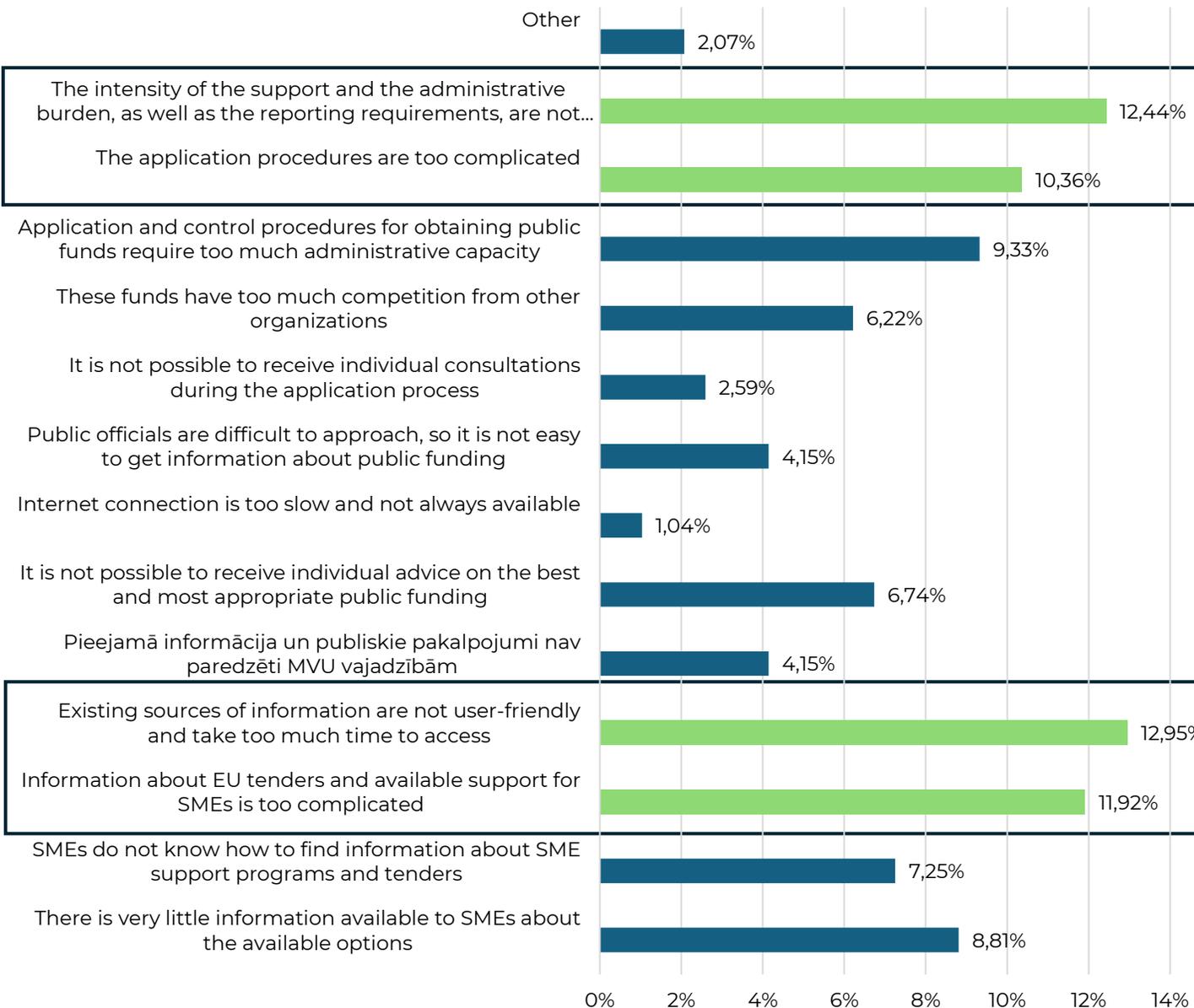
■ **Promoting and supporting the competitiveness of the existing company**

■ Other

■ We do not plan to apply for external support funding

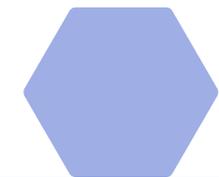


Survey of entrepreneurs

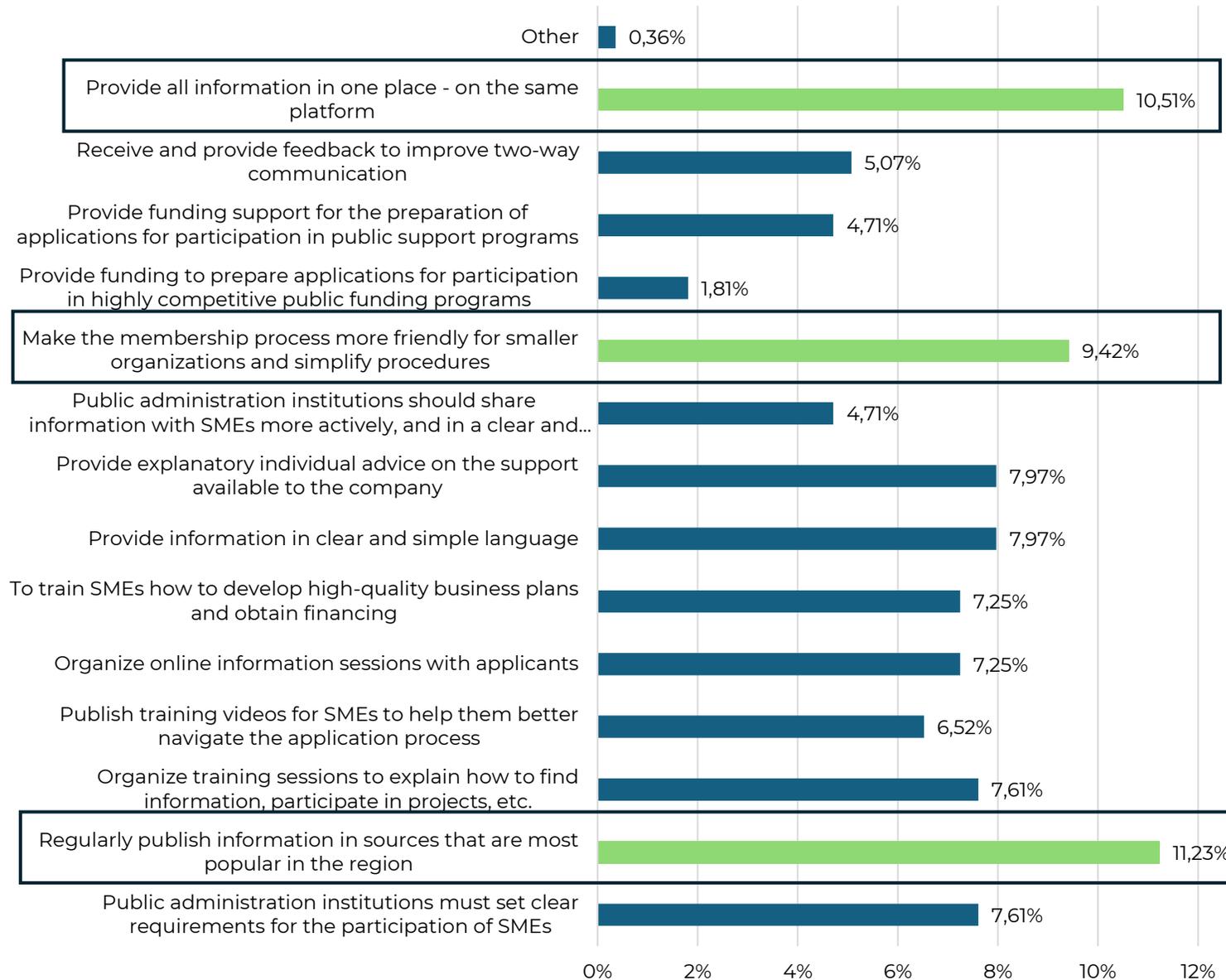


Main administrative obstacles and problems to access information on EU tenders or funding (%)

- Insufficient resources in the company;
- Complex application procedures;
- Hard to find and understand applications.

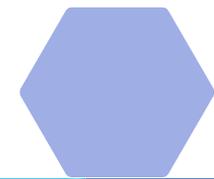


Survey of entrepreneurs



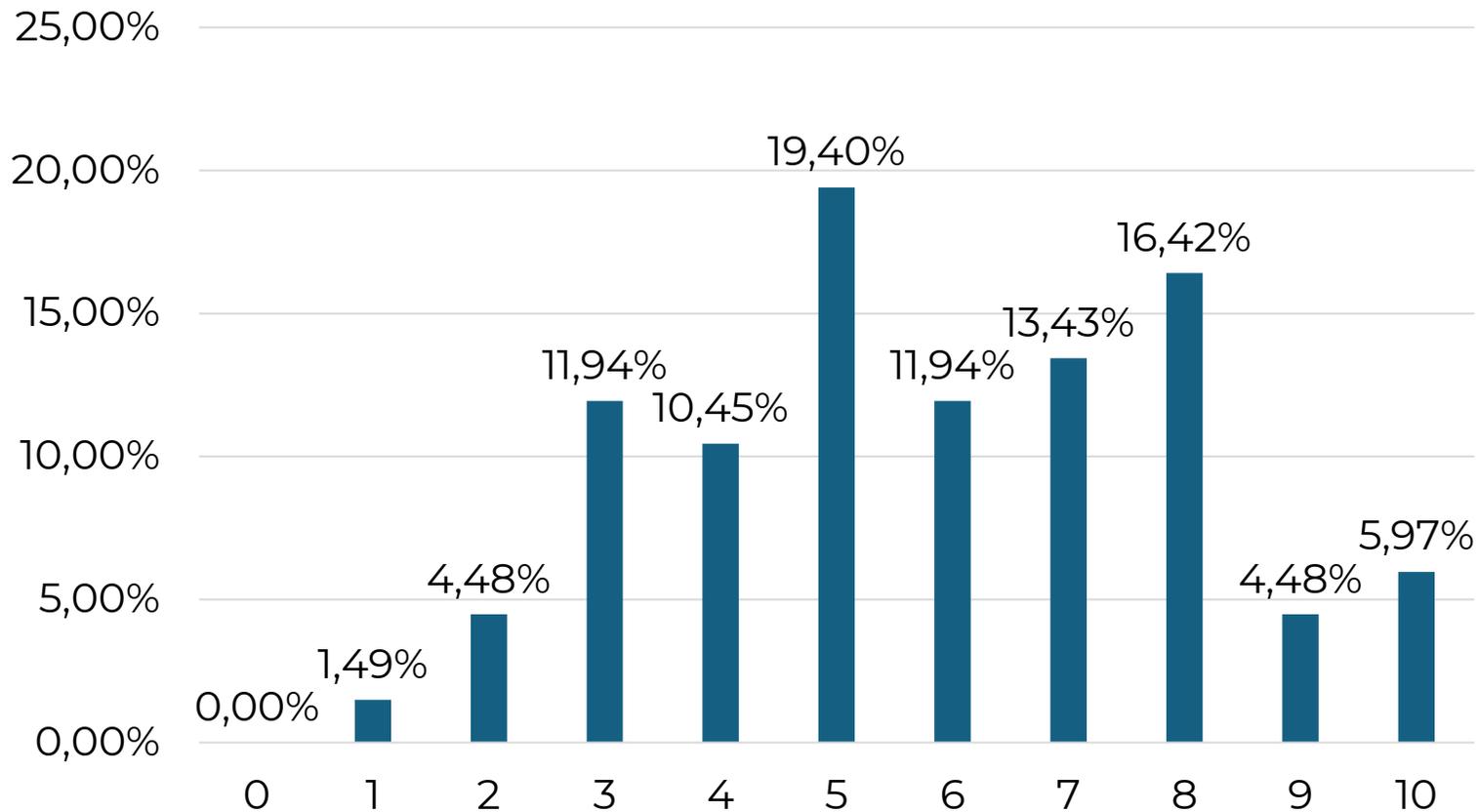
Main improvements needed to promote participation of SMEs in public tenders and support programs (%)

- Simplified communication
- Easy to find
- Simplified process

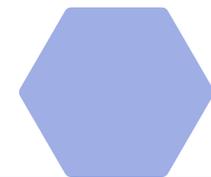


Respondents' assessment of the statement

"To what extent do you think SME support is the main priority of the public sector in your region" (%)



2/3 of entrepreneurs are not convinced that SME support is the main priority of the regional administration



Main conclusions and recommendations

A significant number of SMEs in the region have used EU and state regional funding, and many apply for state, regional or municipal support that is not related to EU funds.

The survey shows that funding is needed to improve competitiveness, support innovation and help implement digitization and green initiatives.

The main reasons for not applying are lack of information about available funding, lack of knowledge and capacity, and the need for additional funding.

It is recommended to simplify the application procedures by streamlining the funding application processes in order to reduce the administrative burden and facilitate the application of SMEs.

The main obstacles hindering access to public funding are user-unfriendly information sources, administrative intensity, complex application procedures and the complexity of information about EU tenders and funding.

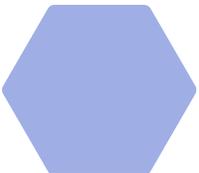
Based on the analysis of the Zemgale SME survey, the main recommendations are related to the need to improve the availability of information, including the development of more user-friendly platforms for disseminating information about available financing, emphasizing clarity and

It is recommended to simplify the application procedures by streamlining the funding application processes in order to reduce the administrative burden and facilitate the application of SMEs.

It is recommended to strengthen targeted financing initiatives, focus on creating financing opportunities specifically tailored to the needs of SMEs in the areas of innovation, digitalization, and environmentally friendly projects.

Strengthening the capacity of SMEs by offering training and support to SMEs to increase their ability to understand and access financing opportunities is recommended.

It is recommended to strengthen feedback mechanisms by obtaining systematic feedback from SMEs in order to continuously improve financing processes and adapt to the changing needs of the business sector.





Examples of good practice

<p>Financing model of financial institution Altum</p>	<p>Altum is the Latvian state financial institution that provides various financial instruments and support programs for the development of companies. This institution works to promote business growth, innovation and job creation in Latvia. Also, Altum stands out with modern and relevant communication for companies.</p>	<p>Many success stories and calls for funding are posted on social media accounts: Facebook; Twitter ;</p> <p>Videos of discussions, seminars and instructions are available on the institution's YouTube channel;</p> <p>Company representatives regularly participate in podcast recordings, for example, in the program Krustpunktā or in the program DIGITEV;</p> <p>Examples of good practice in the media;</p> <p>Altum especially highlights support for social enterprises, highlighting the importance of social enterprises in society - video;</p> <p>Various support materials are available on the Altum website to help companies with the application process.</p> <p>In general, Altum's communication can be described as modern and effective, as the most current information channels (social media) are used and information is conveyed to the public using current methods (videos, podcasts).</p> <p>In addition, Altum is highlighted as an example of good practice, as it offers companies differentiated financial support, which makes it necessary to regularly identify the needs of companies;</p> <p>Special programs for innovation and export;</p> <p>Altum has regional centers in Zemgale - Jelgava, Bauska and Jēkabpils - which promote direct and individual communication with potential beneficiaries.</p>
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LIAA representative offices in Jelgava, Bauska and Jēkabpils



<p>LIAA representative offices in Jelgava, Bauska and Jēkabpils</p>	<p>The LIAA representative offices in Jelgava and Bauska are an example of good practice not only with the available financial support for companies, but also with the support of mentors, experts and other companies, which is provided in the business environment created by the representative office.</p>	<p>The LIAA representative office in Jelgava actively uses social networks, for example Facebook; Instagram; Using this channel, the public is informed about the possibilities of applying to incubation programs, trainings, examples of good practice and other events.</p> <p>Representations organize entrepreneurs' inspiration evenings "Lūst vai Plīst";</p> <p>LIAA has created the podcast "ENTREPRENEURSHIP", which collects examples of good practices of LIAA representative offices, inviting entrepreneurs who participate in or have graduated from Incubation programs to a conversation.</p> <p>Create video ads and stories - Youtube.</p> <p>Offers financial support to companies, especially to start-ups and the development of start-up projects, during training companies have access to developed workbooks that serve as guidelines for the incubation process.</p> <p>LIAA representative offices offer cooperation with experienced mentors and experts, not only directly related to entrepreneurship. For example, speech school classes are also offered;</p> <p>Actively promotes communication and networking by organizing various events.</p>
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Cooperation between the Competence Development Center of the Zemgale region and the city of Jelgava in the implementation of support

This cooperation combines the experience of the center, the appropriate training environment and the funding of the municipality to support the companies.

ZRKAC is currently **the largest and most modern municipal adult education center in Latvia** in terms of technical, human resources and educational services.

Apply the training environment and the experience of the center's staff.

The Jelgava state municipality grant program "Support for merchants and economic operators" gives entrepreneurs the opportunity to receive up to 10,000 euros of financial support from the municipality for the implementation of their project.

ZRKAC uses its [website](#) to provide key information about current courses, trainings and competitions.

A more user-friendly channel is the center's [Facebook page](#).

Since the center promotes cooperation with the Jelgava state city and the institutions of the Zemgale region in general, information about the center's events is also available on the [website of the Jelgava municipality](#).



SWOT analyse

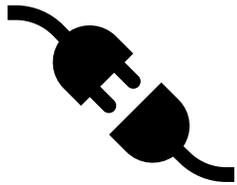
Strengths



A strong and cohesive business support network. In ZPR, there is effective cooperation between various business support institutions.



Efficiency of allocation of funds. A transparent application process, simplified approval mechanisms, identification and use contribute to the efficiency of the distribution of funds.



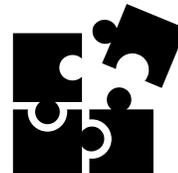
Active involvement of companies. Successful business involvement and participation in public invitations in the region, promoting a sense of local responsibility and commitment.



The strategic location of the region. Relative proximity of the capital city, highways, transport routes and ports promotes the development of both business and other socio-economic processes.



Active and interested municipalities in developing the business environment.



Alignment with business objectives. Allocation of funds aligns with companies' strategic goals, promoting commitment and accountability.



Quick and high-quality access to state institutions in ZPR. Companies assess the accessibility of ZPR institutions as very good and accessible to various companies.



Strong coverage of research institutions in the region. In fostering business growth through innovation, an important support for companies in ZPR is the strong coverage of research institutions in the region.



Weaknesses

**Complicated application processes.**

Cumbersome and complicated application procedures, which partly discourage companies from actively participating in public invitations.

**Lack of flexibility in fund criteria.**

Inflexibility of funding criteria that may not meet the different needs and challenges faced by different companies.



Availability of information. Existing sources of information are not easy to use and take too much time to access.

**A decrease in the number of small businesses in the region.**

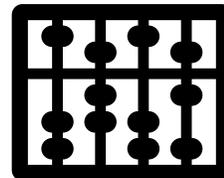
Small businesses are experiencing challenges that affect employment and economic diversity.

**Limited internal capacity of companies.**

The company lacks additional resources to complete the steps required in the application process.



Communication barriers. Partially inefficient communication channels and bureaucratic obstacles between the state administration and companies hinder the smooth flow of information and cooperation.



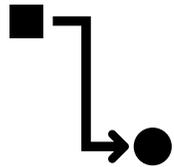
A preconceived notion of complexity. The perception of companies that the process of obtaining financing is complicated and not possible for everyone.



Lack of feedback. A unified and systematic process has not been developed, how companies can provide feedback to state authorities about the application process and the obstacles encountered in the process.



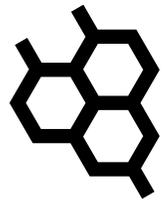
Options



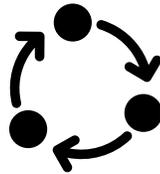
Digital transformation. Using digital platforms for application processes, approvals and communications, improving efficiency and accessibility for businesses.



Exchange of good practice experiences. Promote the exchange of best practices of EU member states in order to promote more effective communication with companies.



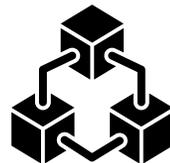
Customized support programs. Developing region-specific support programs that meet the unique needs of different regions, business sectors and sizes.



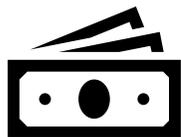
Cooperation initiatives. Building strategic partnerships with industry associations and business networks to increase the reach and impact of public tenders.



Innovation incentives. Introducing funds or incentives for particularly innovative projects, encouraging companies to invest in research and development.



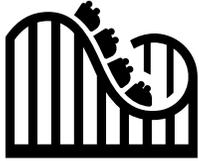
Reducing bureaucracies. Development of an easier application procedure, which would significantly reduce the need for internal resources of the company.



Papildus ES finansējuma iespējas. Izpētīt iespējas pastiprinātai sadarbībai ar ES programmām, piesaistot papildu resursus un zināšanas.



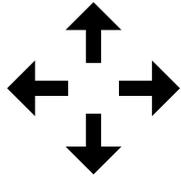
Threats



Economic recession. An economic downturn can reduce the availability of funds and limit the support companies can receive.



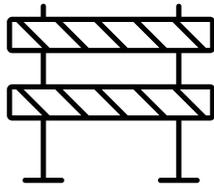
Public perception. Negative public perception of the fairness and efficiency of resource allocation, leading to skepticism and reduced participation.



Policy changes. Unanticipated changes in government policies or regulations that could affect the availability or distribution of public funds.



Global crises. External shocks or global crises (eg pandemics, geopolitical events) that can divert attention and resources.



Unequal access to finance that creates competitive differences between firms that may favor larger corporations over smaller firms.



Incorrect priority sectors. Funding is not available for sectors that need it the most in a particular region.

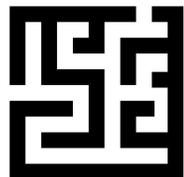


The population is decreasing both in the region and in the country.

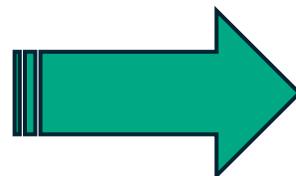




Existing
barriers and
areas for
improvement



EXISTING INFORMATION SOURCES ARE NOT EASY TO USE AND TOO TIME CONSUMING TO ACCESS THEM



Implementing a single online portal with enhanced search functionality can improve the efficiency of information retrieval. The portal should be mobile-optimized and may include interactive dashboards to visually represent complex data.

Integrate information sources with commonly used tools or platforms to reduce the need for users to switch between different applications.

Use feedback to make continuous improvements and address specific weaknesses.





COMPLICATED APPLICATION PROCESS



To find out exactly which stages of the process cause the biggest difficulties for companies, **to identify redundant and complicated steps.**

Provide **detailed training and support during the application process** so that potential applicants can understand and successfully complete the application.

Implement **video instructions and online instructions** for easy understanding.

Provide individual support.





GREATER INFLUENCE IN THE ALLOCATION OF FUNDING FOR REGIONAL PLANNING INSTITUTIONS



Ensure active participation in national planning processes.

Strengthening of strategic partnerships. By **building strong partnerships with other planning regions**, ministries and institutions managing EU funds, ZPR can promote the recognition and support of its specific goals.

To **carry out active lobbying at the national level** to include Zemgale's priorities in national policies and strategies. This may include meeting with politicians, high level bureaucrats and other decision makers.

Use specific data and research on the specific needs and potential of the Zemgale region to justify the allocation of funding.

Engage in direct dialogue with the EC and other EU institutions to highlight the specific needs and projects of the region.

Demonstrate the effective use of previous EU funds in the Zemgale region by presenting specific achieved results and success stories.



Existing barriers and areas for improvement

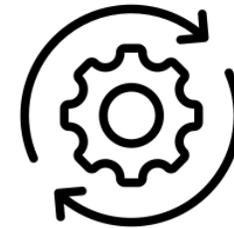


FEEDBACK PROCESS



Develop a clear and understandable structure for providing feedback, which includes specific questions about the application process, obstacles encountered and suggestions for improvement. Such a structure will help to obtain specific and useful data.

Conduct regular surveys and research among companies to determine their current experience with government application processes.





**UNIVERSITY
OF LATVIA**



State Fire and Rescue Service
Republic of Latvia

EXECUTIVE SUMMARY

RESEARCH

ANALYSIS OF THE TASKS AND CAPABILITIES OF THE CIVIL PROTECTION OPERATIONAL CONTROL CENTRE AND DEVELOPMENT OF A CRISIS MANAGEMENT MODEL

The aim of the Research is to prepare practical proposals for the draft informative report of the Cabinet of Ministers on the functions, tasks, rights, and operation of the Civil Protection Operational Control Centre (CAOVC/CAC) and the Joint Logistics Centre (VLC).

Research Summary

Analysis of Tasks and Capabilities of the Civil Protection Center



LATVIJAS
UNIVERSITĀTE



Valsts ugunsdzēsības
un glābšanas dienests



**National Civil Protection System
Coordination Mechanisms**

**International Organizations
International Agreements
International Practice**

**Center Facilities and
Equipment
Mobile Solution**

To prepare practical suggestions for the Cabinet of Ministers' informational report.

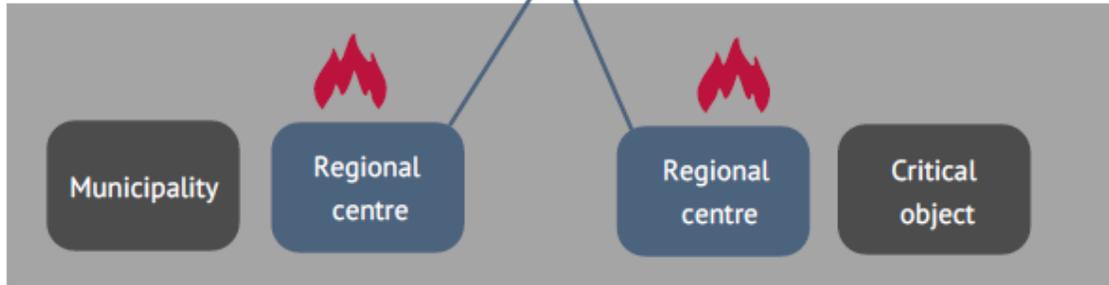
Strategic Level



Operational level



Tactical level

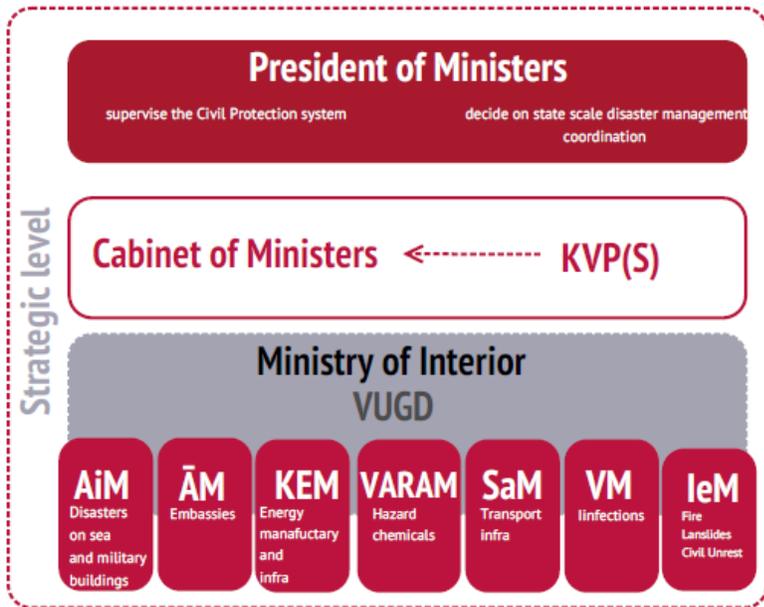


”

The primary focuss of the study

Is the implementation of coordination measures during disasters, threats of disasters, or other emergency situations, as well as the activities required to support the implementation of coordination measures in crisis situations.

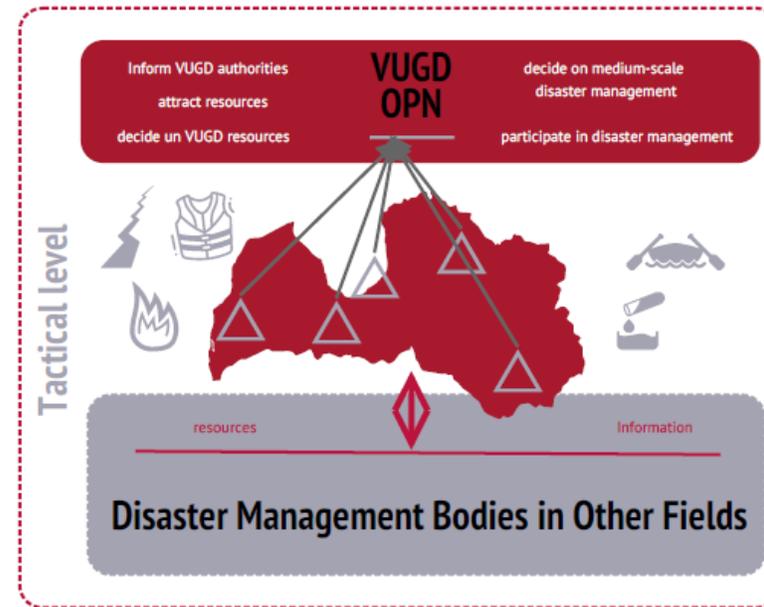
The Research does not encompass all daily tasks within civil protection core functions



The strategic level involves the coordination at the political levels, emphasizing long-term planning, policy formulation, and resource coordination. It aims to address disasters or crises of a cross-sectoral nature that surpass the capabilities of any single sector.

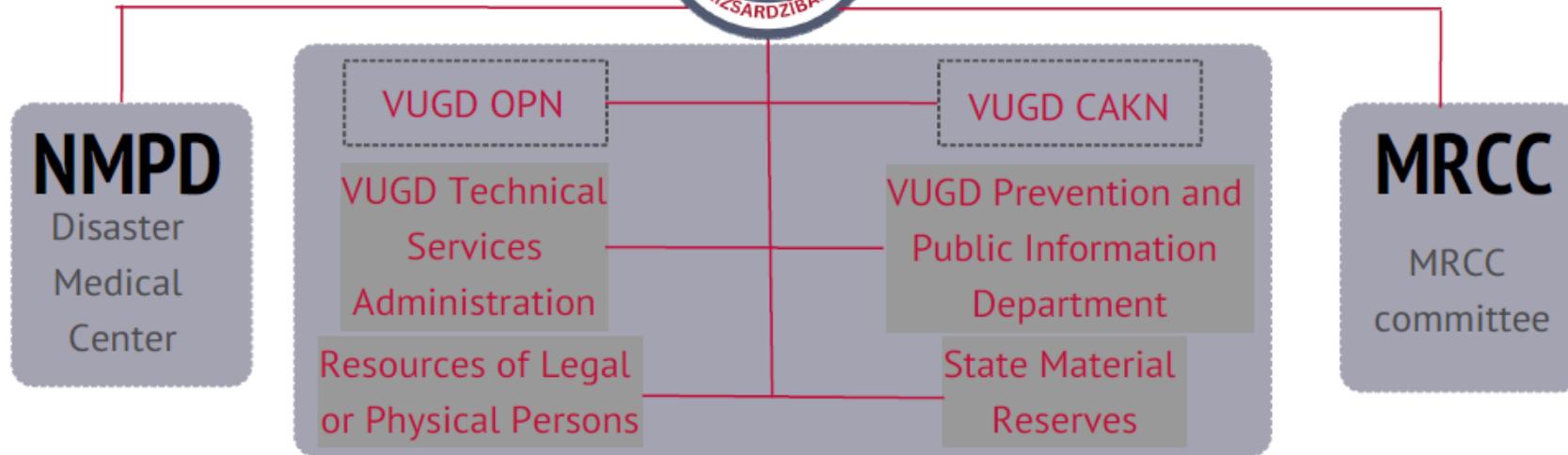


The operational level encompasses the implementation of strategy and the coordination of resources to execute the plans and policies developed at the strategic level. It involves transposing high-level directives into actionable tasks.



The tactical level involves the implementation and execution of specific actions at the incident site. At the tactical level, the competent authority leads response and consequence management efforts.





Operational level

rescue coordination, provision of support functions, etc.

National cooperation

Partners: state institutions, commercial entities
VR, VRS, LDZ, VMD, VVD, RDC, VDD u.c.

Civil Protection Commissions of Municipality
Cooperation Areas

including contact point, coordination measures provision, etc

International cooperation

Int. instruments: UCPM, UN OCHA, ERDRCC

Partners' instruments: piem. NMPD (WHO, EWRS)

International and cooperation agreements

In accordance with Annex 27 of the VCAP the State Fire and Rescue Service's Operational Staff is responsible for six hazards' type management

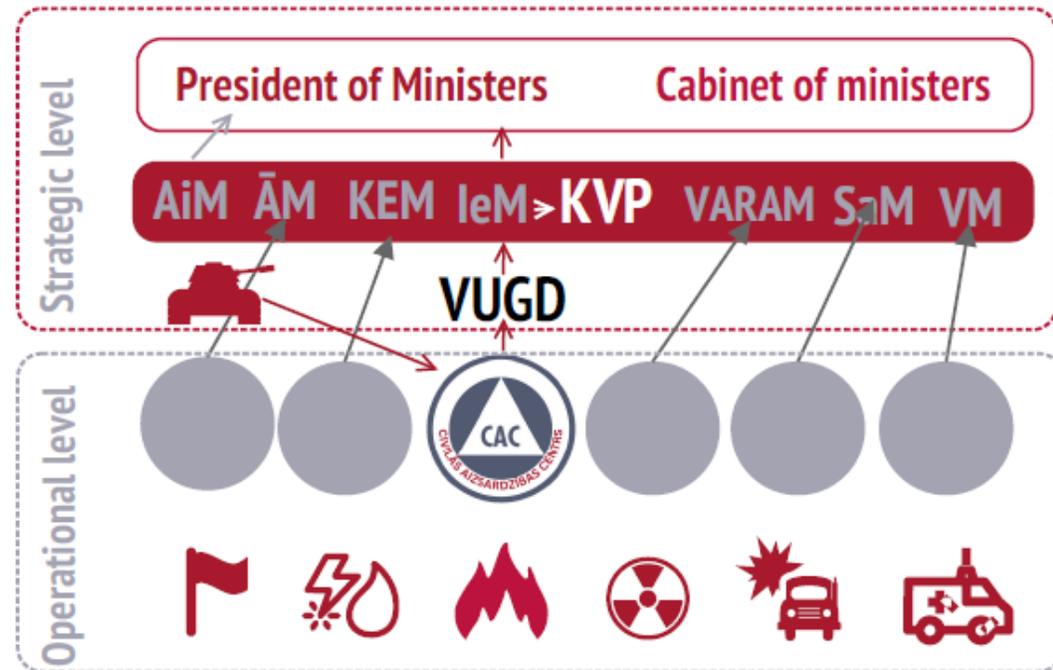
Stakeholders' opinions

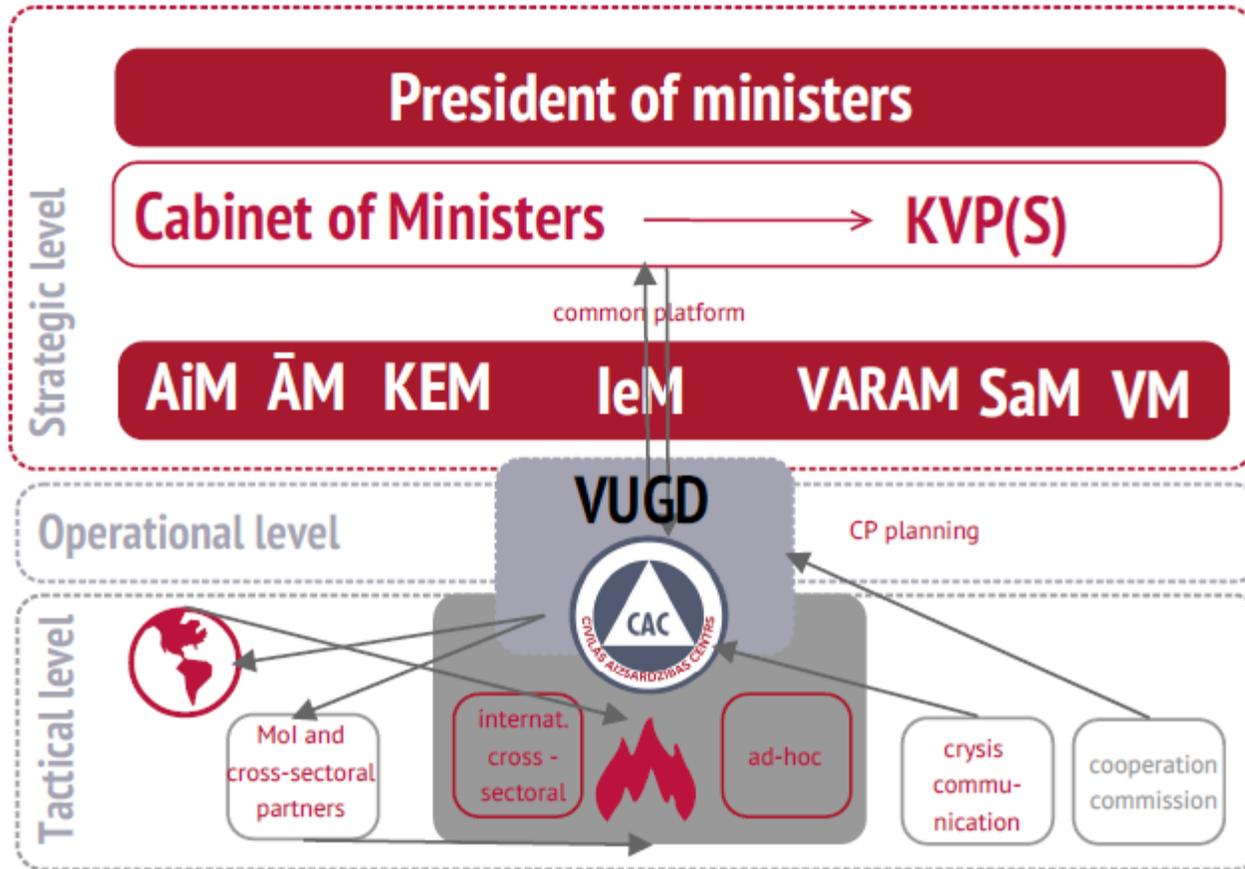
”

Representative* of the Prime Minister's Office

CAC is a unit responsible for gathering and analyzing operational information on the situation and actions taken, as well as a unit whose expertise is valuable in indicating when higher-level involvement is necessary.

*adviser





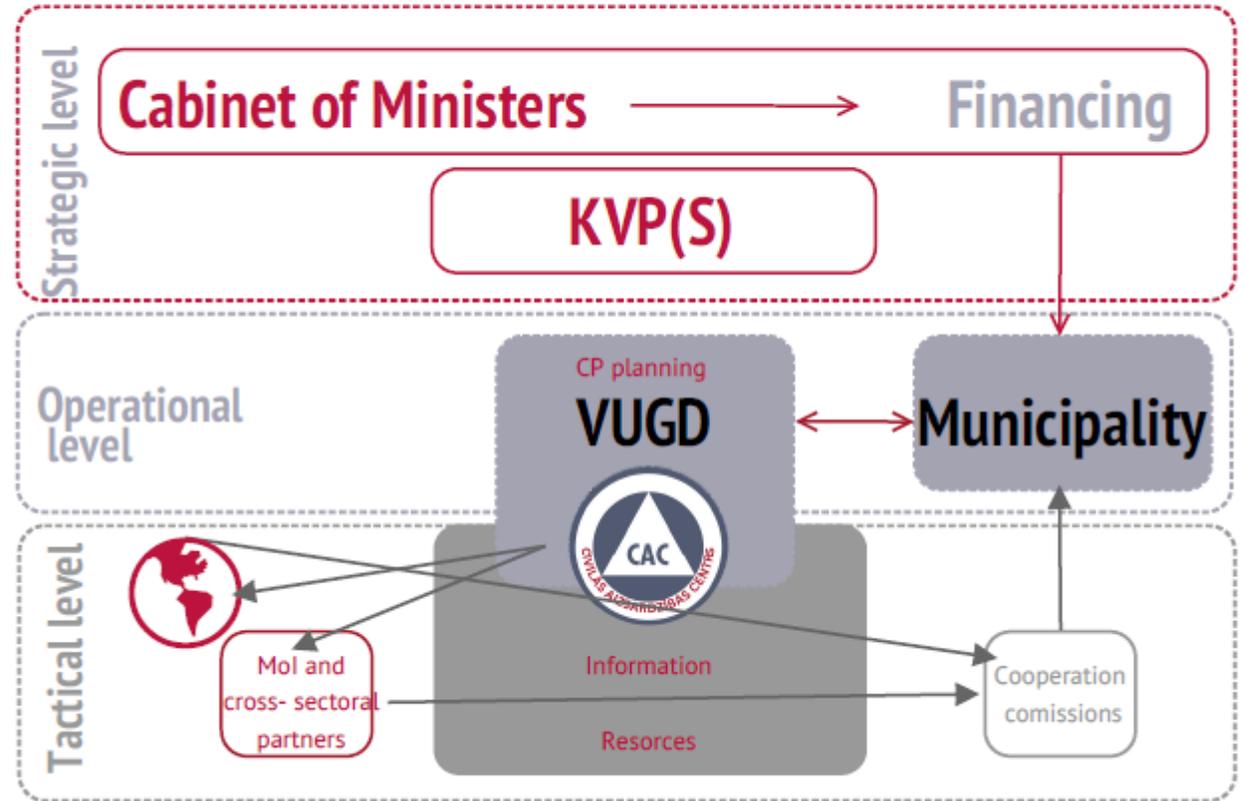
”
KVPS

CAC is the State Fire and Rescue Service's tactical-level coordination mechanism, ensuring effective coordination of various entities involved in rescue operations, particularly in unforeseen situation resolution.

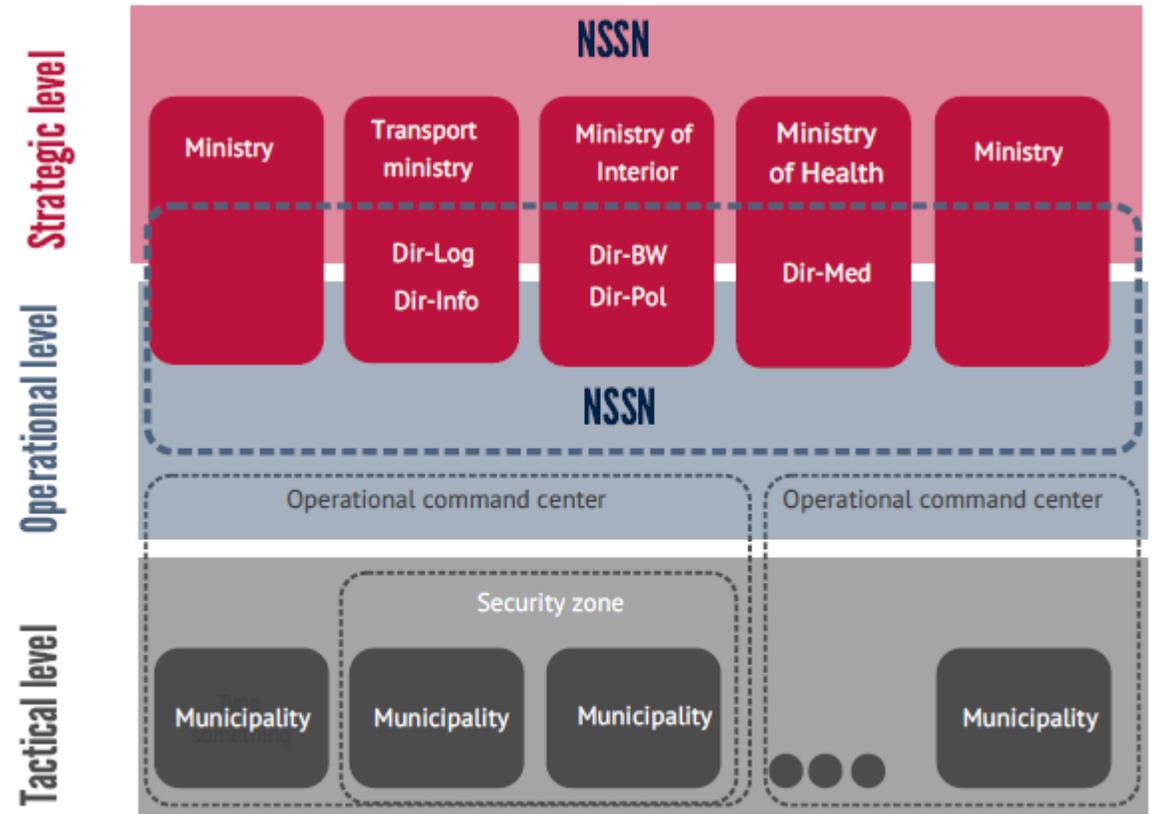
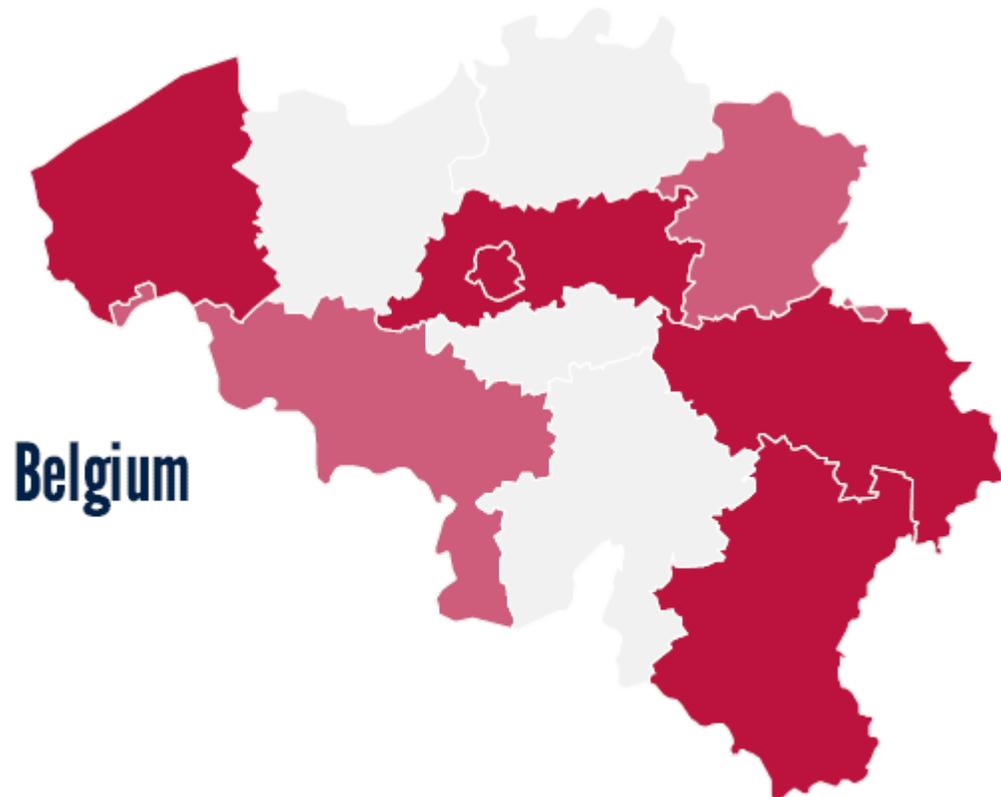
”

Latvian Municipalities' Union

CAC is a competence center that concentrates knowledge, authority, and resources to ensure that crisis management is conducted professionally and effectively.



International practice



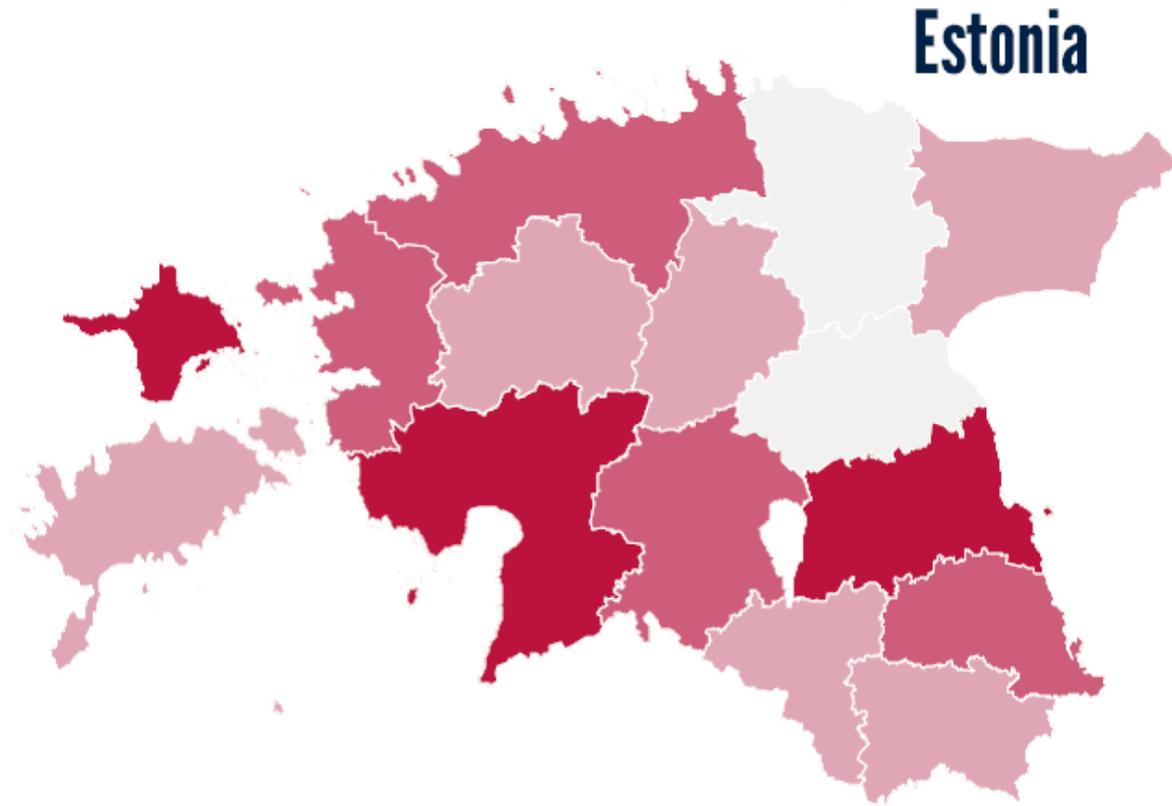
Strategic level



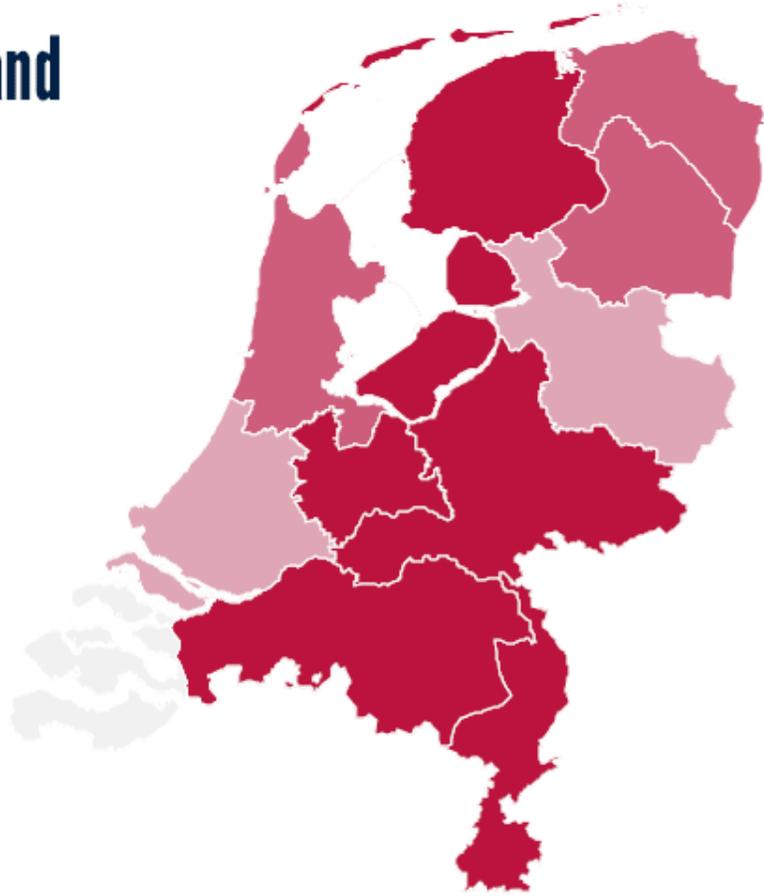
Operational level



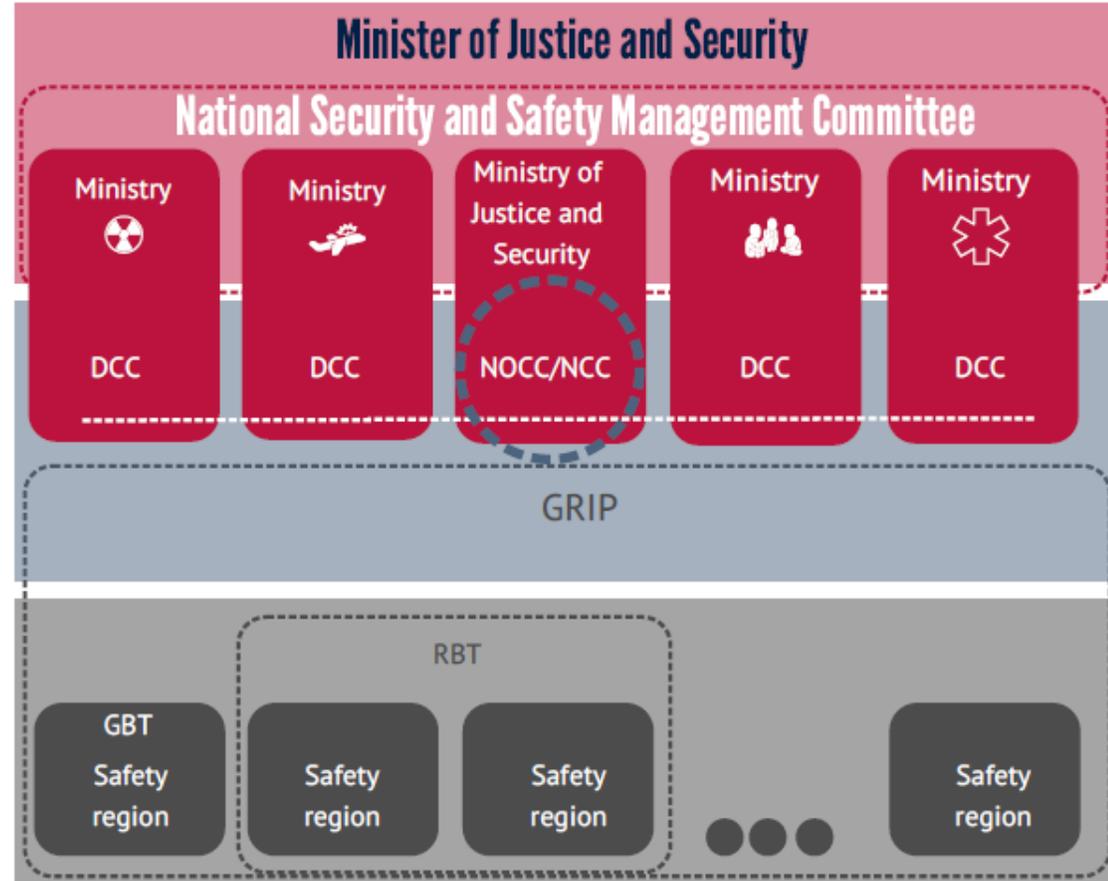
Tactical level



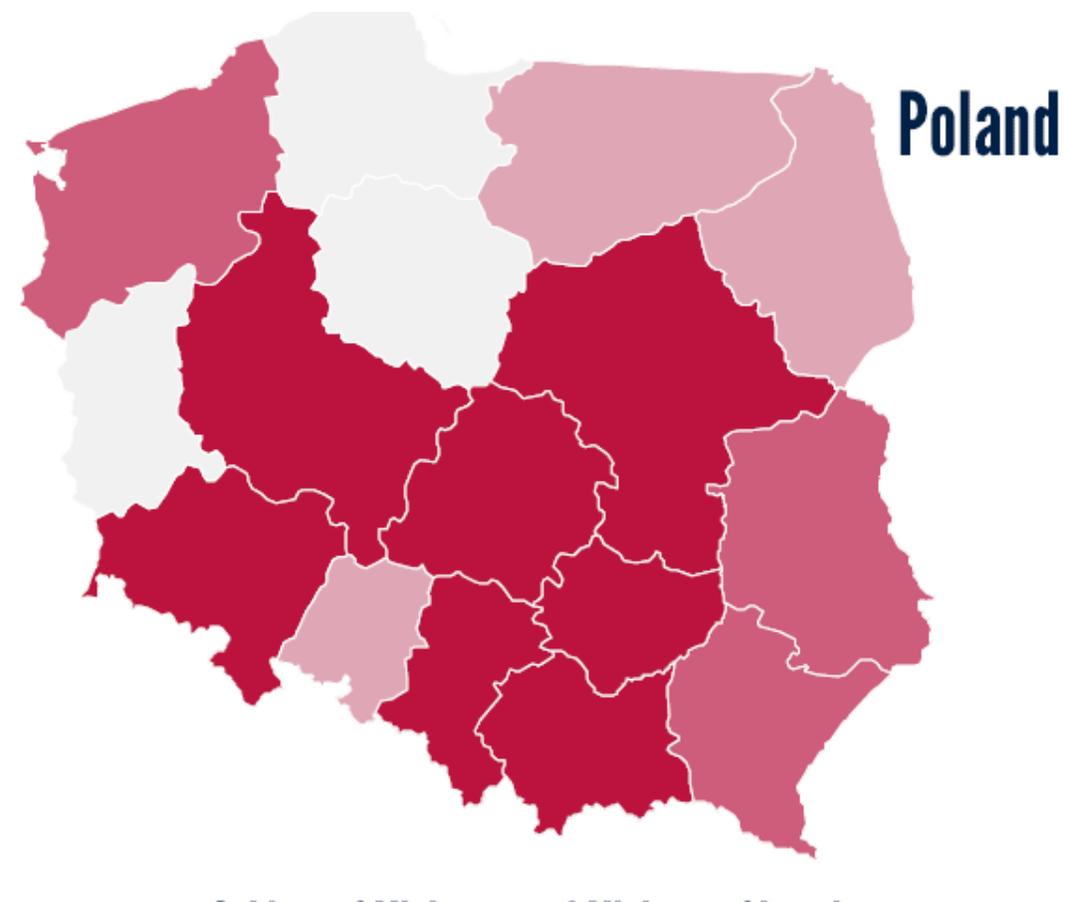
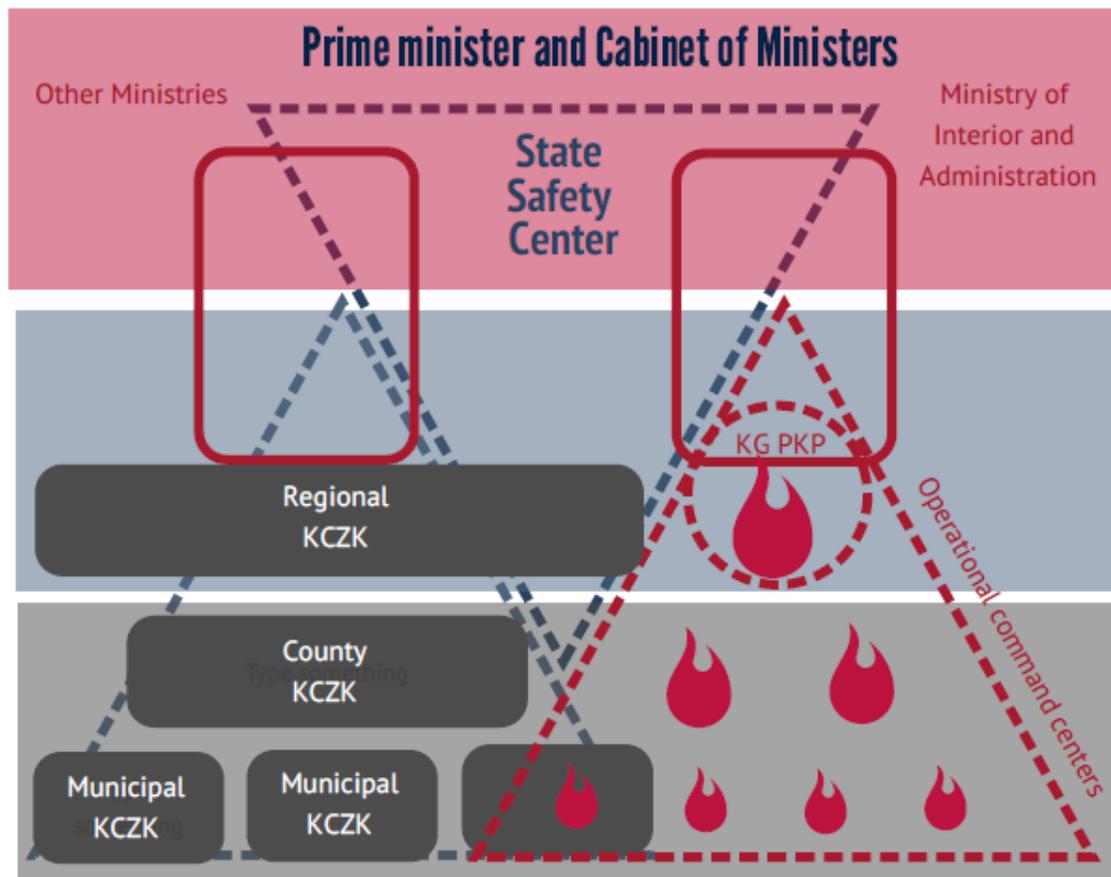
Netherlands



Strategic level
Operational level
Tactical level



Strategic level
Operational level
Tactical level

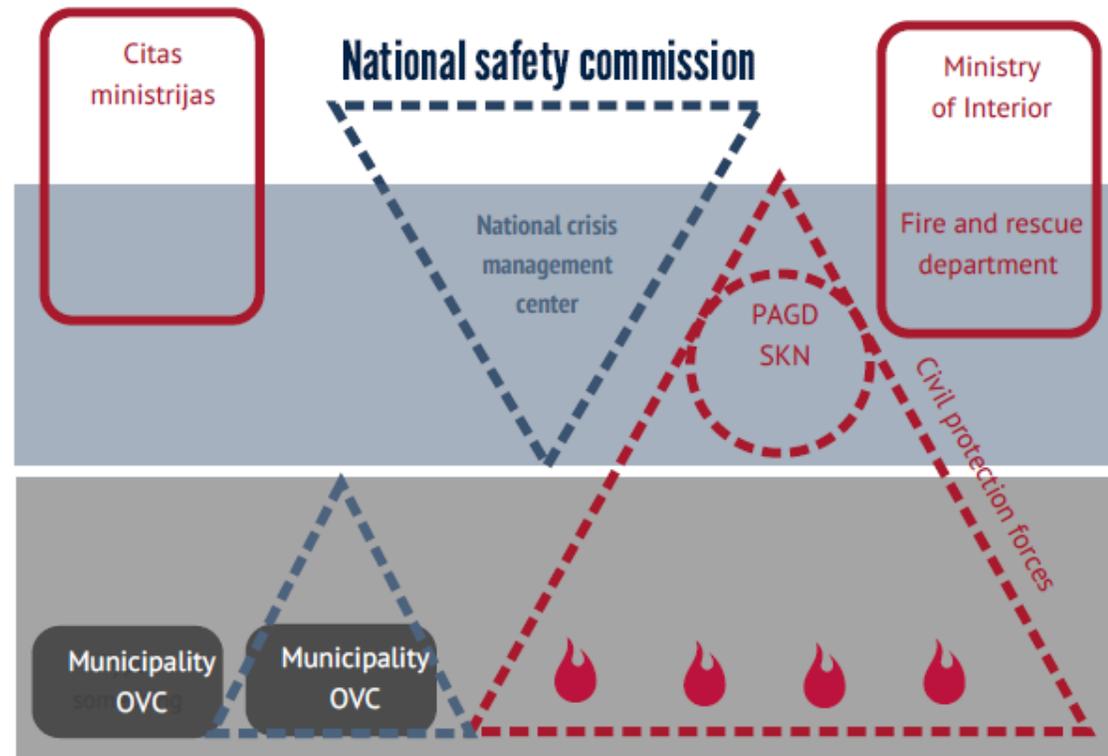


Lithuania



Strategic level
Operational level
Tactical level

Cabinet of Ministers and Minister of Interior



Strategic level

Cabinet of Ministers

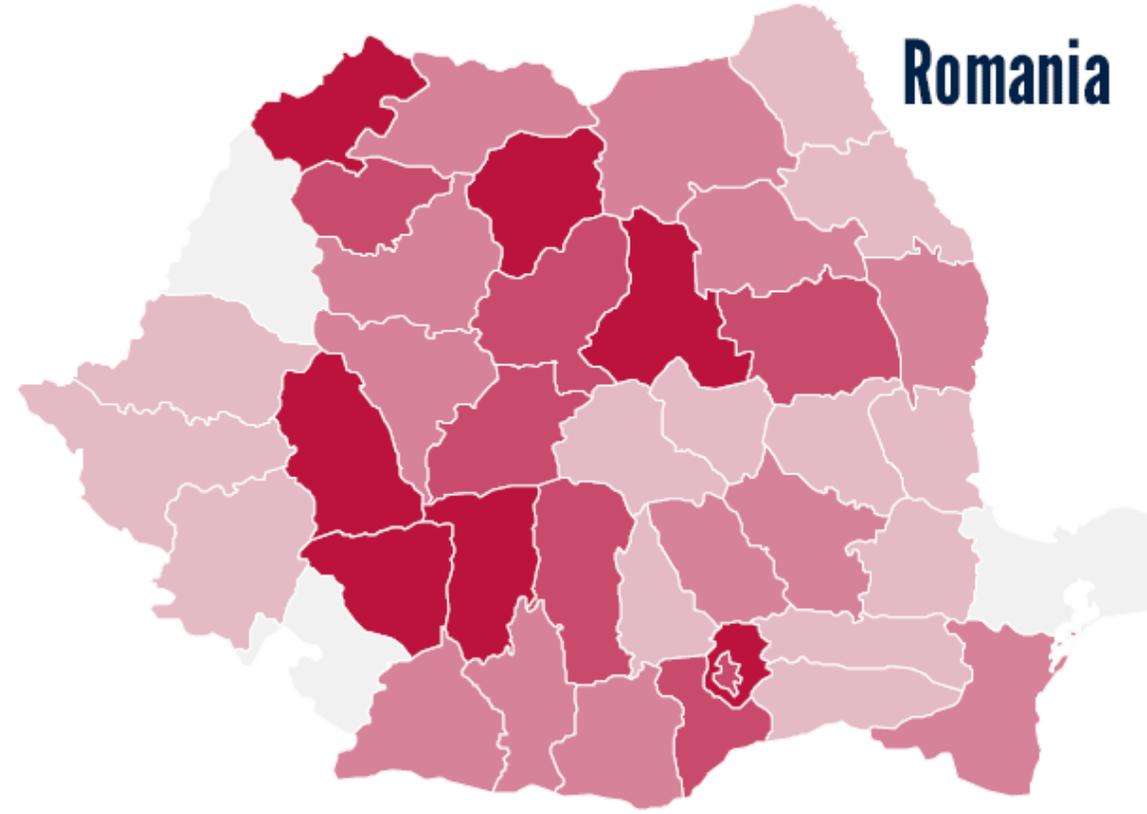
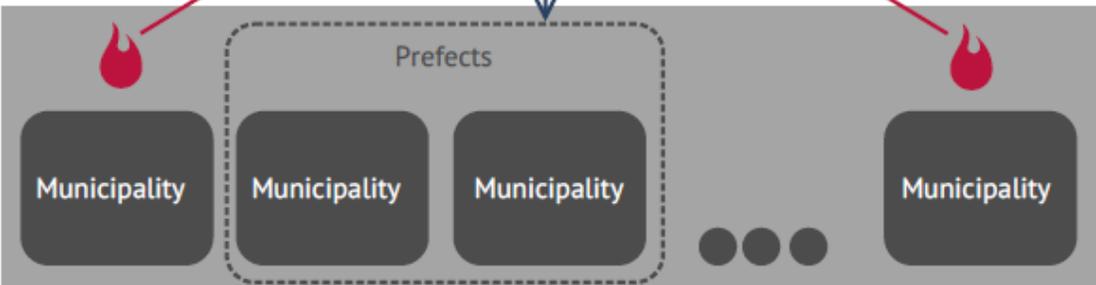
Special Emergency Situations Committee



Operational level



Tactical level



International cooperation



”

UNDAC

UN OCHA's Emergency Response Section (ERS) coordinates and deploys UNDAC teams to disaster-affected regions.

”

Bilateral and multilateral agreements

Latvia actively participates in international cooperation in the field of civil protection by signing several bilateral and multilateral agreements. In some of these agreements, the State Fire and Rescue Service (VUGD) is designated as the competent authority responsible for implementing these agreements.



**Mobile command
point**



**With
accommodation and
sanitary facilities**





**Research on the
satisfaction of the
residents of Limbažu
region with life in the
municipality and the received**

PRESENTATION

2023.



Limbažu
novads

Purpose and target group

the aim is to conduct a social study in the municipality of Limbažu county on the satisfaction of the residents of Limbažu county with life in the municipality and the received municipal services

the target group is the registered residents of Limbaži county aged 18 or over with different economic status (working, entrepreneurs, unemployed, pensioners, etc.), education level, age, type of disability (visual, hearing, movement, mental) and type of employment, and socio-demographic parameters (respondents' gender, nationality, age, place of residence and other applicable parameters).

Citizens' answers obtained in the survey

Total
sample

947

Limbažu novada teritoriālais iedalījums un iedzīvotāju skaits 2022.gadā¹

Nr. p.k.	Apkaime	Iedzīvotāju skaits 2022.gadā
1.	Aloja	1 066
2.	Alojas pagasts	719
3.	Braslavas pagasts	550
4.	Brīvzemnieku pagasts	795
5.	Staicele	783
6.	Staiceles pagasts	523
7.	Katvaru pagasts	1 080
8.	Limbaži	6 762
9.	Limbažu pagasts	2 008
10.	Pāles pagasts	602
11.	Skultes pagasts	2 846
12.	Umurgas pagasts	1 025
13.	Vidrižu pagasts	1 260
14.	Viļķenes pagasts	1 113
15.	Ainaži	666
16.	Ainažu pagasts	408
17.	Liepupes pagasts	1 687
18.	Salacgrīva	2 524
19.	Salacgrīvas pagasts	1 856
Kopējais iedzīvotāju skaits Limbažu novadā:		28 273

1. 252 intervijas Limbažos;
2. 135 intervijas Salacgrīvā;
3. 138 intervijas Alojā ar pieguļošo teritoriju (Alojas, Braslavas, Brīvzemnieku, Staiceles, Pāles pagasti, Staiceles pilsēta);
4. 145 intervijas Limbažiem pieguļošajā teritorijā (Katvaru, Limbažu, Umurgas, Viļķenes pagasti);
5. 131 intervijas Salacgrīvai pieguļošajā teritorijā (Salacgrīvas un Ainažu pagasti, Ainažu pilsēta);
6. 145 intervijas Skulte pieguļošajā teritorijā (Liepupes, Skultes, Vidrižu pagasti).

Residents' satisfaction is influenced by two basic groups of factors:

Individual's personal **internal psychological emotional states**

External conditions affecting individuals

Research
object

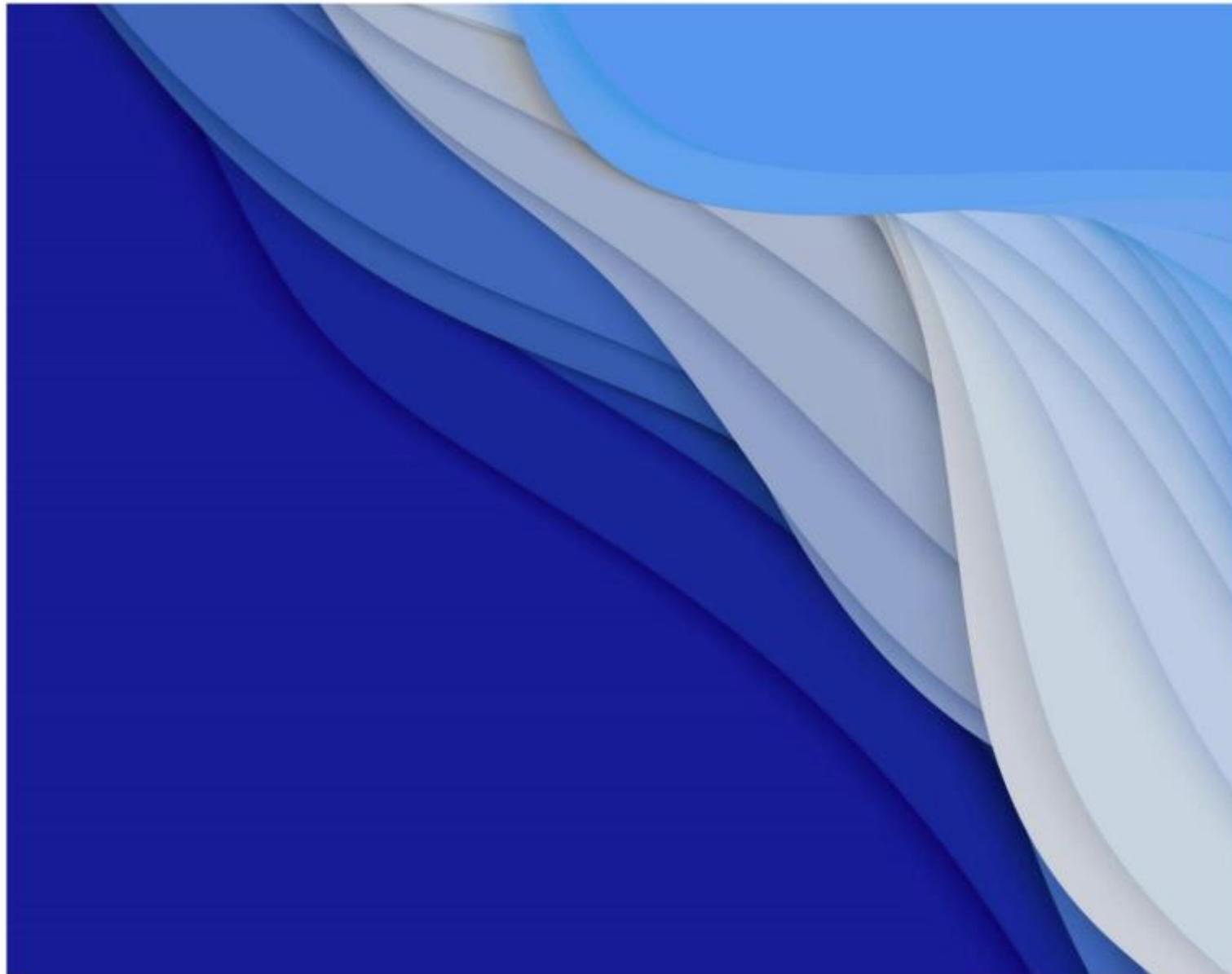
Alatartseva, E. and Barysheva, G., 2015. Well-being: subjective and objective aspects. *Procedia-Social and Behavioral Sciences*, 166, pp.36-42.

There are
8 main
perspectives for

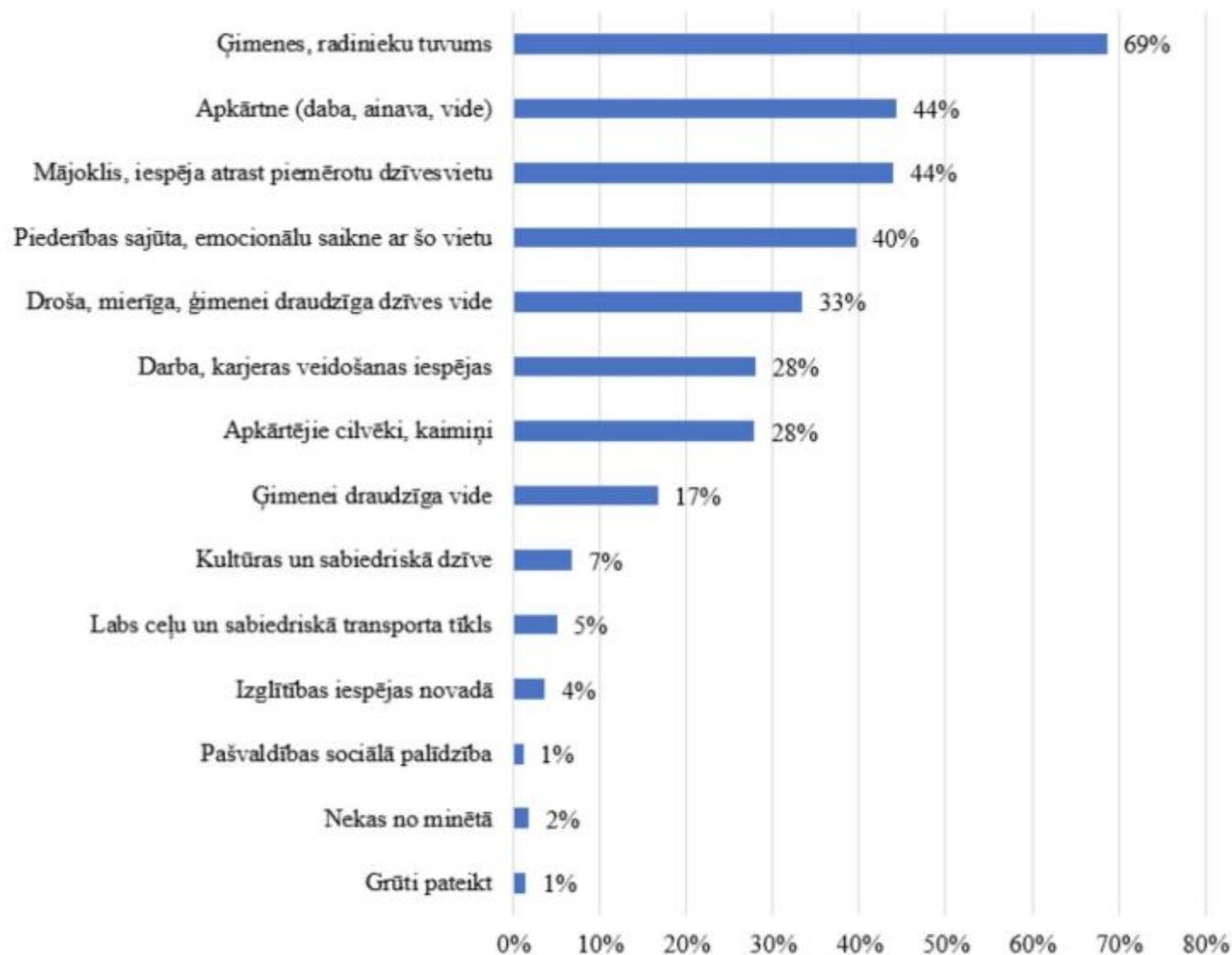
measuring citizen satisfaction :

1. Fiziskā vide
2. Resursu pieejamība
3. Pakalpojumu pieejamība un kvalitāte
4. Sociālā mijiedarbība
5. Drošība un aizsargātība
6. Pieejamība un savienojamība
7. Sabiedrības iesaistīšanās
8. Pašrealizācijas iespējas

Satisfaction with
living
conditions in
the county



What attracts Limbažu county?



3.1.attēls. Kas piesaista Limbažu novadam (%)

What attracts Limbažu county?

Differences by parishes

Respondentu vērtējums apgalvojumam “Kas piesaista iedzīvotājus dažādās apdzīvotās vietās” (%)

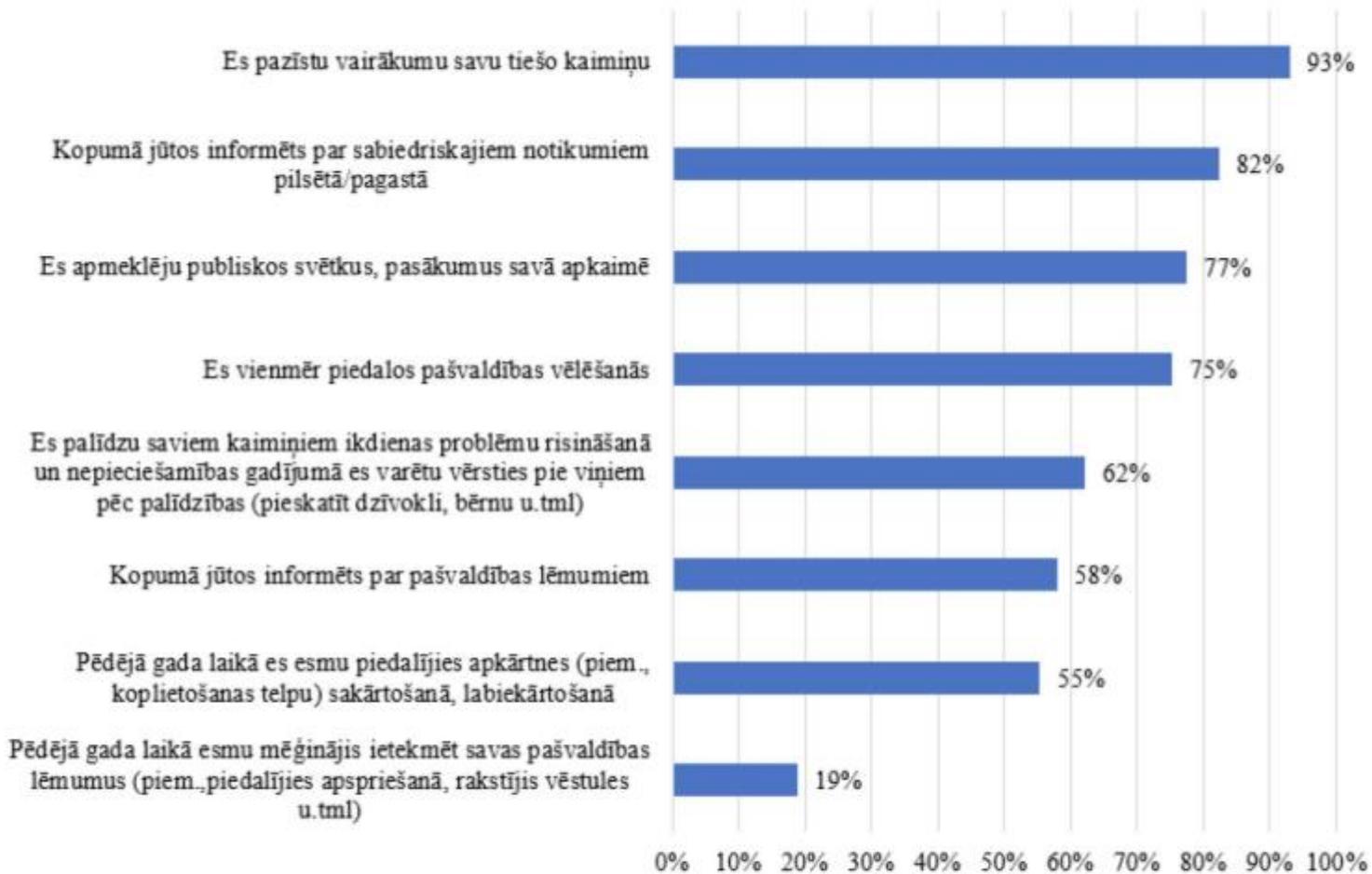
	Limbaži	Salacgrīva	Aloja, Staicele, Alojas, Brīvzemnieku, Staiceles, Pāles pagasti	Katvaru, Limbažu, Umurgas, Viļķenes pagasti	Salacgrīvas un Ainažu pagasti, Ainažu pilsēta	Liepupes, Skultes, Vidrižu pagasti
Darba, karjeras veidošanas iespējas	24	31	39	32	26	20
Ģimenes, radnieku tuvums	71	71	60	71	73	64
Apkārtejie cilvēki, kaimiņi	22	38	24	38	26	24
Piederības sajūta, emocionālu saikne ar šo vietu	35	42	34	40	54	36
Mājoklis, iespēja atrast piemērotu dzīvesvietu	34	42	30	48	51	66
Apkārtne (daba, ainava, vide)	45	49	19	57	36	59
Droša, mierīga, ģimenei draudzīga dzīves vide	46	39	17	37	25	26
Kultūras un sabiedriskā dzīve	13	9	1	5	2	5
Labs ceļu un sabiedriskā transporta tīkls	4	11	1	4	2	9
Izglītības iespējas novadā	6	4	2	5	1	2
Ģimenei draudzīga vide	30	18	5	18	5	13
Pašvaldības sociālā palīdzība	3		1	1		1

To what extent do residents feel a sense of belonging...?

Respondentu vērtējums apgalvojumam “Cik lielā mērā Jūs jūtaties piederīgs/a ...” (%)

	Visi respondenti	Limbaži	Salacgrīva	Aloja, Staicele, Alojās, Braslavas, Brīvēznieku, Staiceles, Pāles pagasti	Katvaru, Limbažu, Umurga, Viļķenes pagasti	Salacgrīvas un Ainažu pagasti, Ainažu pilsēta	Liepupes, Skultes, Vidrižu pagasti
Jūsu tuvākajai apkaimei (ciemam, mikrorajonam)	4.2	4.1	4.4	4.2	4.3	4.3	4.1
Jūsu pilsētai, pagastam	4.2	4.1	4.5	4.3	4.3	4.4	4.0
Limbažu novadam	3.9	3.9	3.8	3.7	4.2	3.9	3.9
Vidzemei	4.1	4.1	4.2	4.0	4.3	3.9	4.2

Societies engagement and social interaction



3.2.attēls. Sabiedrības iesaistišanās un sociālā mijiedarbība (%)

The
working
situation of
Limbažu county residents

Limbažu novada iedzīvotāju darba situācija (%)

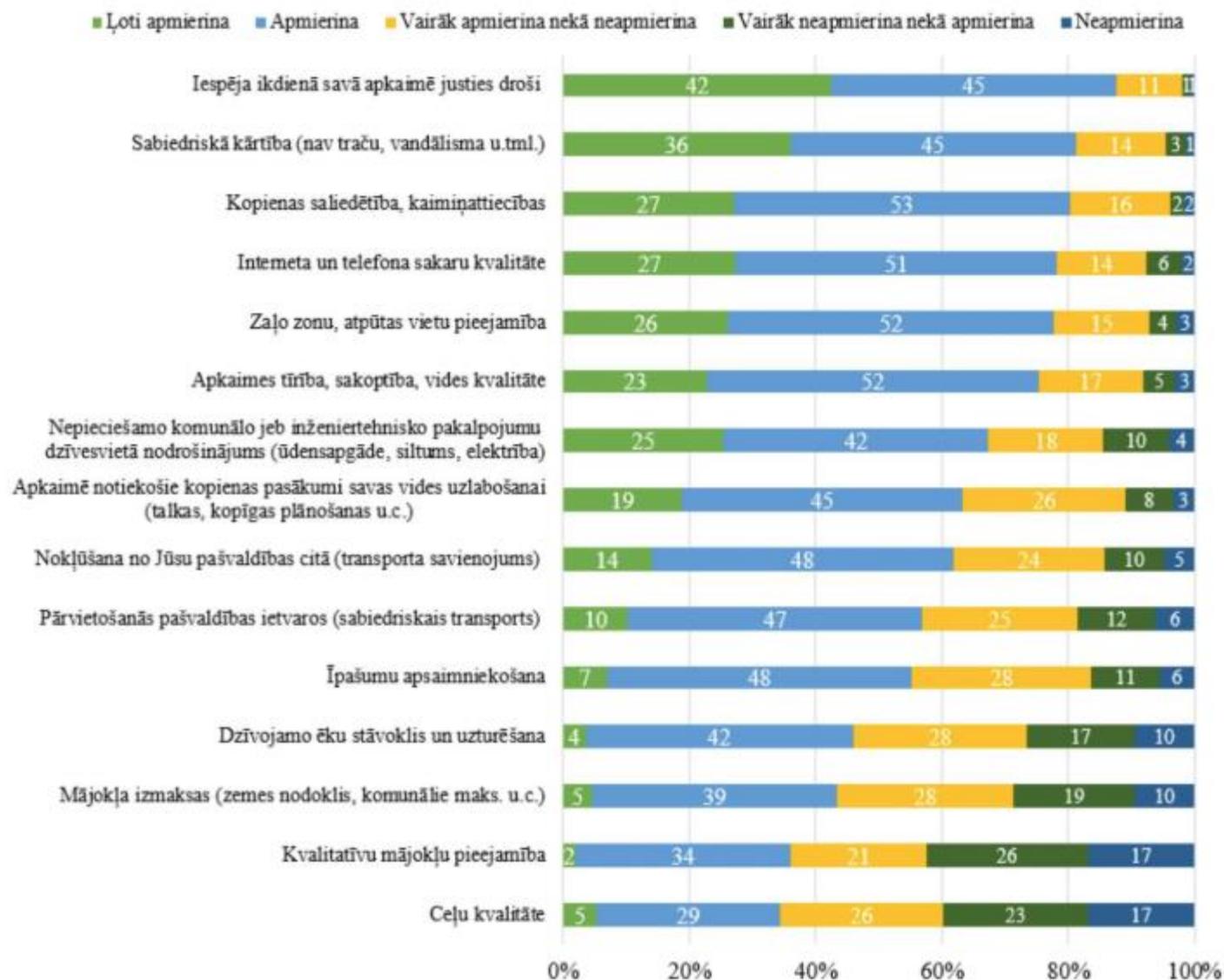
		Limbaži	Salacgrīva	Aloja, Staicele, Alojas, Braslavas, Brīvēznieku , Staiceles, Pāles pagasti	Katvaru, Limbažu, Umurgas, Viļķenes pagasti	Salacgrī vas un Ainažu pagasti, Ainažu pilsēta	Liepupes, Skultes, Vidrižu pagasti
Strādāju:	Manā pilsētā vai pagastā	69	77	50	62	39	45
	Kādā citā pilsētā vai pagastā Limbažu novada ietvaros	5	13	34	24	50	26
	Rīgā	11	5	8	7	3	20
	Citā Latvijas pilsētā vai ciematā	14	2	14	7	6	16
	Ārpus Latvijas	2	3	1	0	0	3
	Strādāju pats/-i no savām mājām vai savās mājās, saimniecībā	0	1	2	4	3	10
Cik laika vidēji jāpavada ceļā uz darba vietu vienā virzienā?	Līdz 15 minūtes	57	68	35	44	43	44
	16-30 minūtes	11	14	36	37	16	21
	31-60 minūtes	14	8	20	8	27	20
	61-90 minūtes	11	3	3	8	8	10
	Vairāk nekā 90 minūtes	6	3	4	3	6	3
	Grūti pateikt	1	4	2	0	0	2
Vai pieder/ir lietošanā automašīna?	Jā	68	62	47	67	62	60
	Nē	32	38	53	33	38	40

Living conditions,
work and
business
opportunity
and perspective
rating in different
inhabited places

Dzīves apstākļu, darba un uzņēmējdarbības iespēju un perspektīvu vērtējums dažādās apdzīvotās vietās (%)

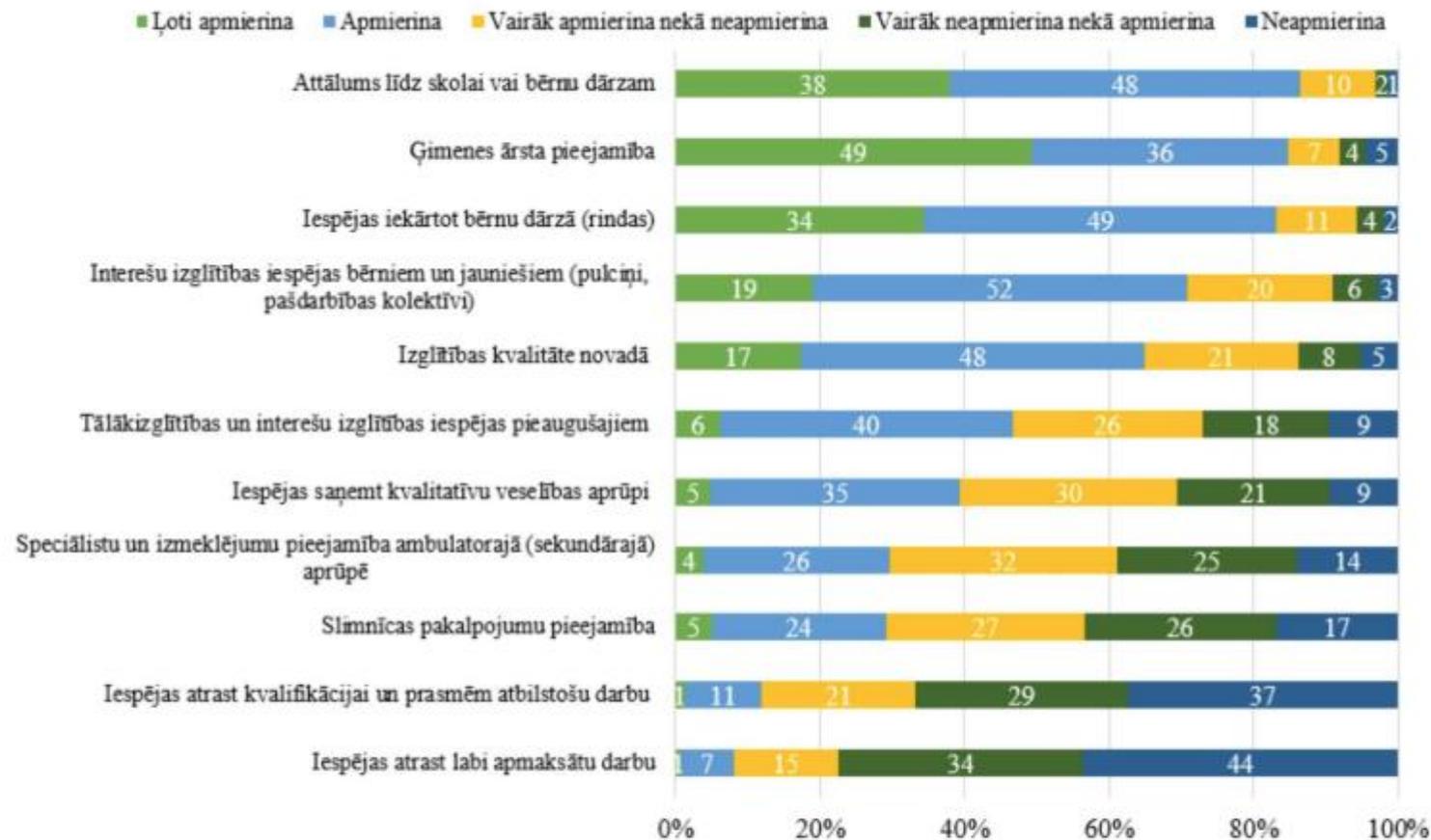
		Limbaži	Salacgrīva	Aloja, Staicele, Alojas, Braslavas, Brīvēznieku, Staiceles, Pāles pagasti	Katvaru, Limbažu, Umurgas, Viļķenes pagasti	Salacgrīvas un Ainažu pagasti, Ainažu pilsēta	Liepupes, Skultes, Vidrižu pagasti
Cik lielā mērā jūs esat apmierināts/a ar dzīves apstākļiem Limbažu novadā pēdējo 12 mēnešu laikā?	Ļoti apmierināts vai apmierināts	61	56	52	67	74	60
	Vairāk apmierināts nekā neapmierināts	27	33	26	16	16	24
	Vairāk neapmierināts nekā apmierināts	8	7	9	11	4	9
	Neapmierināts	3	3	4	3	2	3
	Grūti pateikt	2	2	9	3	3	3
Cik apmierināts esat ar darba un uzņēmējdarbības iespējām un perspektīvām Limbažu novadā?	Ļoti apmierināts vai apmierināts	19	36	18	25	19	10
	Vairāk apmierināts nekā neapmierināts	26	23	19	21	29	25
	Vairāk neapmierināts nekā apmierināts	22	19	16	30	26	27
	Neapmierināts	13	11	8	6	1	10
	Grūti pateikt	20	12	39	17	24	27

Residents' satisfaction with the living environment



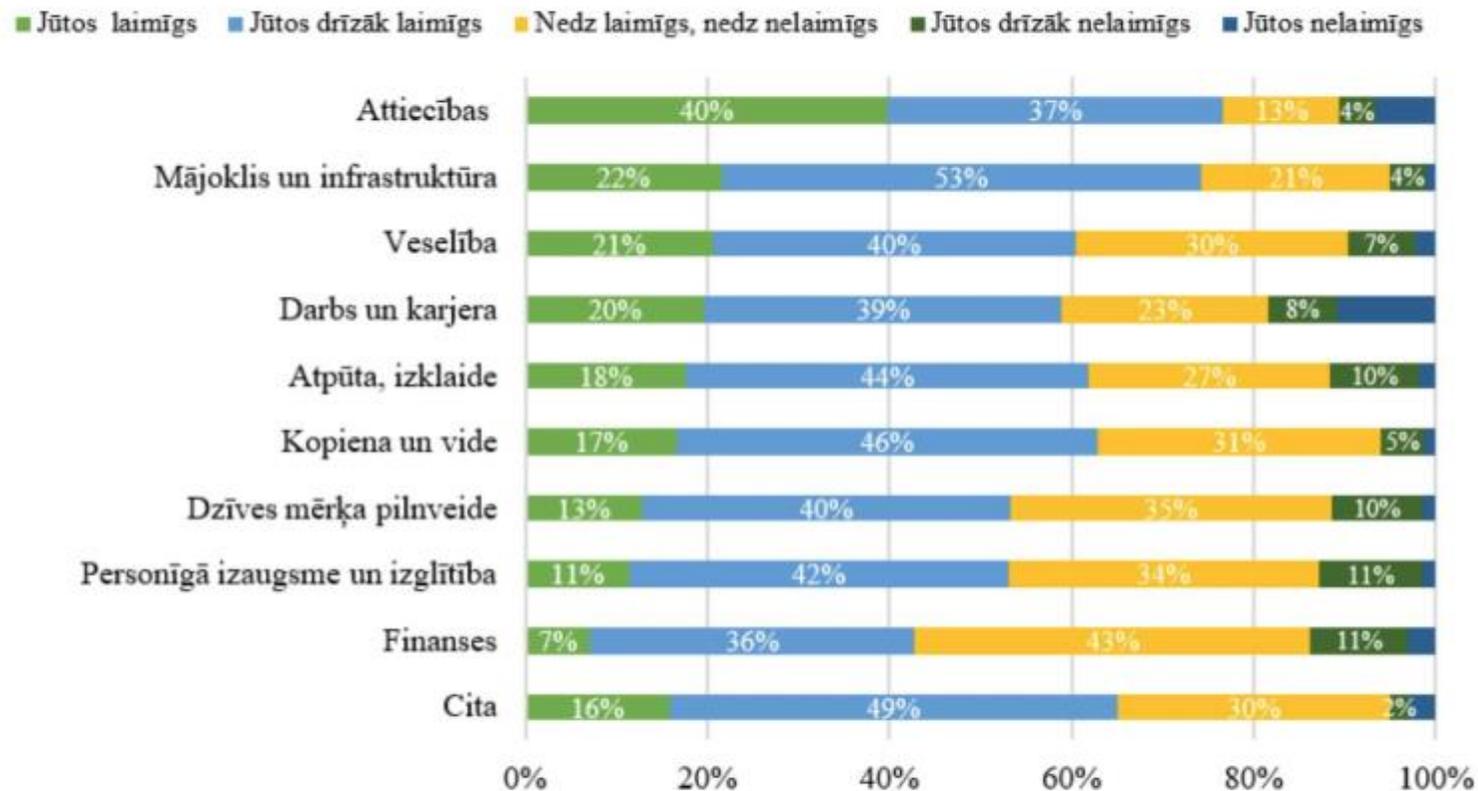
3.10.attēls. Iedzīvotāju apmierinātība ar dzīves vidi (%)

Residents' satisfaction with aspects of work, education and health in the county



3.11.attēls. Iedzīvotāju apmierinātība ar darba, izglītības un veselības aspektiem novadā (%)

How happy do the residents of Limbažu county feel ?



3.14.attēls. Cik laimīgi jūtas Limbažu novada iedzīvotāji (%)

Piezīme: Lai atvieglotu salīdzināmību turpmākos pētījumus, no attēla izslēgti tie 3%, kam bija "Grūti pateikt".

Recommendations

Addressing **demographic challenges** requires a multifaceted approach, including efforts to attract and retain a young, economically active population, invest in health care infrastructure, and implement policies that support family life.



Promote the creation of **high-quality, well-paid jobs in the county, especially by supporting machine technology-based innovations, services and production with high added value.** For this purpose, it is possible to apply tax discounts to companies of a certain profile that start operations in the county, as well as to adjust the regulations of the tender "Support for starting a commercial activity in *Limbažu* county", especially prioritizing innovative, knowledge-intensive business.



From the aspects of the physical environment, the greatest attention should be paid to the restoration and addition of **the housing stock** (especially in the city of Limbažu), to the reduction of housing costs and to the improvement of the quality of roads. It is also necessary to continue to develop the provision of engineering services at the place of residence (water supply, heat, electricity) in places where there are currently problems with it (e.g. Liepupes, Skultes,

Recommendations

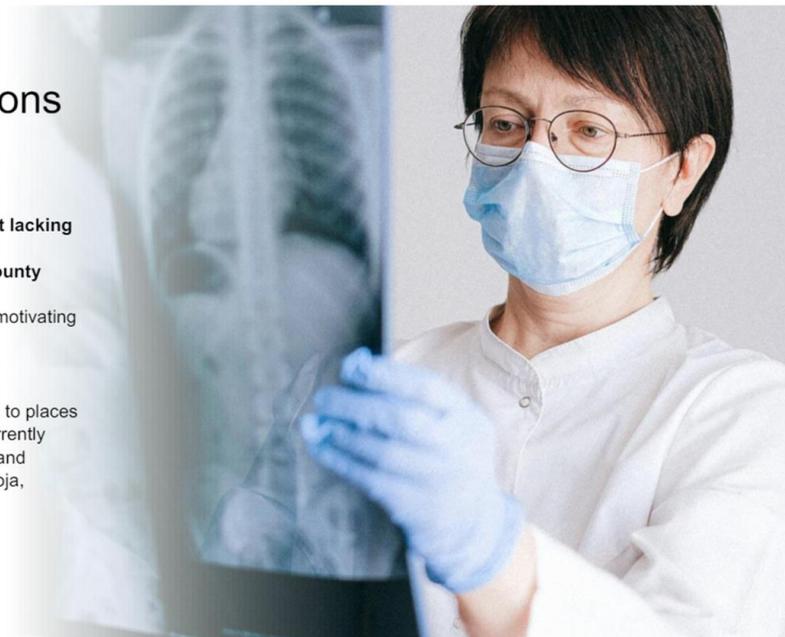
Develop transport connections within the county (e.g. Liepupes, Skulte, Vidrižu parish) and with other counties (in Katvara, Limbažu, Umurga, Viļķenes parishes).



Recommendations

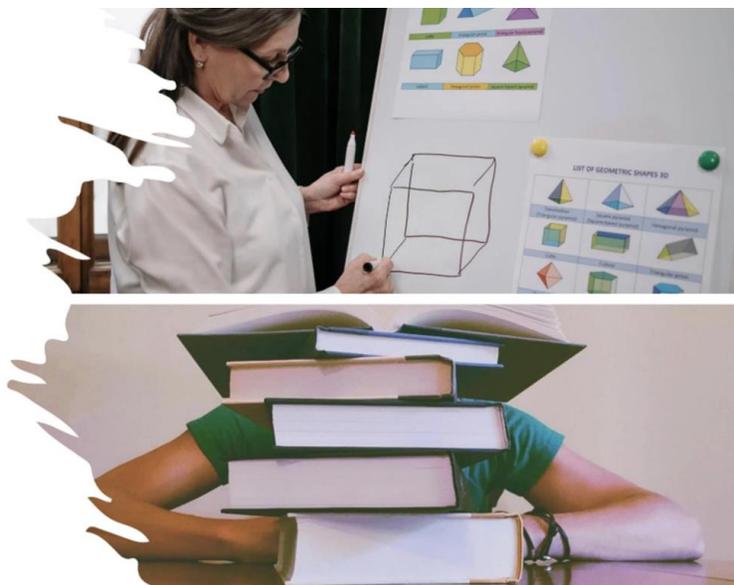
It is necessary **to attract the most lacking health care specialists to the county and to strengthen the county hospital** by offering a place of residence, a scholarship or other motivating mechanisms.

Particular attention should be paid to places where access to health care is currently the biggest problem (Salacgrivas and Ainažu parishes or Ainažu city, Aloja, Staicele, as well as Braslava, Brīvzemnieku, Staicele, Pyle parishes).



Recommendations

Attract a wider offer of continuing education (courses, training programs, etc.) in the region.



Recommendations

The issue of access to education has become particularly relevant in Aloja, Staicele, as well as in Aloja, Braslava, Brīvzemnieku, Staicele, Pyle parishes, therefore it is important to make sure that the reform of the school network does not leave a significant impact on the education process of children.



Recommendations

Taking into account the increase in the cost of living, **increase social support for people with special needs, the elderly, and children as much as possible.**

To promote remote question-solving opportunities in municipal institutions, especially in the Social Service, taking into account the wishes of the residents of more remote settlements.

Consider which services in various institutions could be modernized using e-systems (e.g. for submission of applications).



Recommendations

To think about what information and materials are placed in the institution's premises so that they are targeted and in accordance with the specifics of the institution.



Recommendations

Promote the attraction of Limbaž residents to the city of Limbaži, as well as the former Aloja district to the newly created Limbažu district.



Recommendations

To improve the offer of cultural events and cultural life also in smaller parishes and cities.

To offer a more diverse range of cultural events, especially activities and events for children and young people.





Veselības ministrija

NACIONĀLAIS
ATTĪSTĪBAS
PLĀNS 2020



EIROPAS SAVIENĪBA
Eiropas Sociālais
fonds

IEGULDĪJUMS TAVĀ NĀKOTNĒ



LATVIJAS
UNIVERSITĀTE



A STUDY ON PATIENT SATISFACTION WITH THE QUALITY OF HEALTHCARE SERVICES

2023

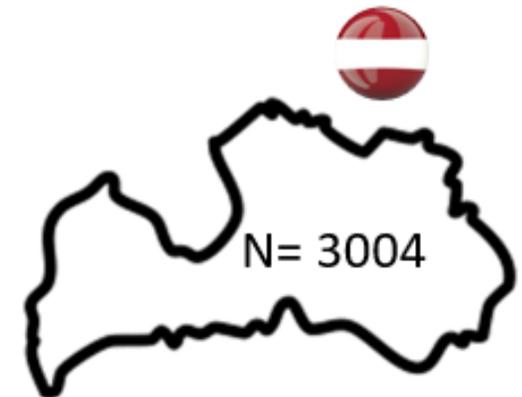


Research methodology

The target group of the study is Latvian residents aged 18 and over, as well as children who have received state-paid health care services in Latvia during the last 12 months. In the 2023 study, the total number of surveyed respondents is **3,004 residents** who received one of the state-paid services.

The survey method was direct (face to face) interviews at the respondents' residences, using interviews with the help of tablets (CAPI method) or, in some cases, interviews with paper questionnaires (PAPI) - in places where the Internet connection is not fast and stable enough, as well as in emergency situations (computer breakdown, computer battery discharge during work, etc.).

Survey timing- 06.-09.2023

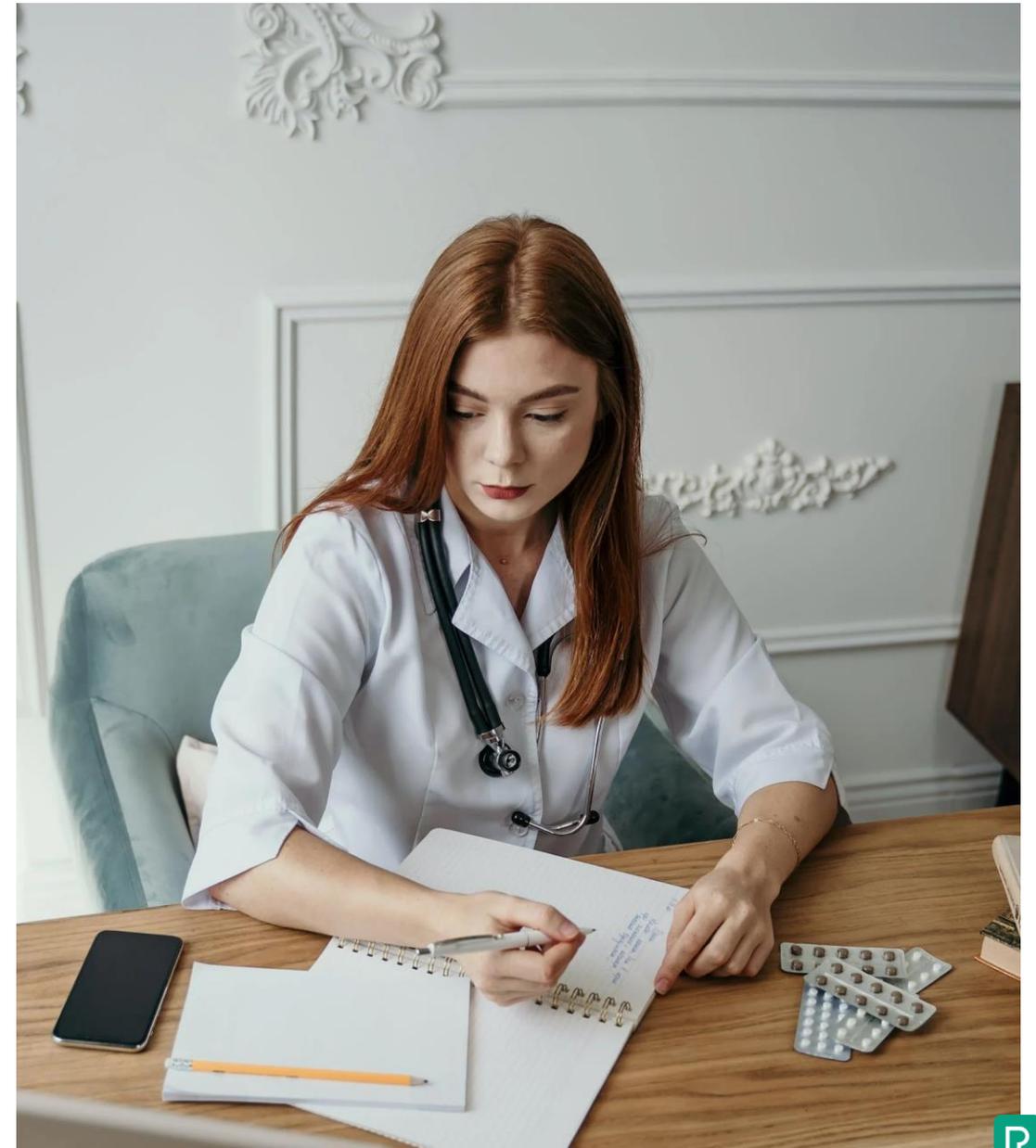


Health care services in the context of research

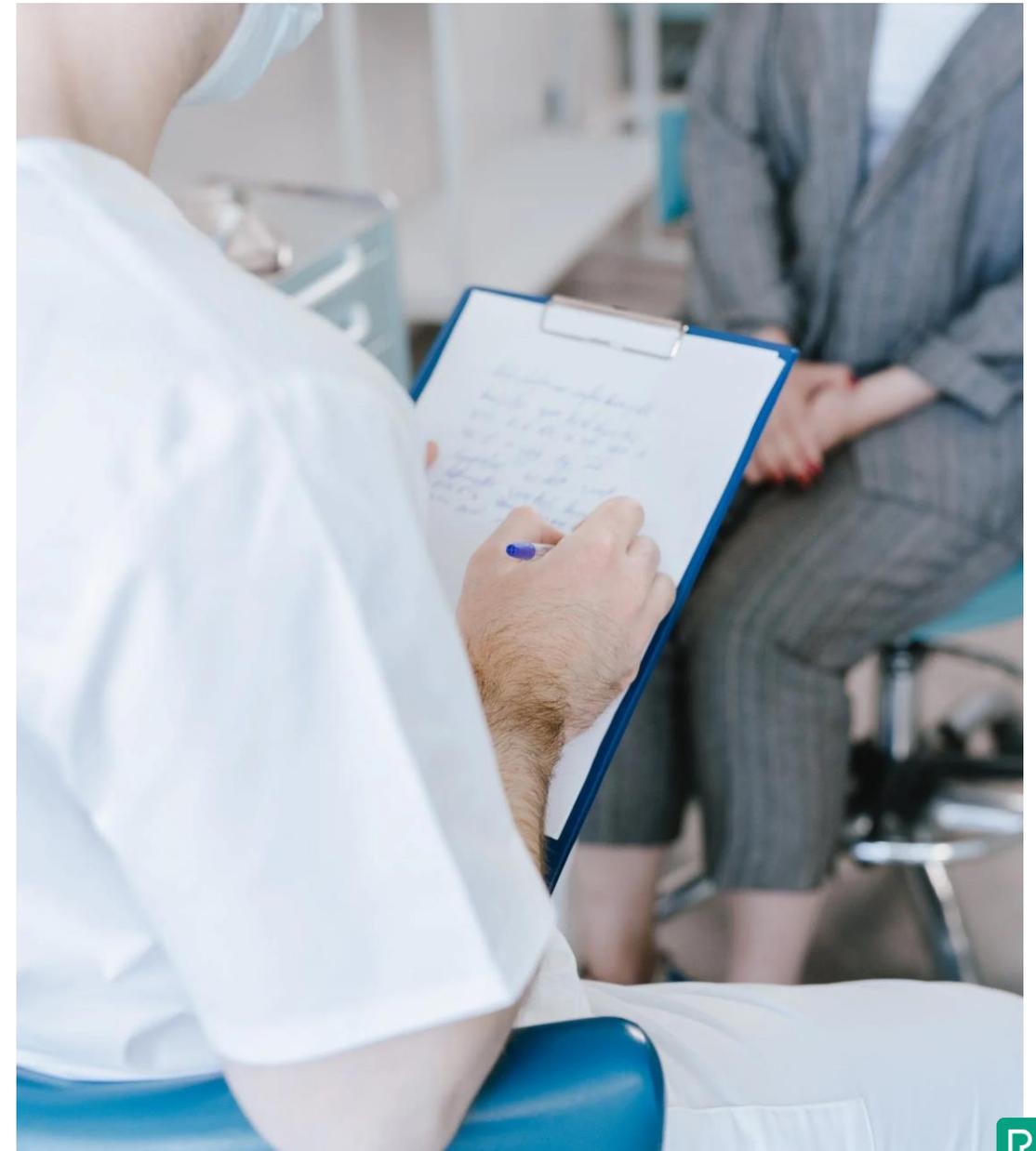
1. **Family doctor services;**
2. **Services of a medical specialist (consultation or examination, but not analyses), including day care;**
3. **Hospital services;**
4. **Emergency medical service team services;**
5. **Hospital reception department, trauma center, emergency medical assistance center.**
6. **Pharmacy services**
7. **The others**



Main results and conclusions



Use of health care services



Utilization of health care services (%)

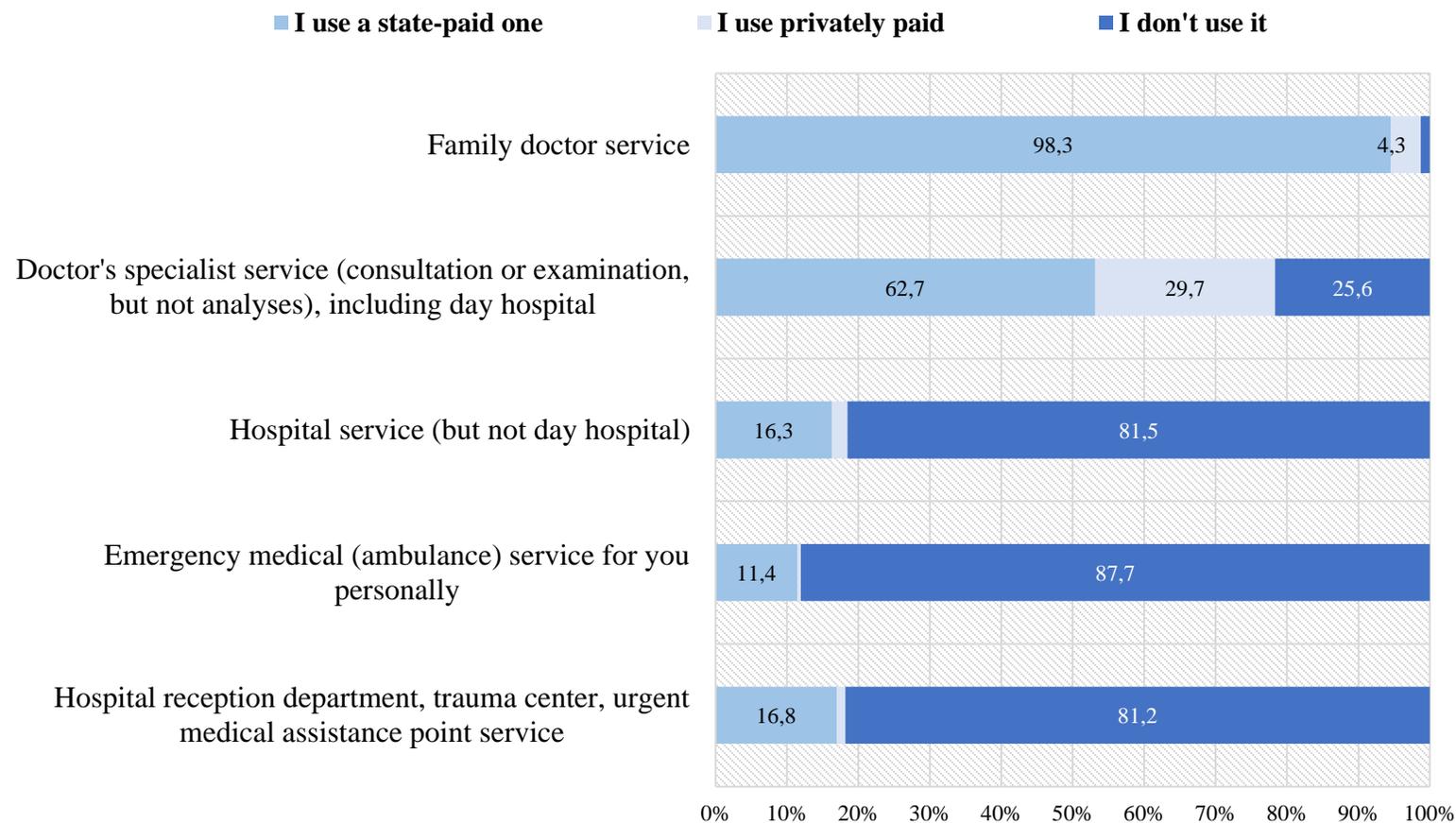


Figure 1. Utilization of health care services (%)

Use of health care services for children (%)

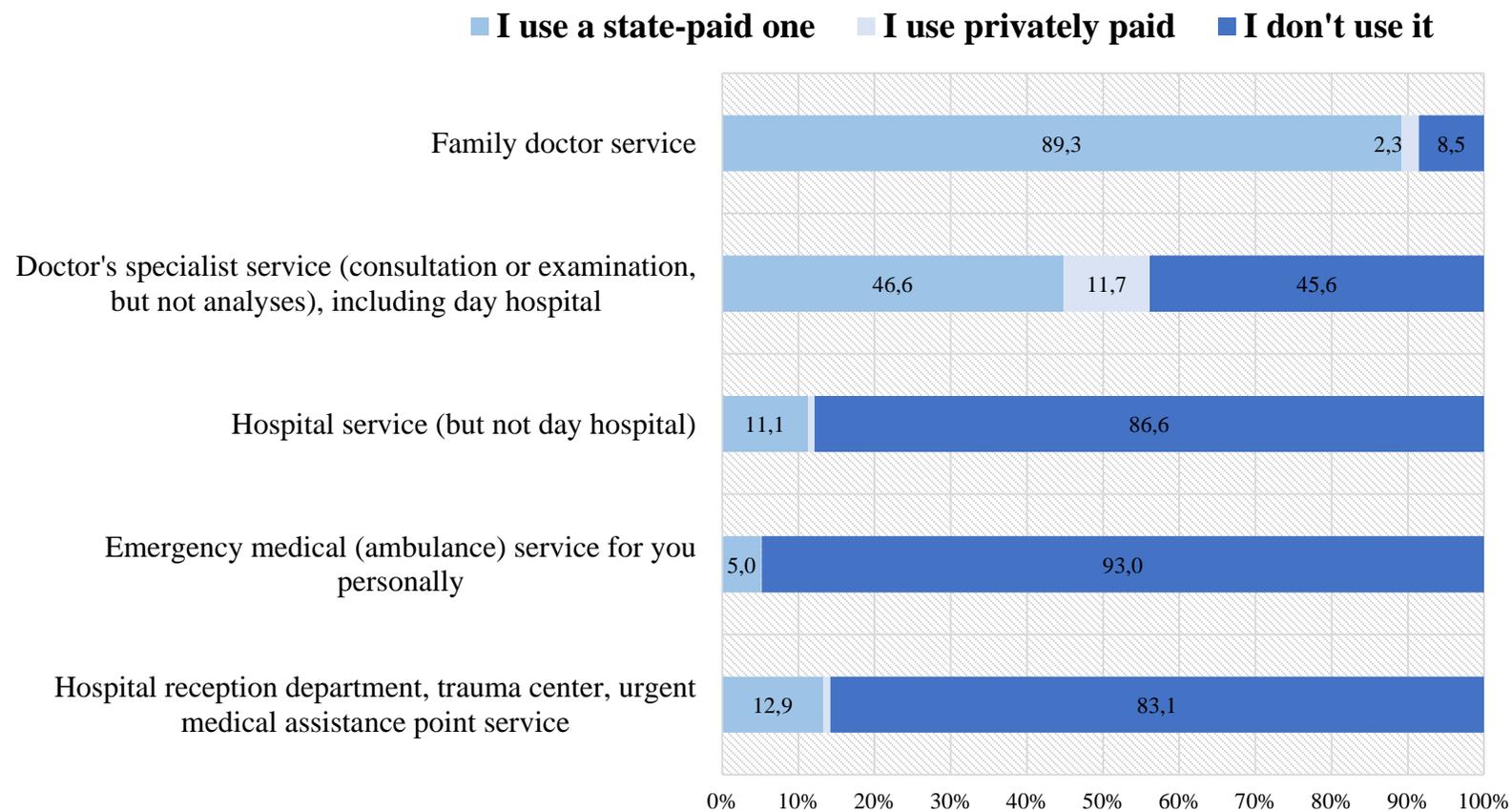


Figure 2. Use of health care services for children (%)

For which services in the last 12 months did the respondent pay out of pocket (%)

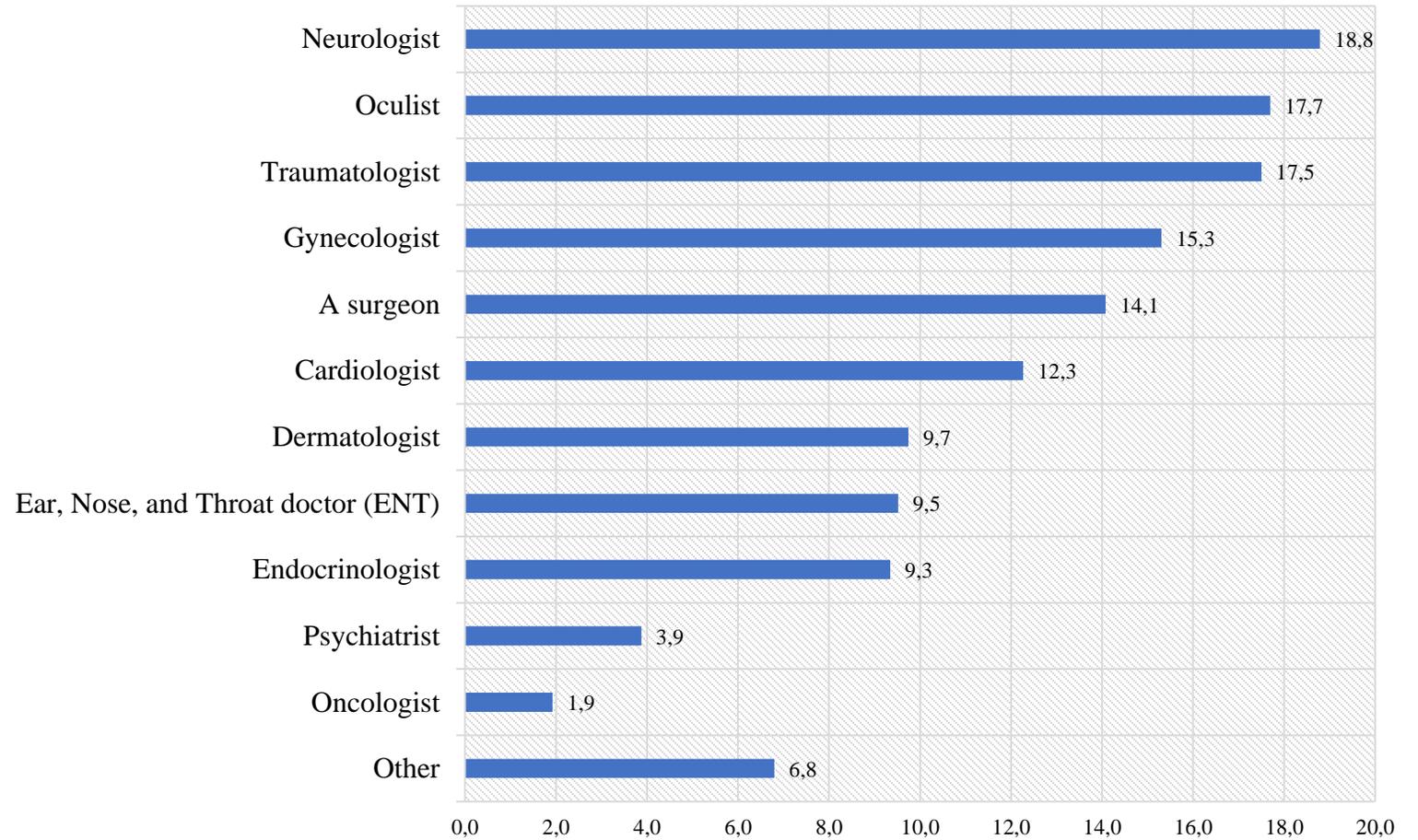


Figure 3. For which services in the last 12 months did the respondent pay out of pocket (%)

Difficulty in accessing healthcare services for children (%)

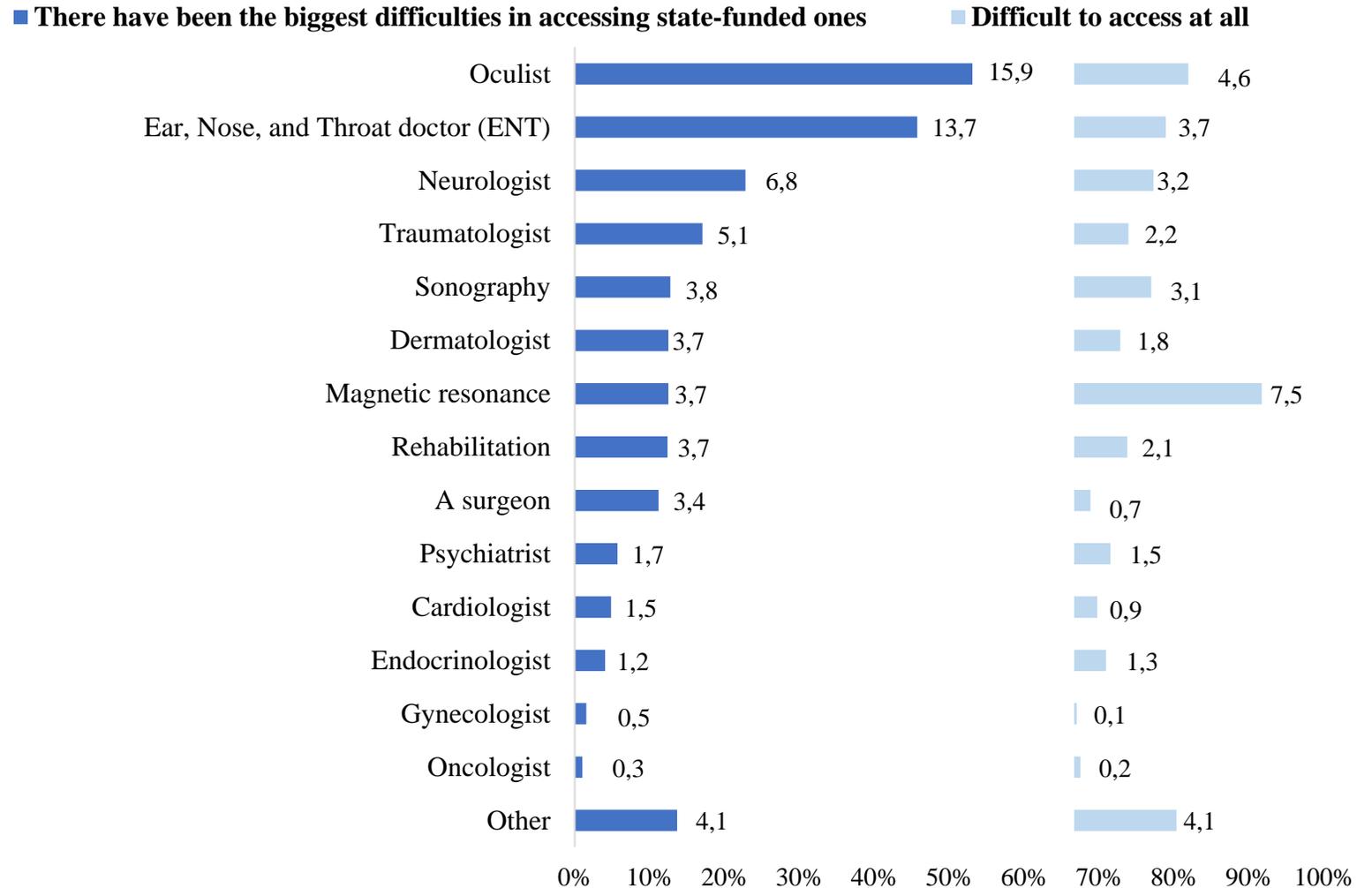


Figure 4. Difficulty in accessing healthcare services for children (%)

Satisfaction with health care in general



Evaluation of the situation in the field of health care in Latvia (%)

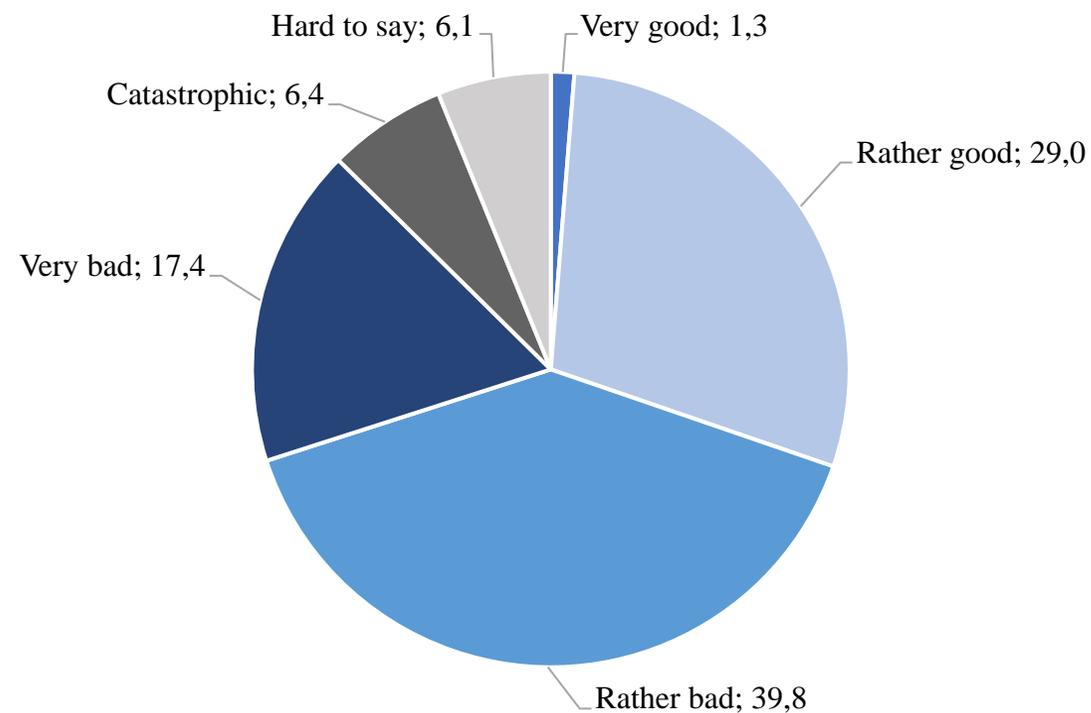


Figure 5. Evaluation of the situation in the field of health care in Latvia (%)

Evaluation of the adequacy of funding for health care in Latvia (%)

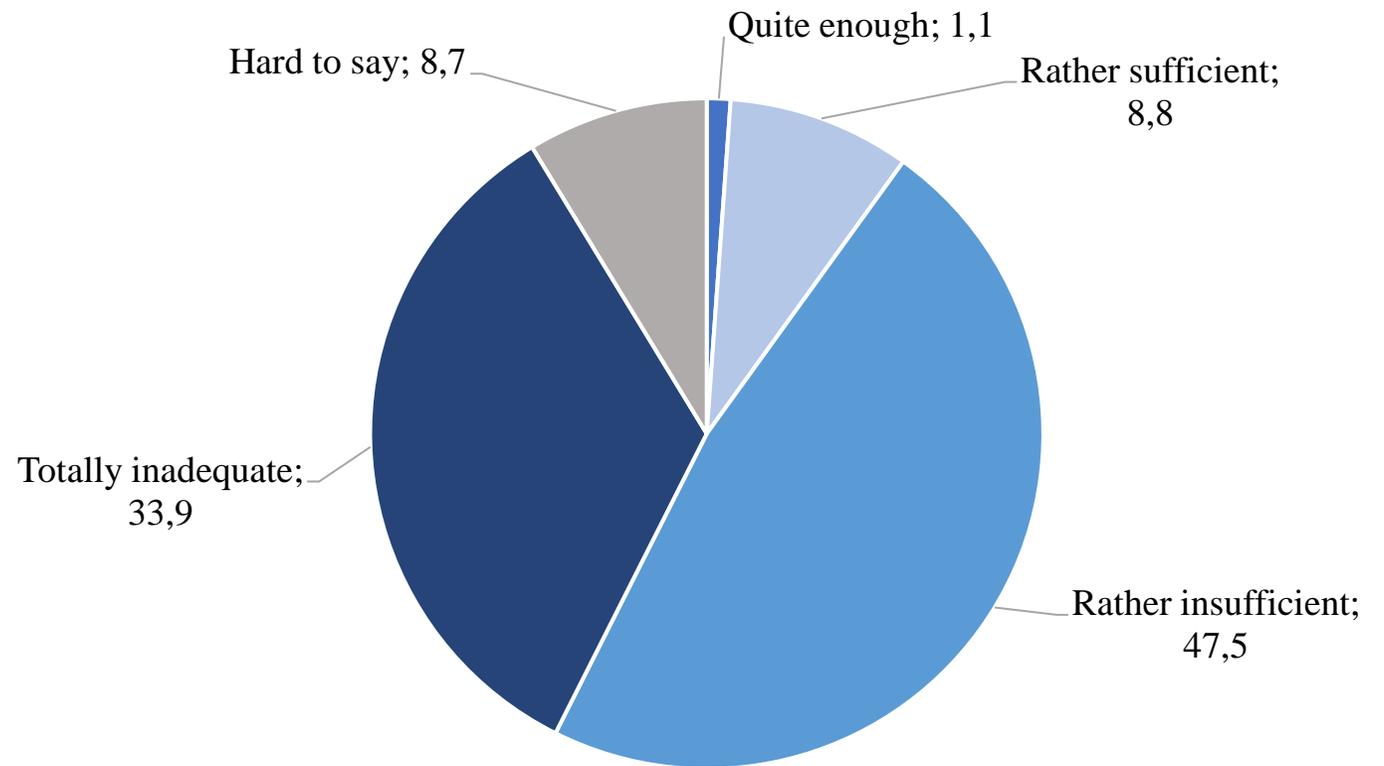


Figure 6. Evaluation of the adequacy of funding for health care in Latvia (%)

Respondents' assessment of the statement "Where to get the missing funds for health care" (%)

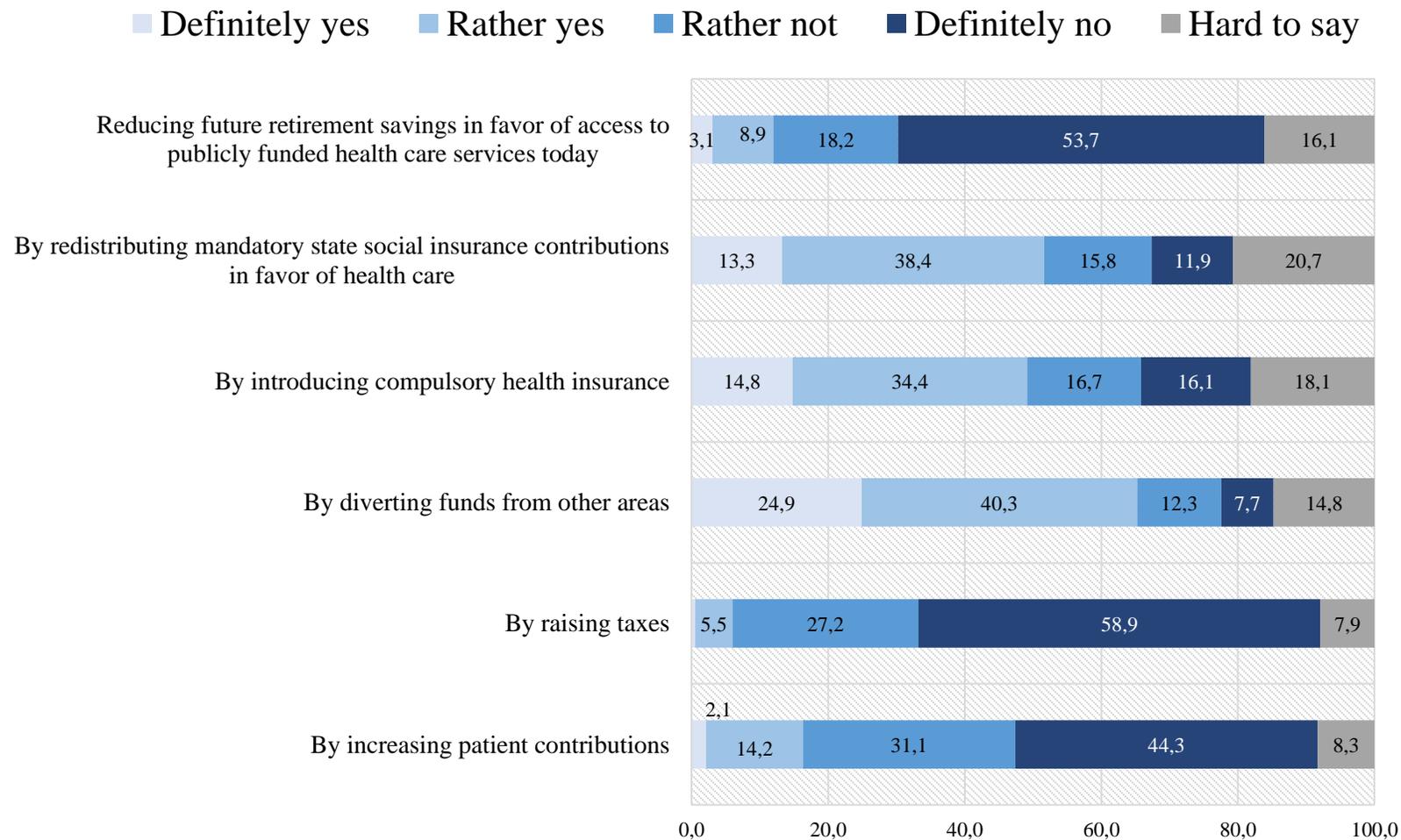


Figure 7. Respondents' assessment of the statement "Where to get the missing funds for health care" (%)

Evaluation of the services provided by the health care system during the last 12 months (%)

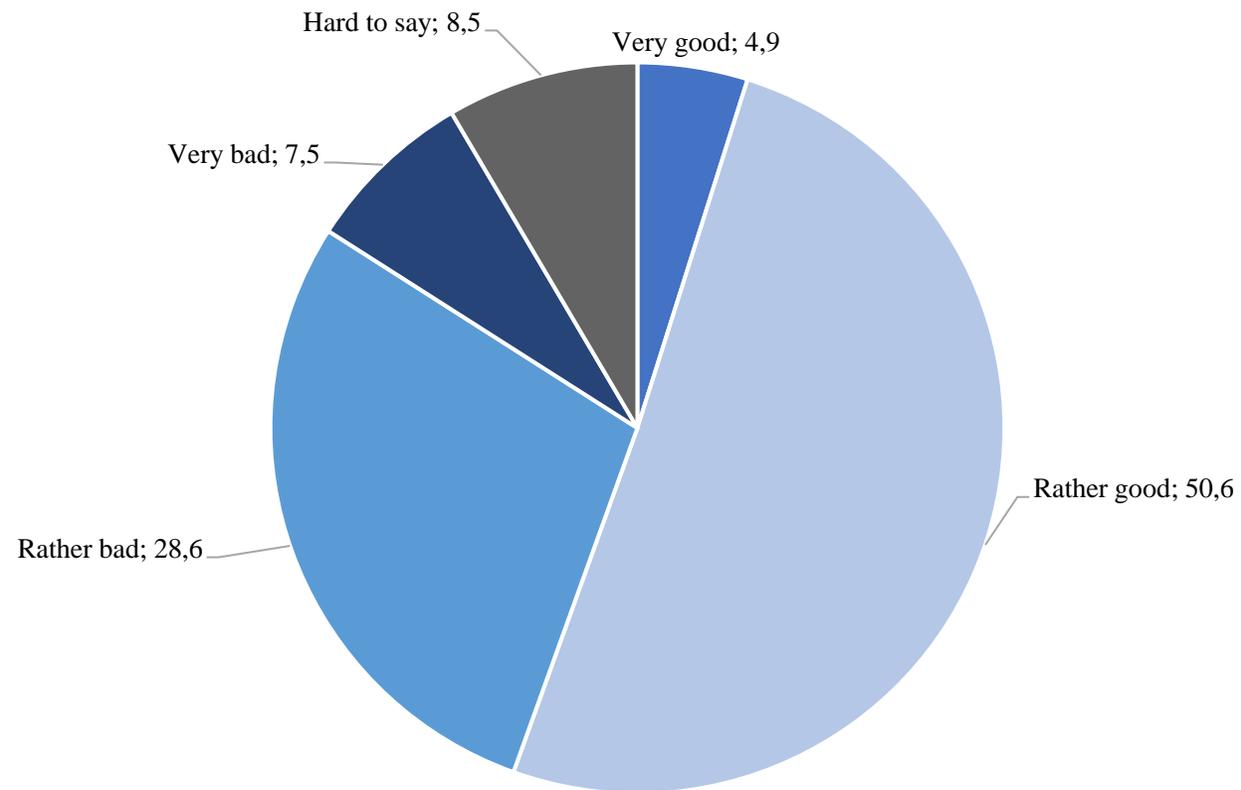


Figure 8. Evaluation of the services provided by the health care system during the last 12 months (%)

Comparison of the evaluation of services provided by the health care system in 2018 and 2023 (%)

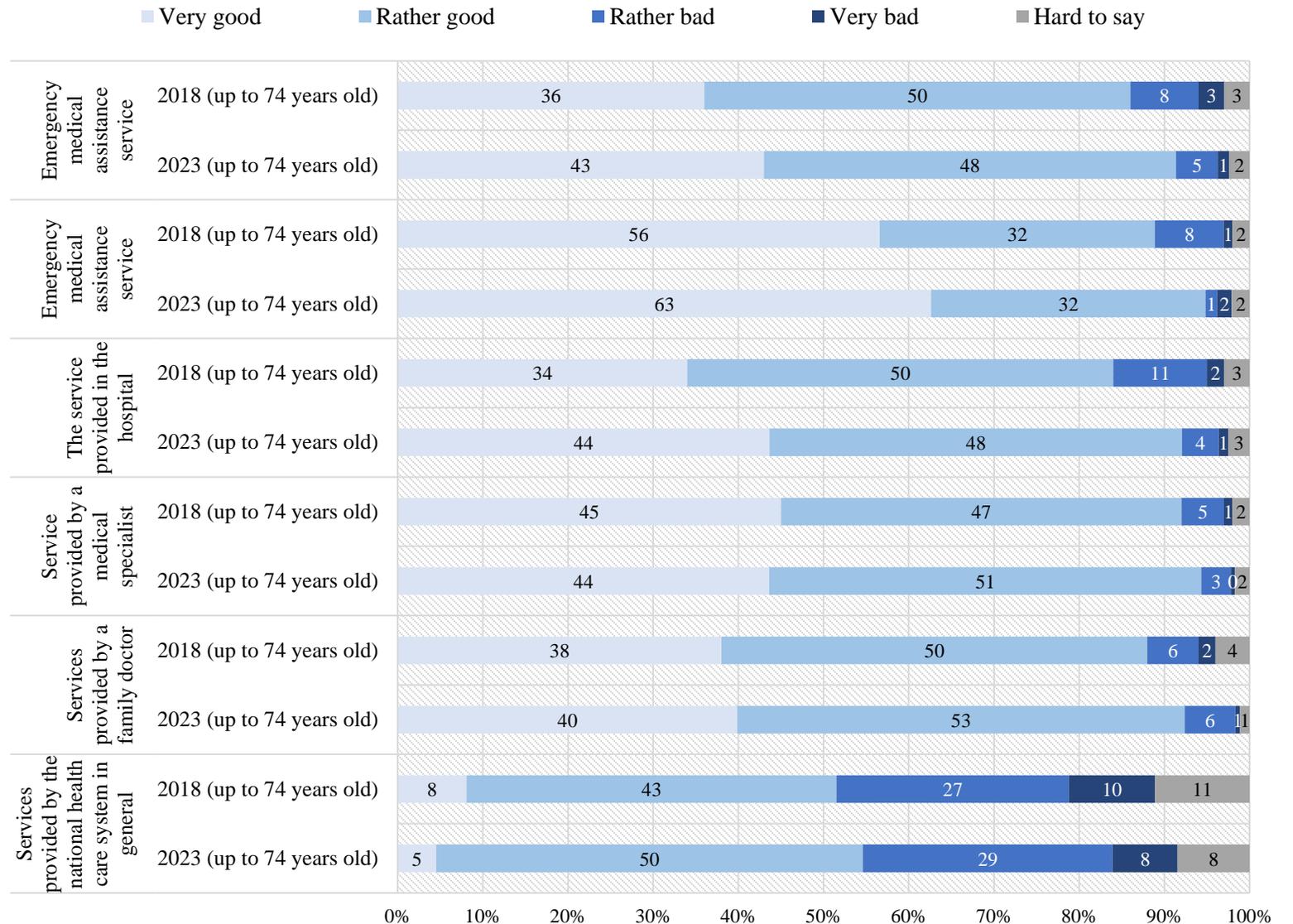


Figure 9. Comparison of the evaluation of services provided by the health care system in 2018 and 2023 (%)

Rating of the services provided by the national health care system in different demographic groups (%)

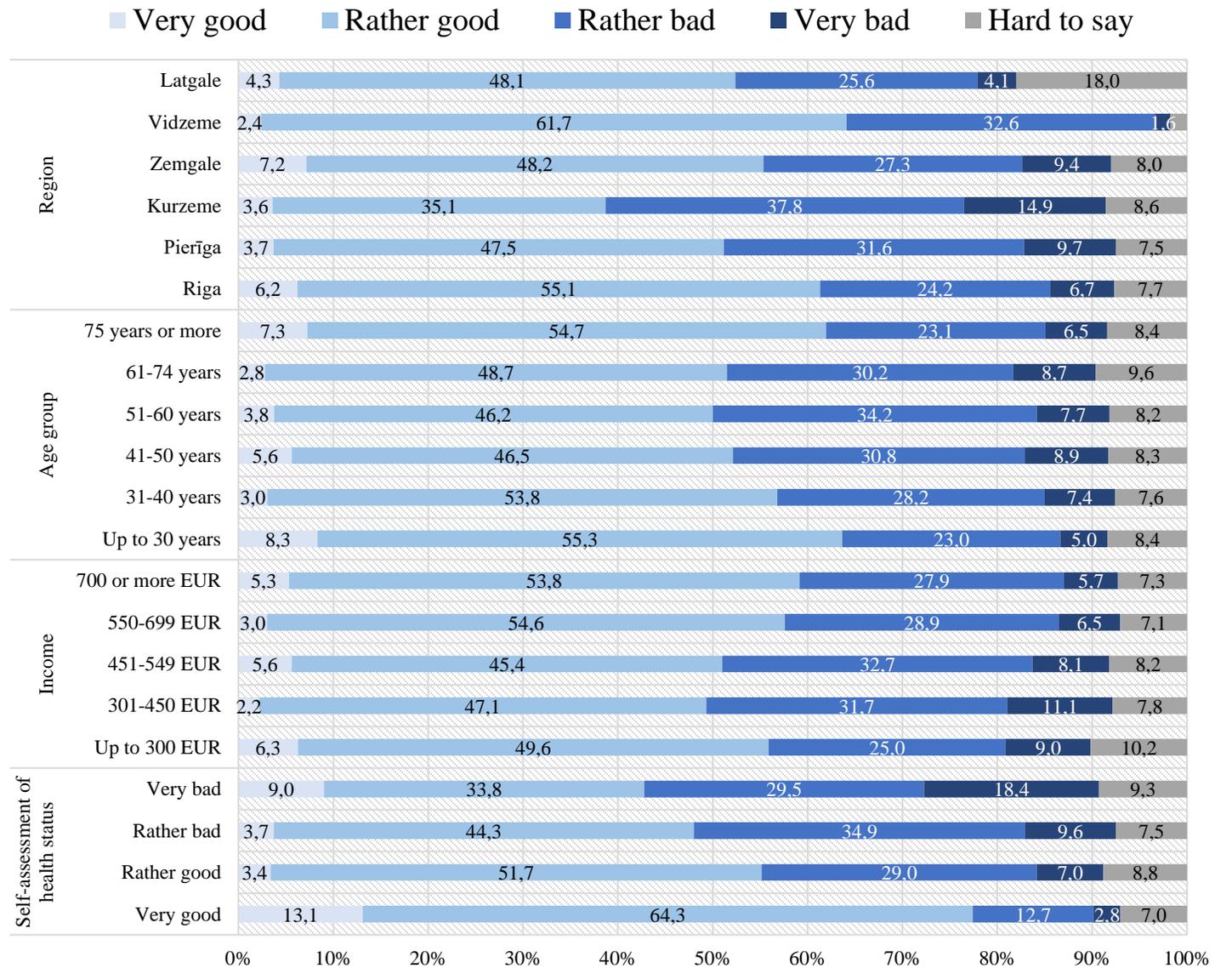


Figure 10. Rating of the services provided by the national health care system in different demographic groups (%)

Rating of different aspects of the service (%)

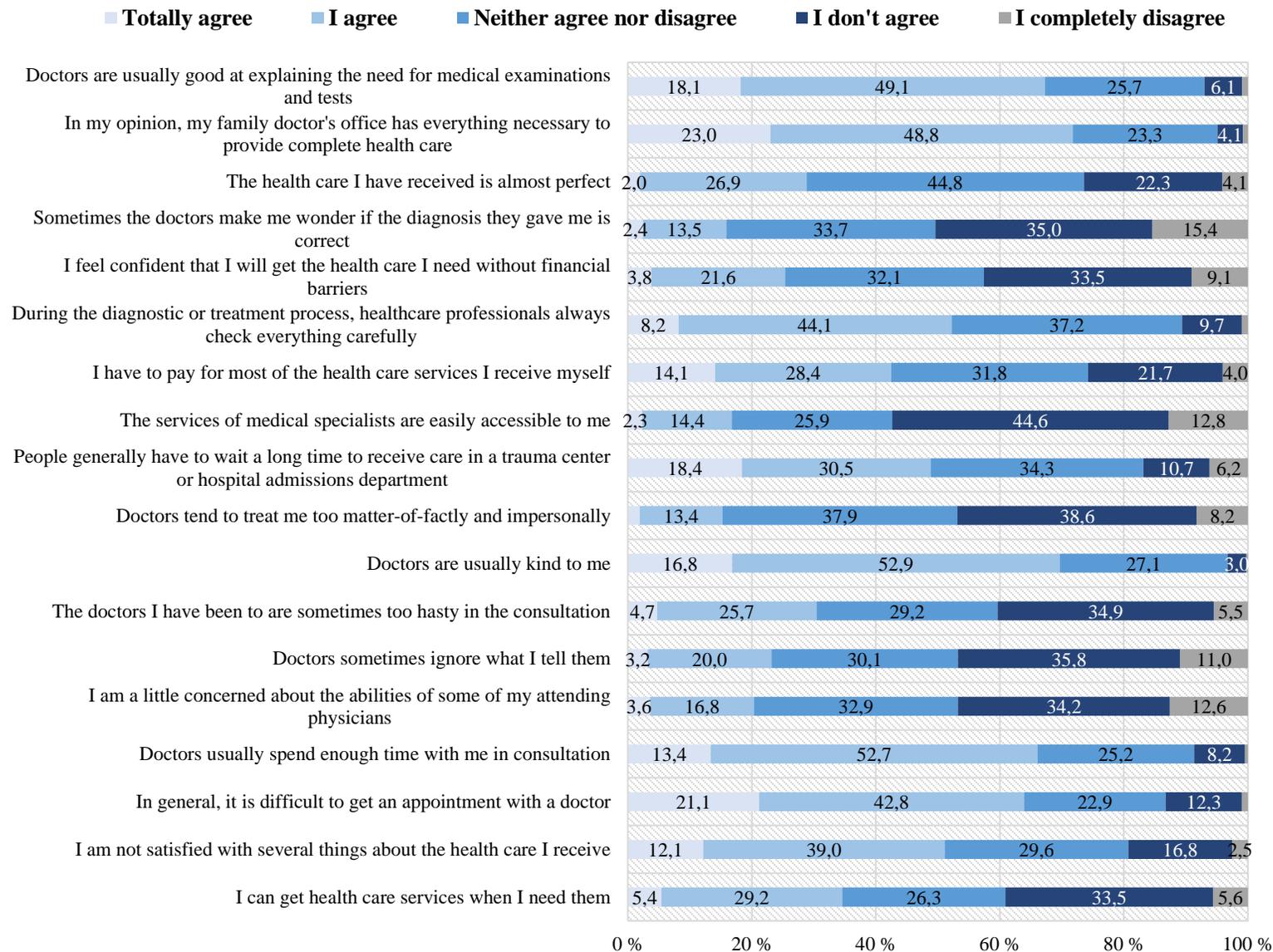


Figure 11. Rating of different aspects of the service (%)

Respondents' assessment of the statement "Do doctors and nurses in Latvia grant special privileges to certain people or do they treat everyone equally" (0 gives privileges -10 applies equally) (%)

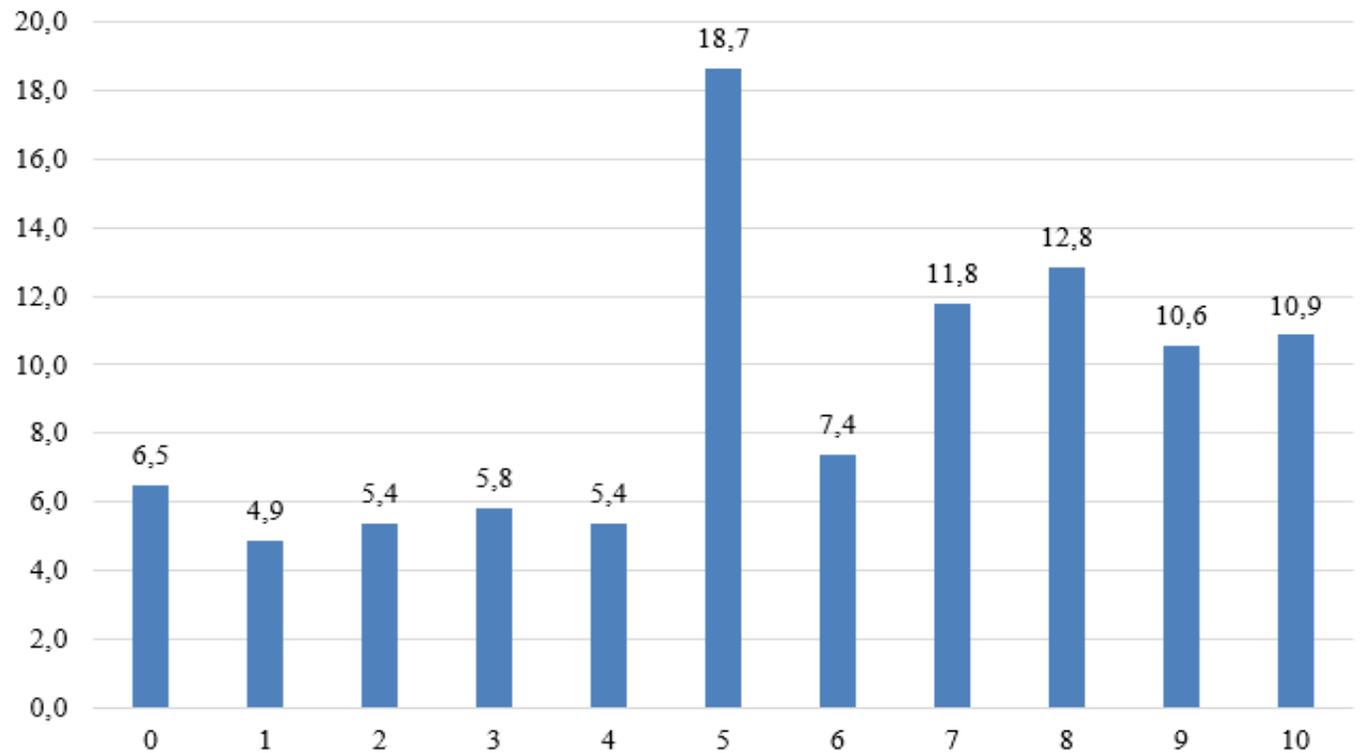


Figure 12. Respondents' assessment of the statement "Do doctors and nurses in Latvia grant special privileges to certain people or do they treat everyone equally" (0 gives privileges -10 applies equally) (%)

Satisfaction with the ability to quickly receive necessary state-paid examinations (%)

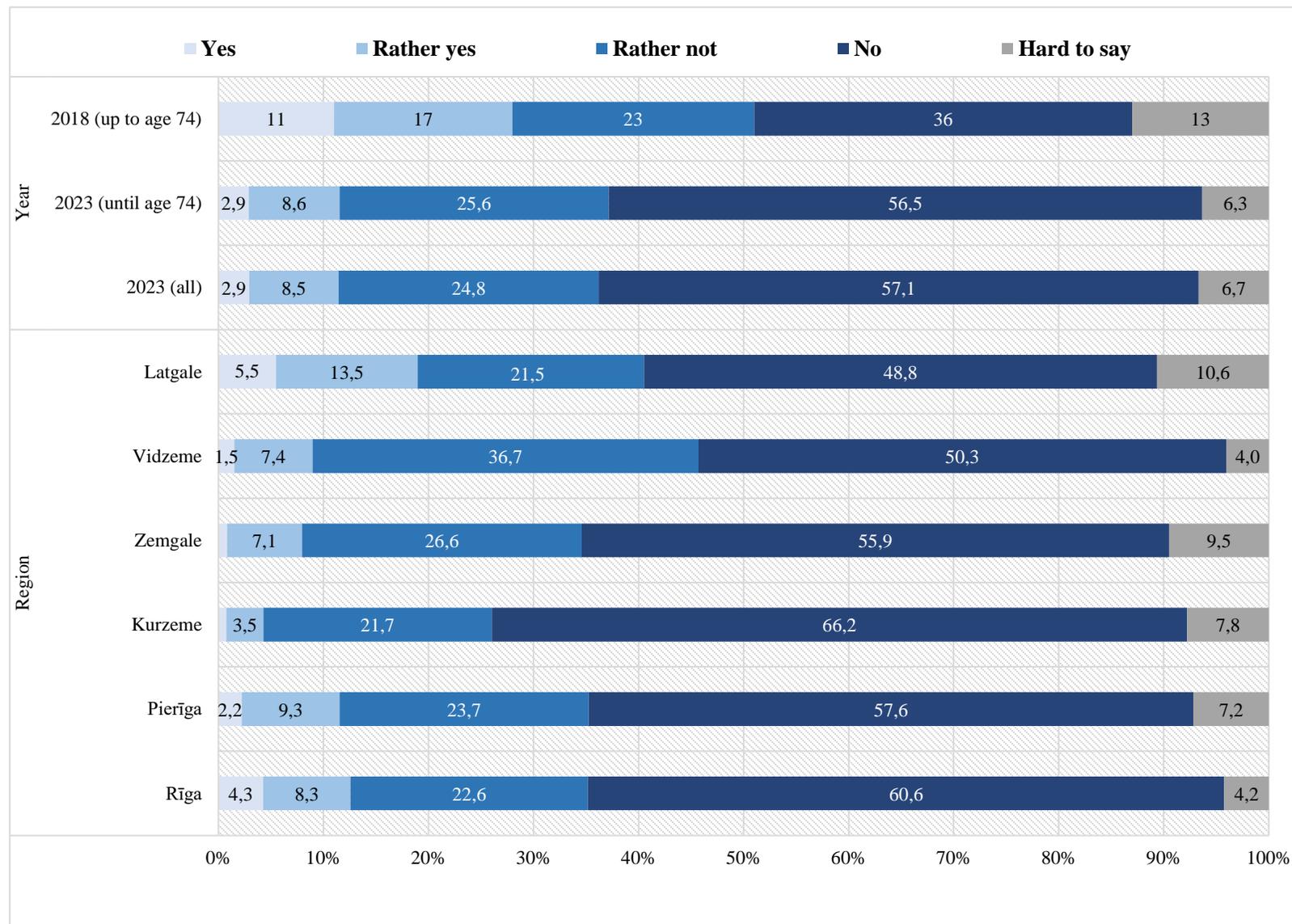


Figure 13. Satisfaction with the ability to quickly receive necessary state-paid examinations (%)

Evaluation of the use of personal protective equipment in health care (%)

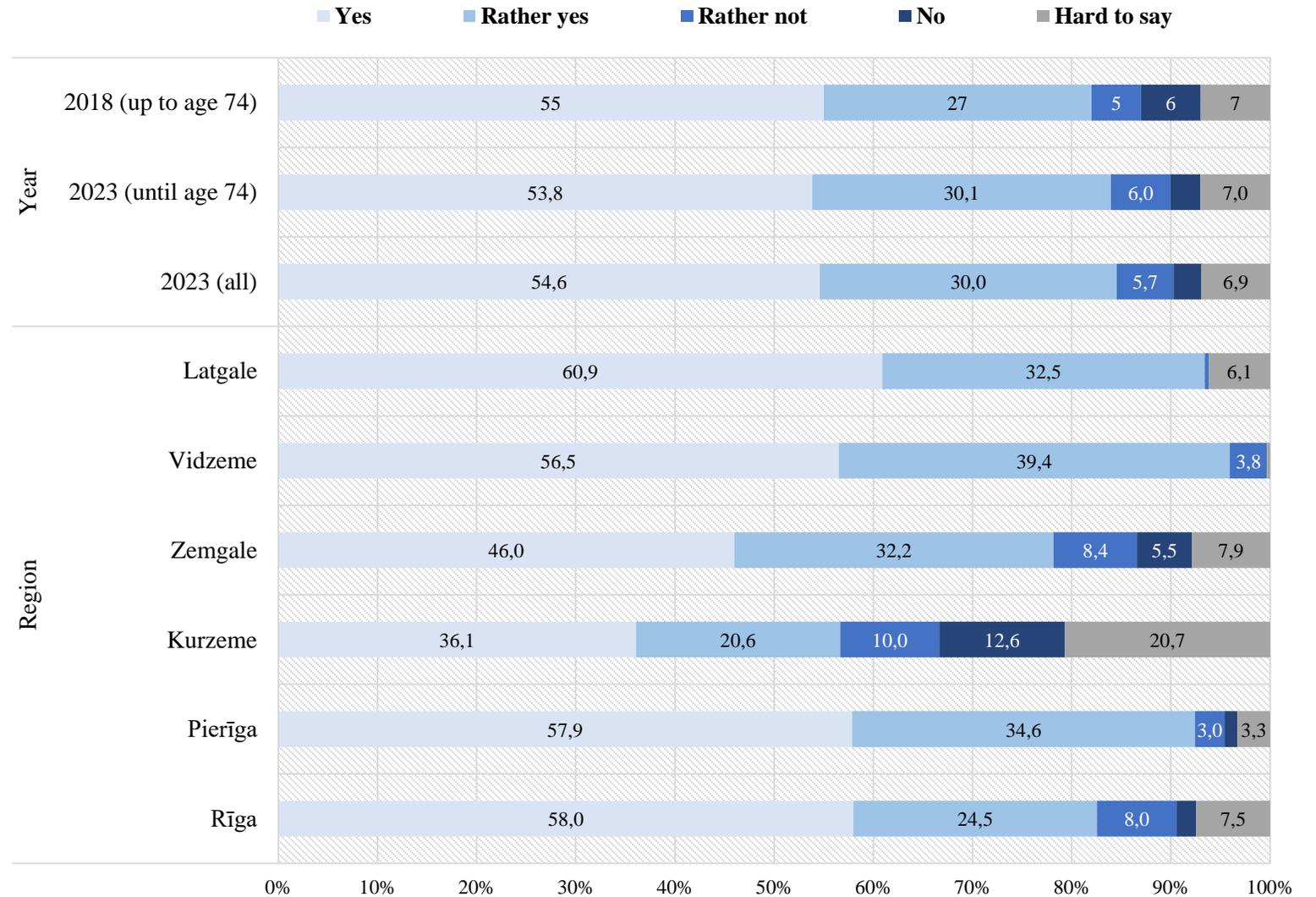


Figure 14. Evaluation of the use of personal protective equipment in health care (%)

Rating of e-health services (%)

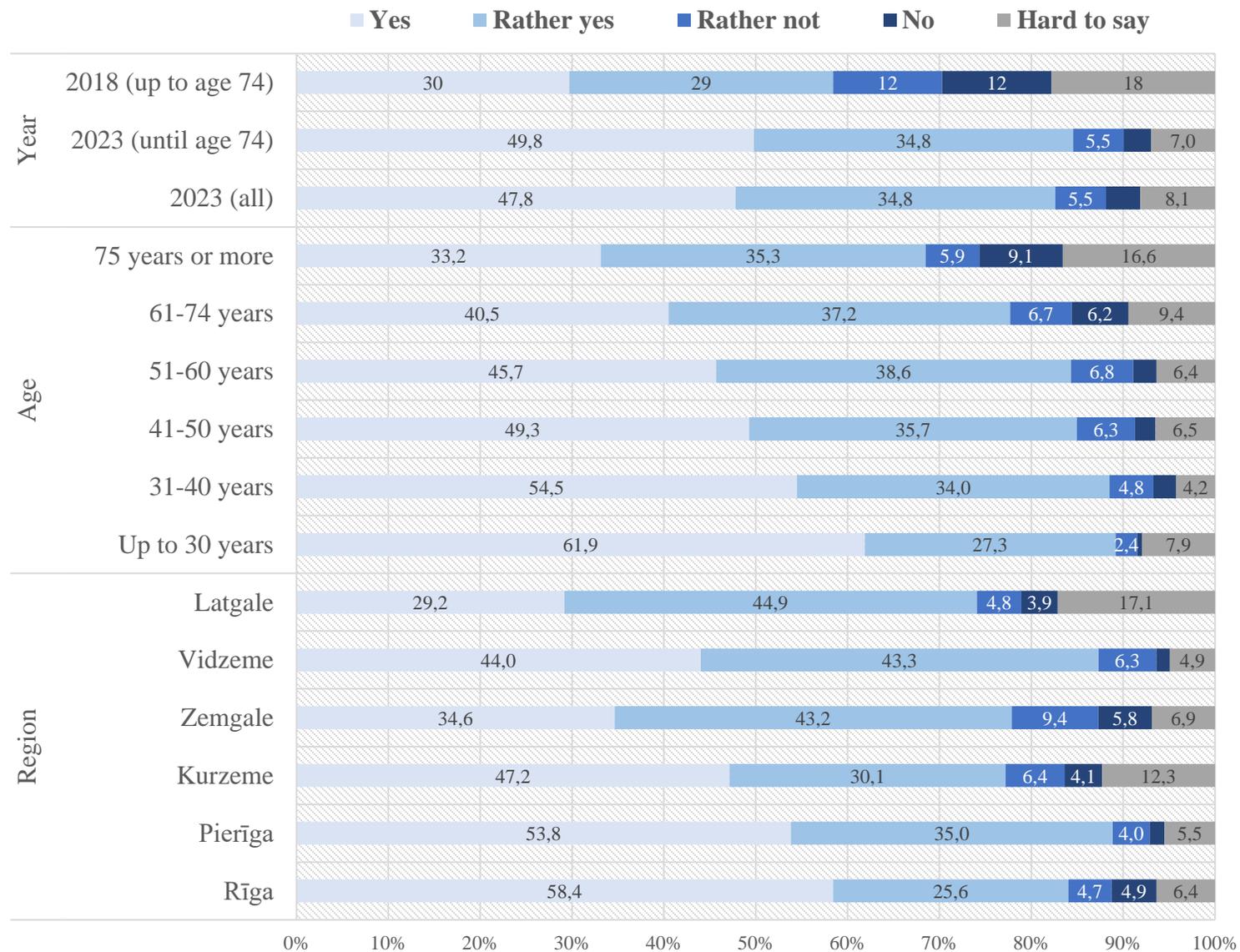


Figure 15. Rating of e-health services (%)

Awareness of how to find information about necessary publicly paid health care services (%)

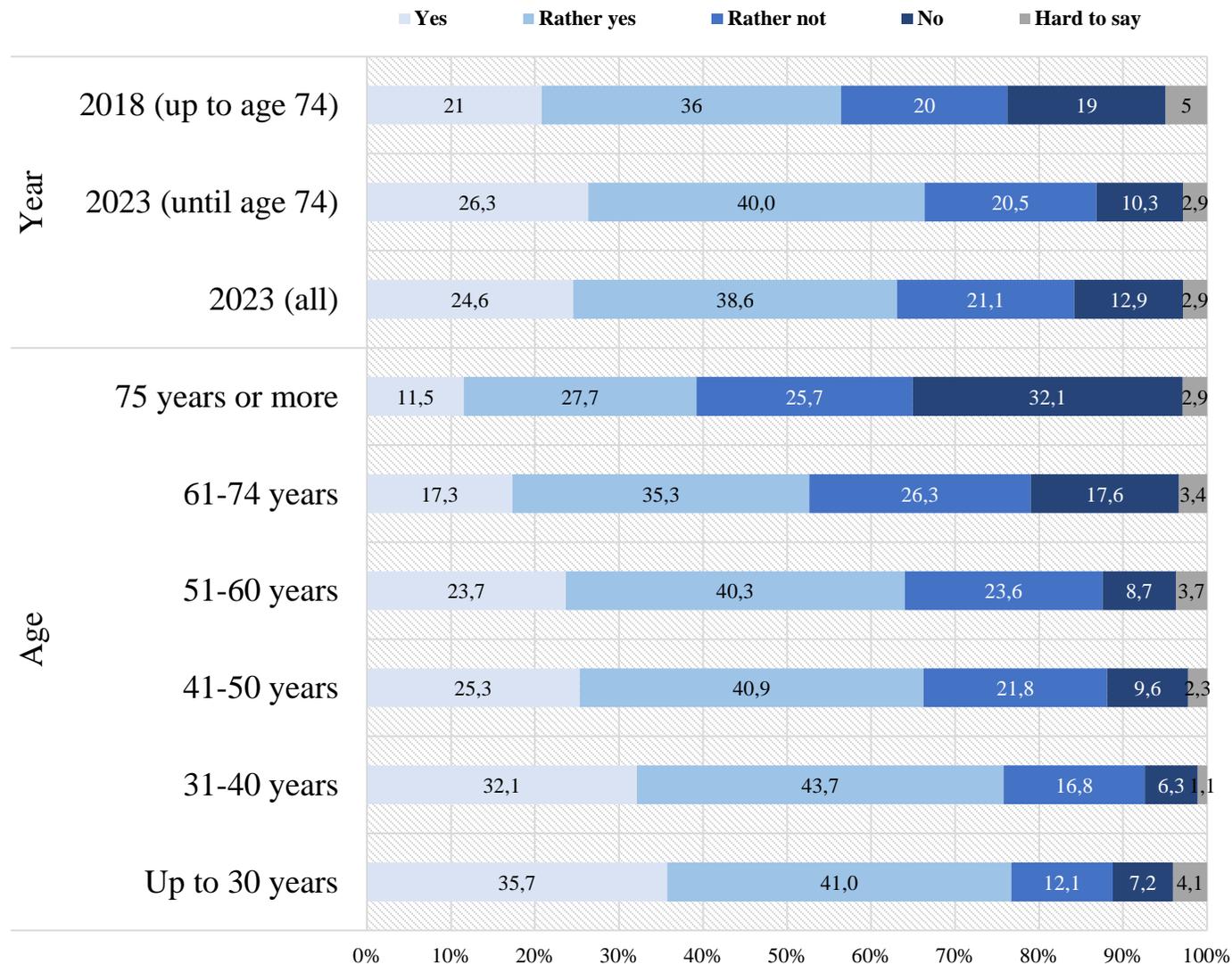


Figure 16. Awareness of how to find information about necessary publicly paid health care services (%)

Is information about state-paid services easily accessible and easy to use (%)

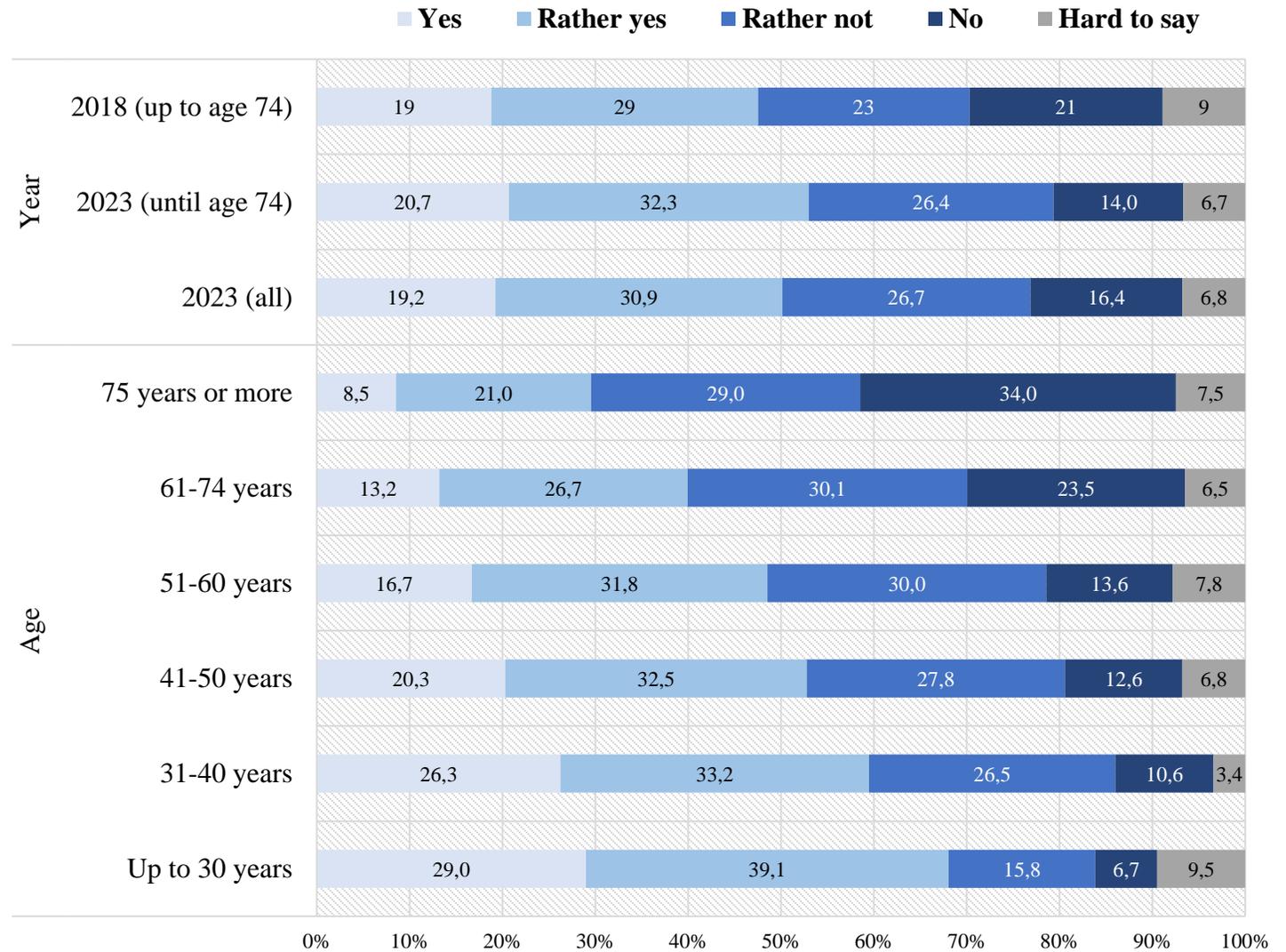


Figure 17. Is information about state-paid services easily accessible and easy to use (%)

Awareness of patient rights (%)

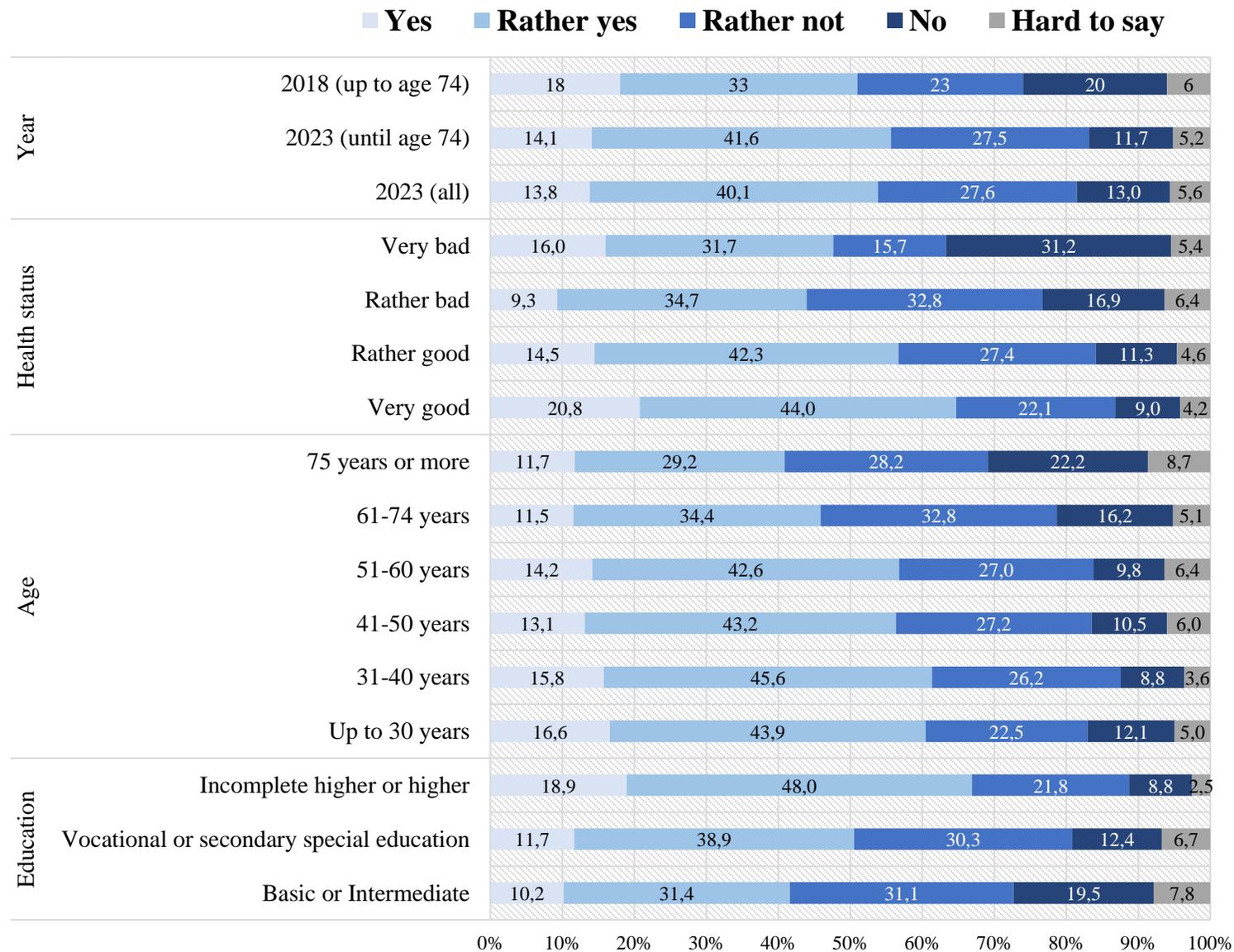


Figure 18. Awareness of patient rights (%)

Awareness of where to complain if you are not satisfied with a service paid for by the state (%)

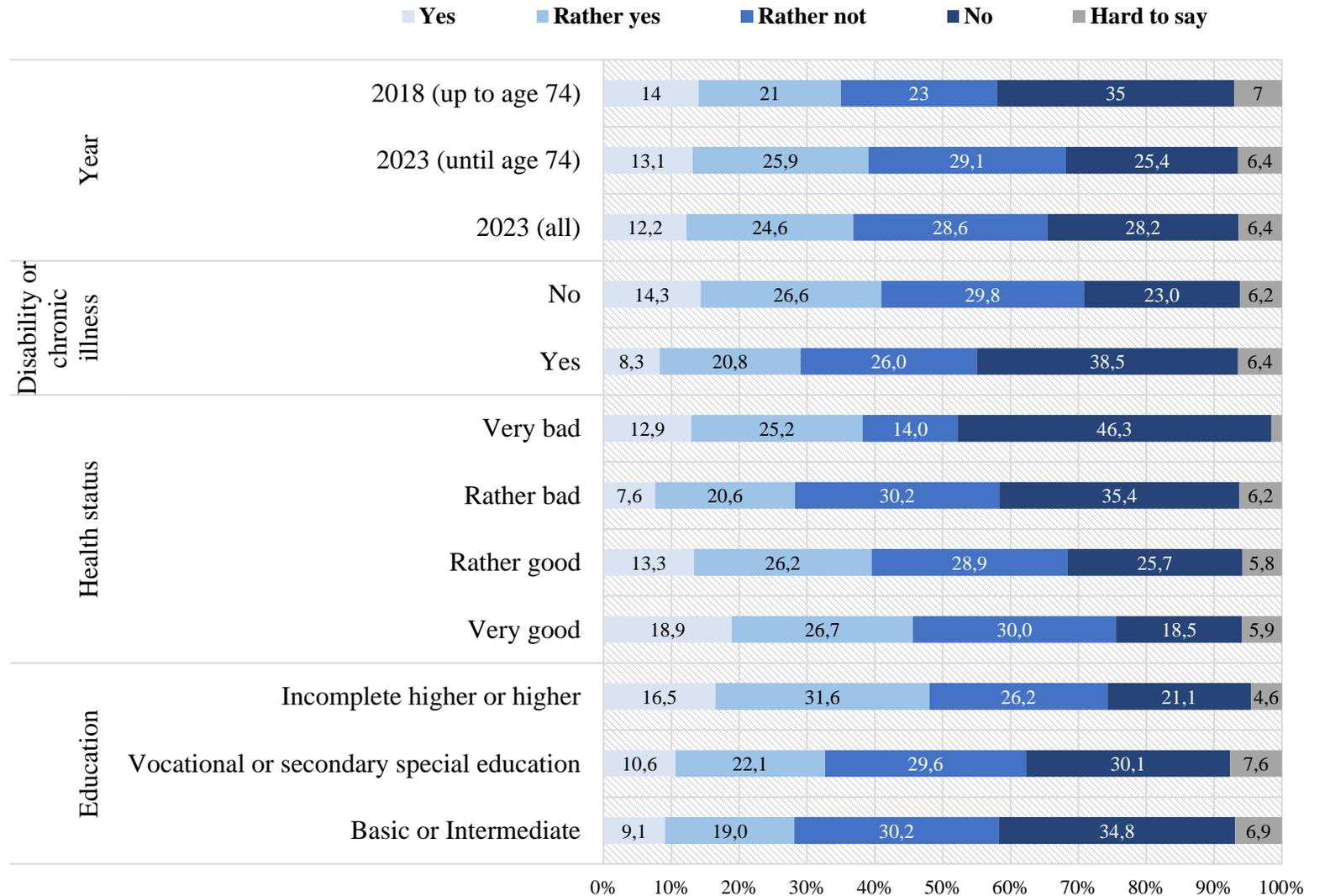


Figure 19. Awareness of where to complain if you are not satisfied with a service paid for by the state (%)

How easy it is to change your family doctor to another one (%)

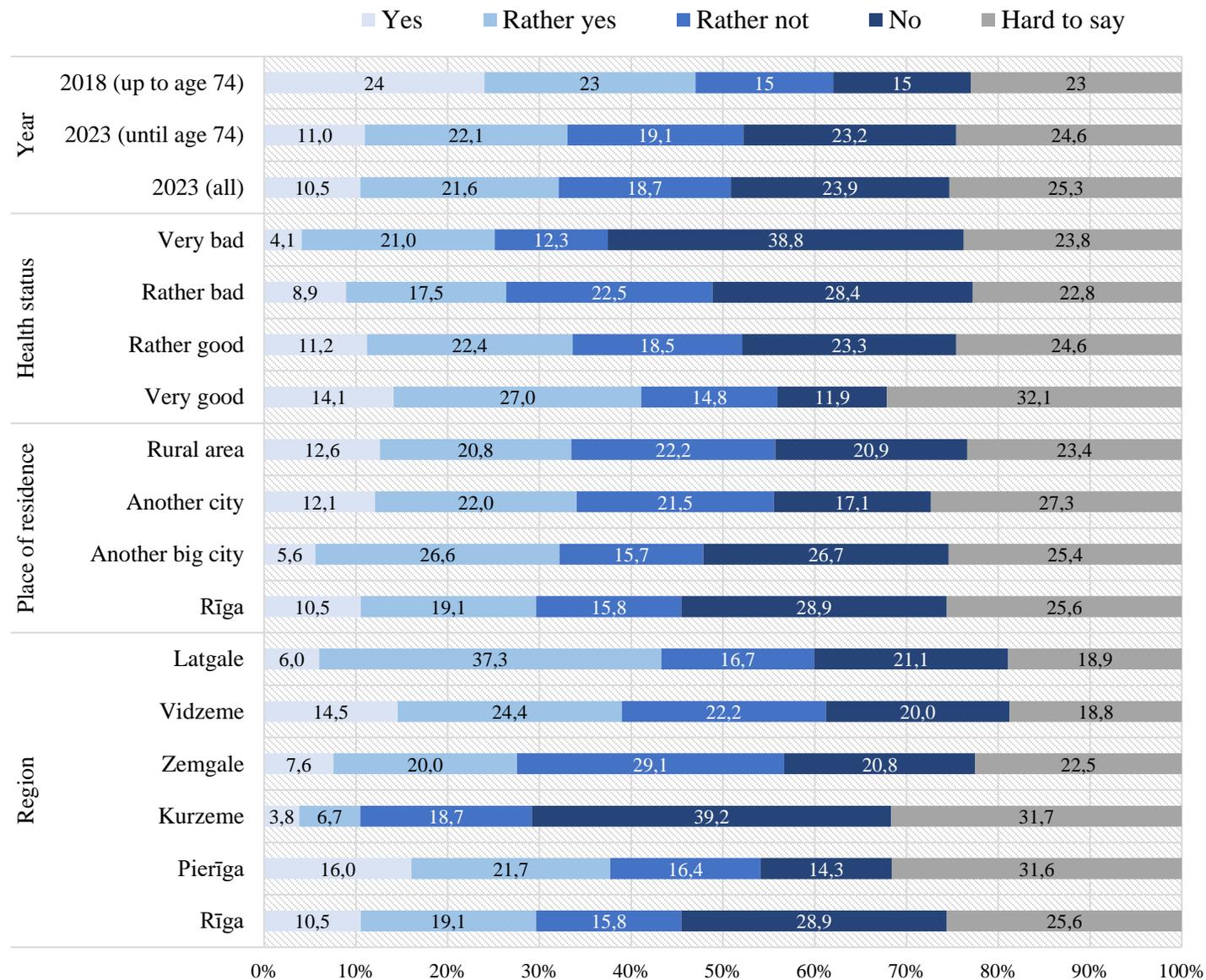


Figure 20. How easy it is to change your family doctor to another one (%)

Perception of patient-centered healthcare (%)

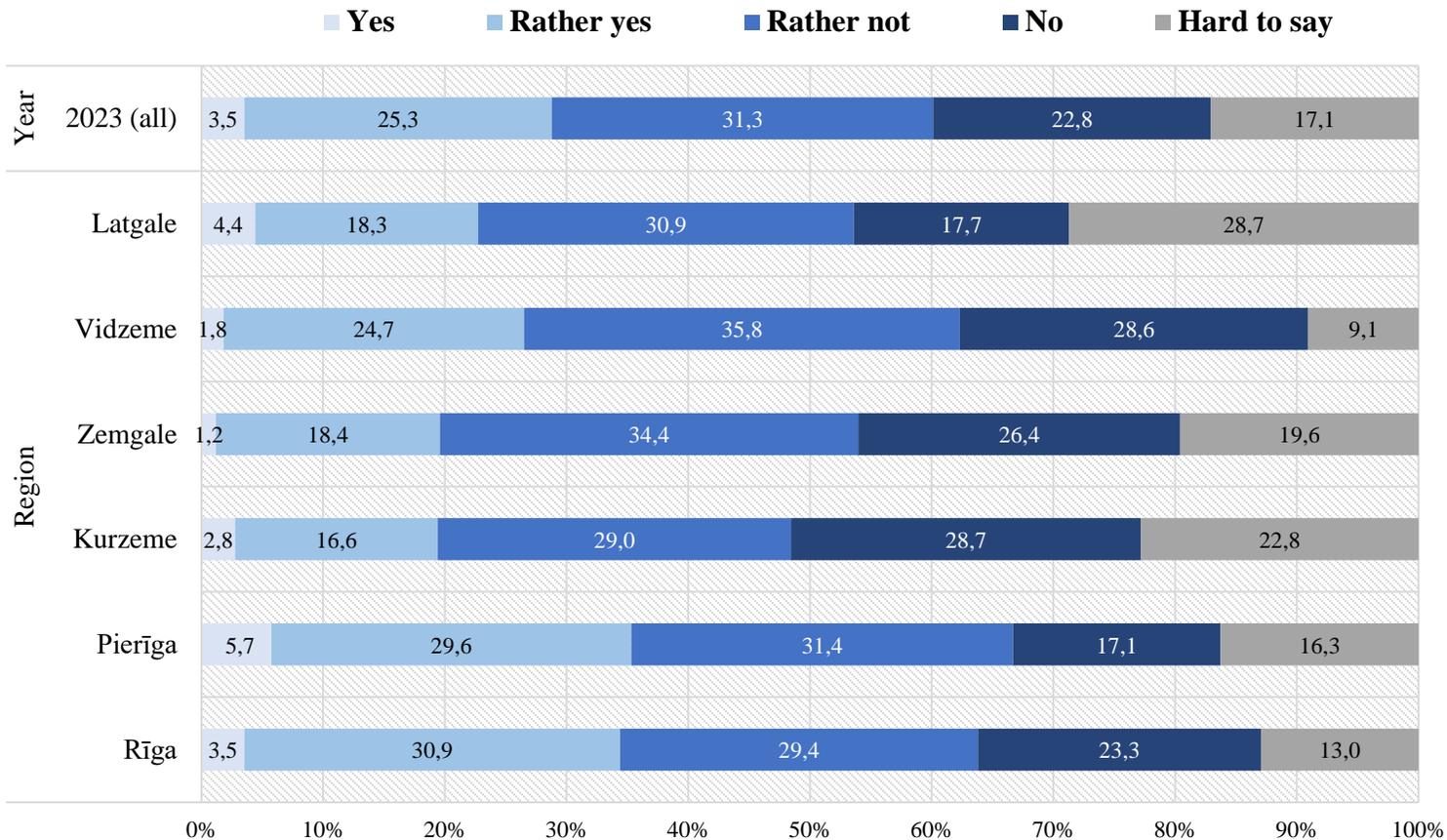


Figure 21. Perception of patient-centered healthcare (%)

Rating of health care services for children (%)

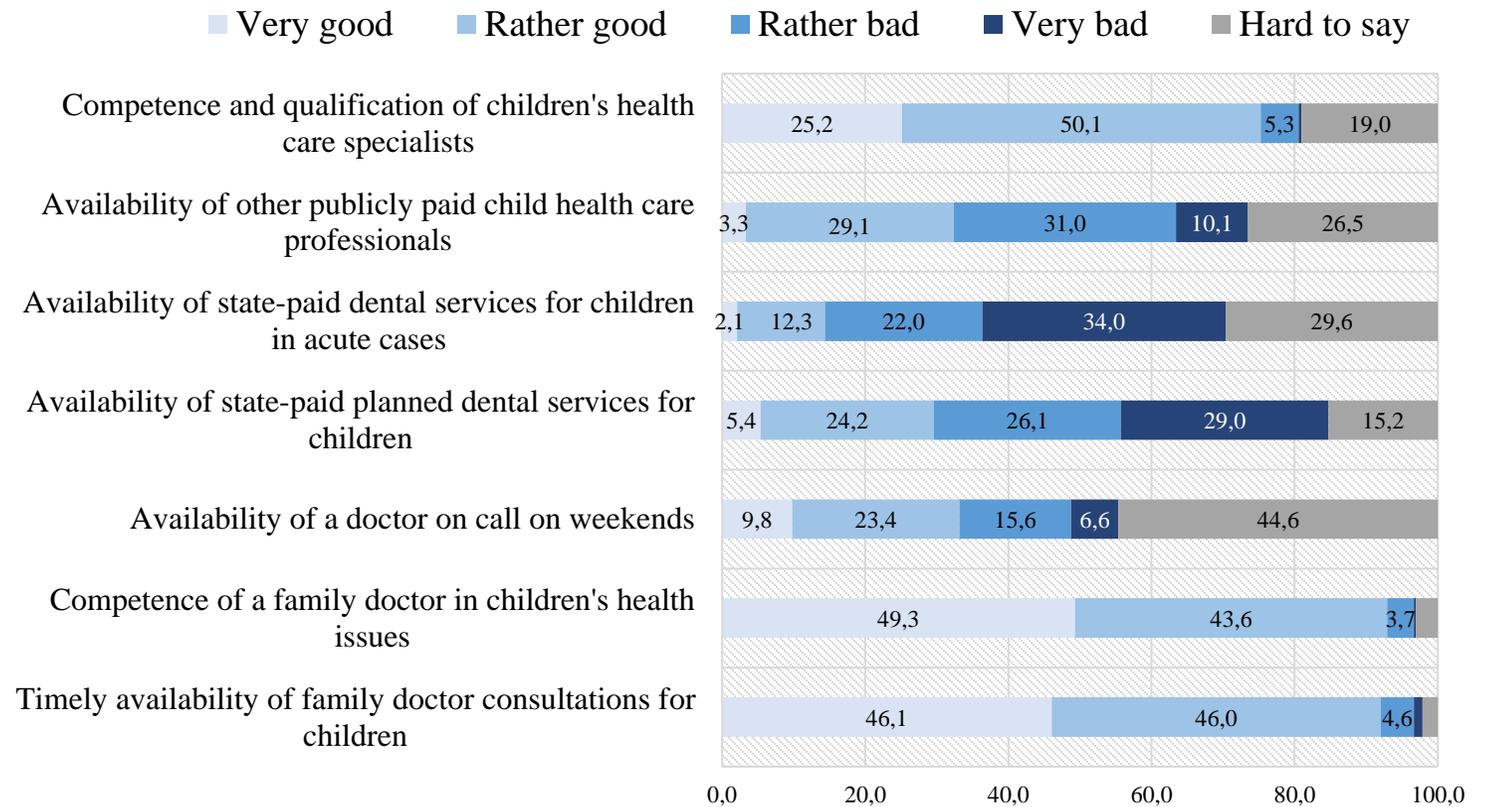


Figure 22. Rating of health care services for children (%)

RECOMMENDATIONS



Recommendations for medical specialists

1. **Reduce service waiting time.** Given the high percentage of patients who have long waiting times for services, it is recommended that measures be identified and implemented to reduce waiting times, particularly for specialist visits.
2. **Increase access to medical specialists.** It is recommended to develop strategies to improve access to specialized services, especially in regions with lower service utilization. This could include increasing the number of specialists or improving the distribution of services in different regions.
3. It is recommended to improve communication between doctor and patient about treatment plans and medications. This includes providing a more detailed explanation of the drug's effects and potential side effects, as well as offering clearer and more comprehensive treatment plans, preferably in writing.
4. **To develop strategies to prevent or reduce the deterioration of the patient's health during waiting periods** at the doctor's specialist. Measures should be taken to monitor and prevent deterioration in patients on waiting lists for specialist services to prevent deterioration.
5. **Develop the management of chronic diagnoses of Covid-19.** The increasing reliance on specialist physician services for chronic disease management post-Covid-19 suggests the need for targeted strategies to more effectively manage the healthcare of these patients.

Recommendations for health service providers and organizers

specimens and samples to health care.

2. **Improve financing strategies.** It is necessary to increase funds for health care and, based on the citizens' opinion, to identify opportunities for the redistribution of funds from other sectors and to consider the possibility of introducing mandatory health insurance in the entire sector or at some of the service availability levels in order to improve the overall funding.
3. It is recommended to improve such service aspects as **time efficiency, responsiveness of doctors and interaction between service provider and patient.**
4. **It is recommended to increase public awareness of health care rights,** available services and complaint procedures, especially for the elderly and those with poorer health.
5. It is recommended to continue developing and **implementing improved e-health services** in order to improve the availability and efficiency of health services.
6. It is recommended to **focus more on Kurzeme,** which currently has the lowest patient satisfaction, in order to ensure equal quality of services throughout the country.
7. **Increasing the availability of specialists.** Since one third of the population (29.2%) uses paid services due to the unavailability of state-paid services or long waiting times (92.2%), it is recommended to increase the availability of specialist consultations and reduce the waiting time.
8. **It is recommended to improve access to pediatric specialists.** Parents indicate difficulties in accessing state-paid services for children, especially ophthalmologists and ENT specialists.
9. **Increase the availability of MRI.** MRI services were often cited as difficult to access, even as a fee-based service. Increasing the availability of MRI and other diagnostic services is critical.
10. **To improve mutual communication and coordination of services.** Better communication and coordination between different healthcare providers (general practitioners, specialists, hospitals) can improve patient care and reduce unnecessary use of fee-for-service services.

Recommendations for family doctors and service organizers

1. **Strengthen communication with the patient.** It is necessary to improve the explanation of drug effects and side effects and to provide clearer and more unambiguous indications about future treatment plans, taking into account that the patient may not navigate well in the health care system and the actions that seem obvious to the family doctor may not be understood by the patient. It is necessary to ensure that all patients, regardless of their language skills, cognitive or physical abilities, can access and understand the services provided.
2. **Increase availability and reduce waiting time.** It is necessary to improve the availability of family doctor consultations outside normal working hours and reduce the waiting time for an appointment at the family doctor's office, possibly by introducing more efficient time management systems.
3. **Increase attention and time for patients with poor health and complex health care needs** to improve their satisfaction.
4. **To increase the involvement of nurses in consultations** of family doctors in order to improve the quality of services and patient satisfaction.
5. **Special attention should be paid to the Kurzeme region,** where satisfaction with the services of family doctors has decreased.

Recommendations for health service providers and organizers

11. It is recommended to strengthen preventive care services, including regular health examinations and screenings, which can help in early detection and management of health problems, reducing the need for specialist services.
12. Increase public awareness of available health care services, their proper use, and preventive health measures that can help better manage health care.

Recommendations for emergency service providers

- 1. Reduce waiting time.** Solving long waiting times is a priority, as only 32.4% of patients were completely satisfied with the waiting time for assistance. Strategies to streamline processes and increase staffing could help reduce this time.
- 2. Promote improved access to institutions.** Improving access to care is very important, as only 43.1% of patients were completely satisfied with access. This could include better transport services, particularly in rural areas, clearer signage and guidance at facilities.
- 3. Increase the consultation time.** A longer consultation time for patients with doctors is recommended, as some patients felt that the time allotted was not enough to thoroughly assess and discuss their condition.
- 4. Improve the availability of information about patients' rights.** Almost a third of patients (31.1%) were not sure about the availability of information about their rights. Visibility and understanding of patients' rights should be improved in these institutions.
- 5. Improve explanations of medication use and side effects to patients.** According to patient reviews, emergency medical personnel rarely fully explain the effects and side effects of prescribed medications. Improved communication in this area could improve patient understanding and adherence to medication regimens.
- 6. Provide information to the persons accompanying the patient.** It is recommended to ensure that accompanying persons receive adequate information about the patient's condition and care.
- 7. Elimination of regional differences.** Taking into account the differences in satisfaction at the regional level, targeted improvements in the Kurzeme region are recommended.



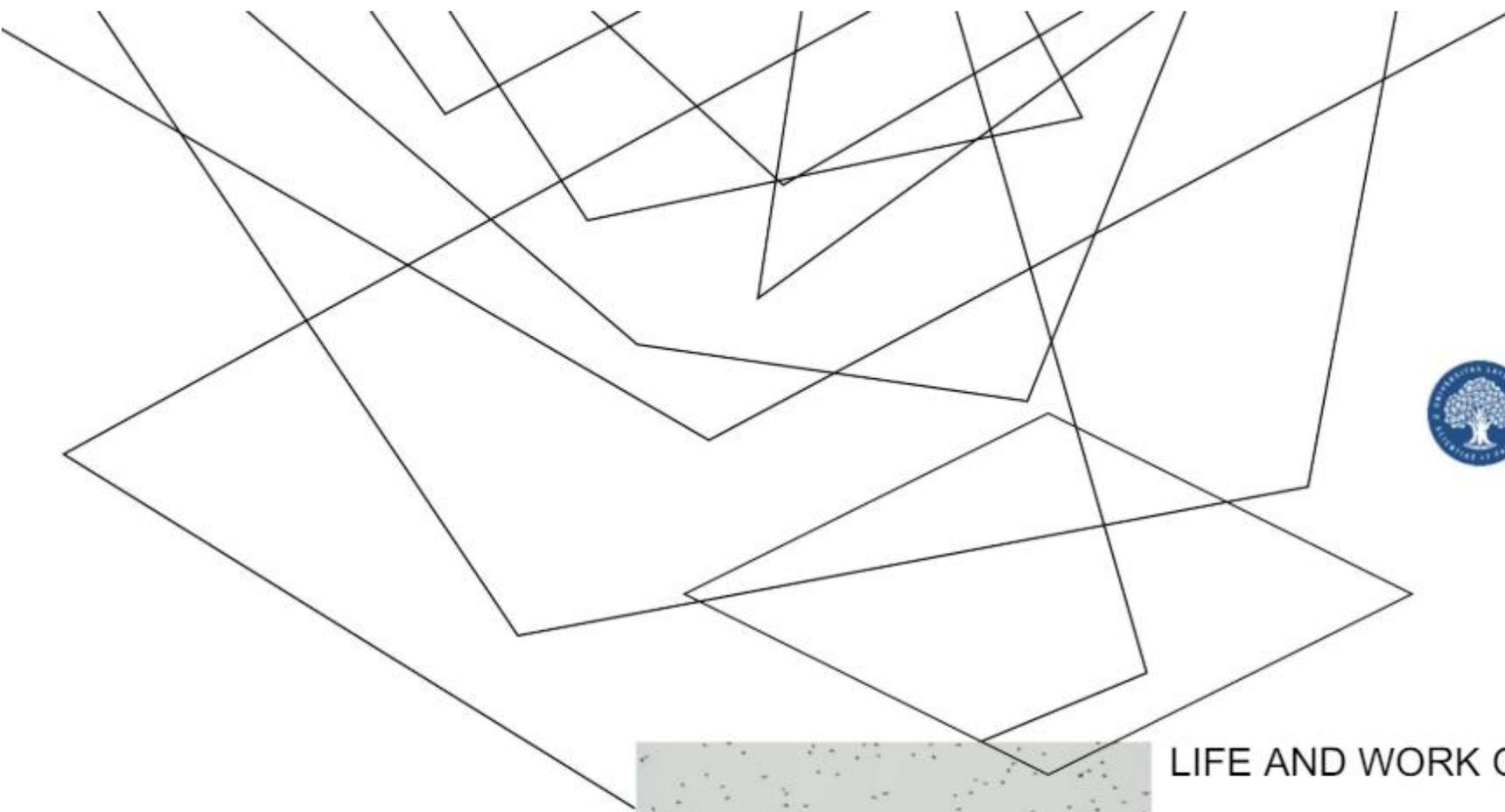
ESF project No. 9.2.1/0155/001 "Development and implementation of health network development guidelines and quality assurance system within priority health areas". "Research on patient satisfaction with health care services"

Recommendations for medical specialists

- 6. Generally promote the improvement of the availability of medical specialist services.** Addressing the unavailability or delayed availability of publicly paid services, which often forces patients to choose private services, is crucial.
- 7. Improvement of overall satisfaction in the context of planning visit visits, ease of reaching the place and reduction of waiting time.** Although satisfaction with the quality of care by medical specialists is high, there is room for improvement in areas related to service availability, such as appointment scheduling, ease of reaching service locations, and reduction of waiting times in facilities.
- 8. Promote the leveling of regional differences.** Differences in the use of services and waiting time between regions, such as Riga and Zemgale, compared to other regions, indicate the need for a fairer distribution of health care resources.
- 9. Increasing focus on patient-centered care.** Emphasis on patient-centered care, including sufficient time for consultations and ensuring that patients feel heard and understood, is recommended to improve patient satisfaction.
- 10. Use the latest technologies for the efficiency of administrative processes.** The use of technologies such as online real-time application systems could significantly improve access to services and reduce administrative burden.



ESF project No. 9.2.1/0155/001 "Development and implementation of health network development guidelines and quality assurance system within priority health areas". "Research on patient satisfaction with health care services"



LIFE AND WORK OPPORTUNITIES
IN THE REGIONS AS PROMOTERS
FACTORS FOR EXTERNAL AND
FOR INTERNAL REMIGRATION

Research 14. 11. - 18. 12. 2022.

OBJECTIVE OF THE STUDY

The purpose of the study is to conduct research on **life and work opportunities** in the regions **as contributing factors for external and internal remigration.**

The final result of the study is an assessment of the current situation regarding life and work opportunities in the regions of Latvia, based on the services available in local governments, challenges of regional development, prepared proposals for the introduction of support instruments to promote remigration, as well as conveying the obtained information to the target audience in an understandable and accessible way, by implementing an information campaign.

THE STUDY SUMMARIZES FOLLOWING INFORMATION:

Collected information **on life and work opportunities in the regions of Latvia**, identifying what are the contributing factors for external and internal remigration;

Solutions have been found **for creating new jobs and attracting labor in the regions**, providing prerequisites for remigration;

Deliberate challenges of regional development in Latvian municipalities and the possibilities of implementing positive practices in promoting remigration;

Recommendations have been developed for municipalities and **planning regions for a more efficient process of remigration in Latvia**, identifying the applicable sectors and necessary resources.

THE FOLLOWING IS CONDUCTED IN THE STUDY TASKS:

Collected **data on life and work opportunities in Latvian regions**;

Local government support instruments that ensure the improvement of life and work opportunities for achieving the goals of remigration have been studied, including direct support instruments in the form of grants for business support, job creation and housing stock.

Opportunities for creating and attracting new jobs in the regions have been studied and determined , providing prerequisites for remigration.

Proposals for the introduction of remigration support tools in municipalities and regions have been developed , evaluating the potential benefits and risks.

Recommendations have been developed **on the most effective solution for promoting remigration** and the necessary resources for providing support to remigrants.

Prepared for remigrants and potential remigrants, **the information obtained in the study is in an understandable and accessible way** about life and work opportunities, **emphasizing work opportunities and support tools in local governments**. Prepared **materials and communication solutions** for the work of planning regions and remigration coordinators.



Prepared **proposals for the implementation of support instruments**, incl. looking at municipal grant support for entrepreneurship and the necessary state budget support for municipalities to strengthen such instruments.



PRIMARY DATA

Opinion of remigrants

184

Expert survey

41

municipal experts

Interviews and FGDs

More than 50 in-depth interviews

5 focus groups

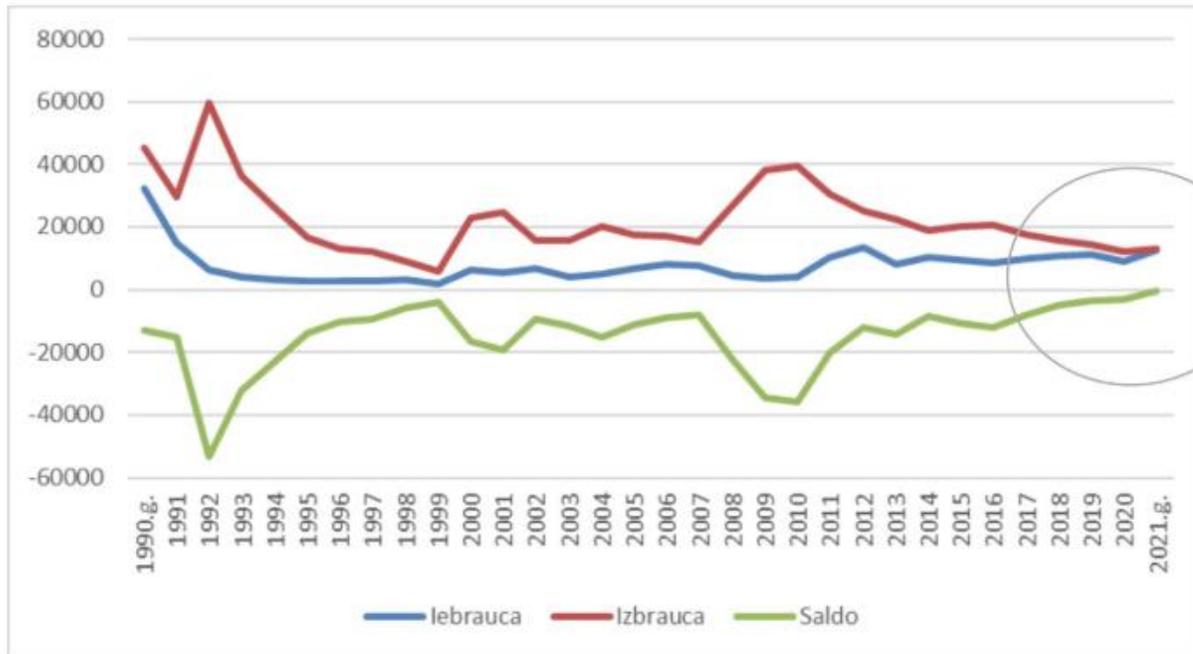
The situation is known in 43 municipalities, 25 municipalities have been analyzed in depth

MAIN CONCLUSIONS



NUMERICAL INDICATORS OF MIGRATION in LATVIA

As the economy gradually recovered, the emigration indicators have decreased after 2016. If in 2013-2016. In 2019, approximately 20,000 residents left Latvia every year, in 2019-2021 this number decreased to approximately 13,000.

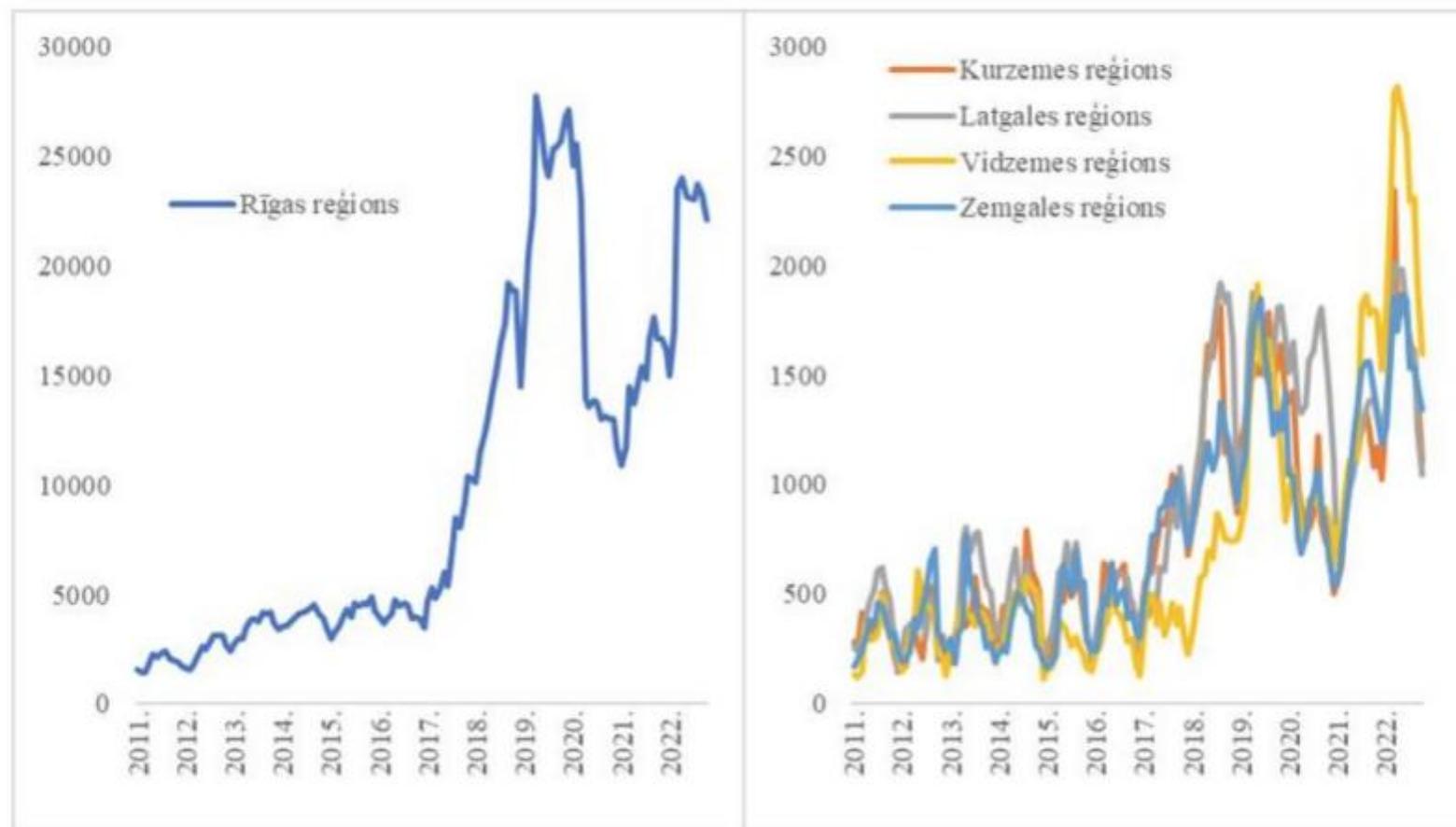


Tabula 2. Iedzīvotāju skaita izmaiņas reģionos migrācijas rezultātā

	Rīgas reģions	Pierīgas reģions	Vidzemes reģions	Kurzemes reģions	Zemgales reģions	Latgales reģions
Iedzīvotāju skaits 2022.g.sākumā	605802	383723	180766	233229	225017	247220
Migrācijas saldo 2000-2022	-74852	15704	-45187	-55405	-43785	-68816
Migrācijas saldo (% no iedz.sk.2022.g)	-12.4	4.1	-25.0	-23.8	-19.5	-27.8
Starpt. migrācijas saldo	-90336	-34866	-26237	-39927	-31773	-49213
Starpt. migrācijas saldo (% no iedz.sk.2022.g)	-14.9	-9.1	-14.5	-17.1	-14.1	-19.9
Pārcēlies uz citu teritoriju Latvijā	82090	45537	31598	26467	34140	29252
Pārcēlies no citas teritorijas Latvijā	97574	96107	12648	10989	22128	9649
Pārcēlies uz ārzemēm	106222	39528	27055	41618	33294	50934
Ieradies no ārzemēm	15886	4662	818	1691	1521	1721

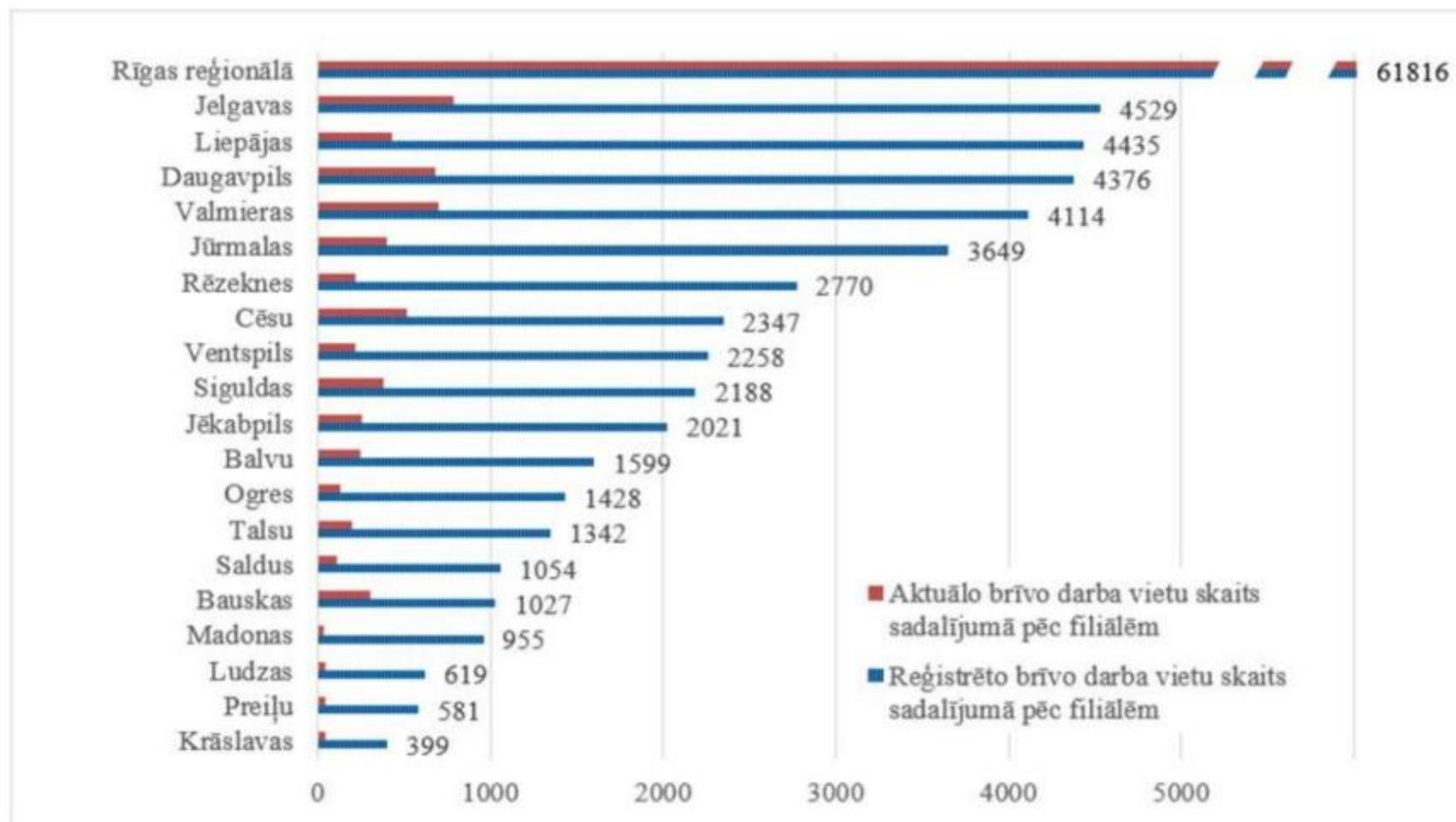
Avots: CSP 2022. gada eksperimentālie dati, autoru aprēķini.

DYNAMICS OF THE NUMBER OF VACANCIES BY REGION – RAPID GROWTH IN 2022



Att. 7. Brīvo darba vietu skaita dinamika pa reģioniem 2011.-2022.g. Avots: NVA dati, autoru aprēķini

DYNAMICS OF THE NUMBER OF VACANCIES BY REGION – RAPID GROWTH IN 2022



Att. 8. Nodarbinātības valsts aģentūrā reģistrēto brīvo darba vietu skaita sadalījums pa filiālēm 2022. gadā. Avots: NVA dati, autoru aprēķini

VACANCIES AVAILABLE FOR BOTH BASIC JOB IN PROFESSIONS AND IN PROFESSIONS OF ADVANCED SKILLS

Administratīvā teritorija (pēc 01.07.2021.)	Aktuālu 0.-8. pamatgrupas vakancu skaits atbilstošajā NVA filiālē, 2022. gadā	Aktuālu 9. pamatgrupas vakancu skaits atbilstošajā NVA filiālē, 2022. gadā
Jūrmalas valstspilsēta	479	214
Rīgas valstspilsēta	15908	6389
Ādažu novads	15908	6389
Ķekavas novads	15908	6389
Mārupes novads	15908	6389
Olaines novads	15908	6389
Ropažu novads	15908	6389
Salaspils novads	15908	6389
Siguldas novads	215	261

Avots: Nodarbinātības valsts aģentūra, autoru aprēķini

Administratīvā teritorija (pēc 01.07.2021.)	Aktuālu 0.-8. pamatgrupas vakancu skaits atbilstošajā NVA filiālē, 2022. gadā	Aktuālu 9. pamatgrupas vakancu skaits atbilstošajā NVA filiālē, 2022. gadā
Alūksnes novads	206	98
Cēsu novads	325	301
Gulbenes novads	206	98
Limbažu novads	325	301
Madonas novads	23	12
Ogres novads	140	30
Saulkrastu novads	215	261
Smiltenes novads	444	363
Valkas novads	444	363
Valmieras novads	444	363
Varakļānu novads	23	12

Avots: Nodarbinātības valsts aģentūra, autoru aprēķini

Administratīvā teritorija (pēc 01.07.2021.)	Aktuālu 0.-8. pamatgrupas vakancu skaits atbilstošajā NVA filiālē, 2022. gadā	Aktuālu 9. pamatgrupas vakancu skaits atbilstošajā NVA filiālē, 2022. gadā
Liepājas valstspilsēta	473	126
Ventspils valstspilsēta	199	92
Dienvidkurzemes novads	473	126
Kuldīgas novads	199	92
Saldus novads	70	14
Talsu novads	78	106
Tukuma novads	479	214
Ventspils novads	199	92

Avots: Nodarbinātības valsts aģentūra, autoru aprēķini

Administratīvā teritorija (pēc 01.07.2021.)	Aktuālu 0.-8. pamatgrupas vakancu skaits atbilstošajā NVA filiālē, 2022. gadā	Aktuālu 9. pamatgrupas vakancu skaits atbilstošajā NVA filiālē, 2022. gadā
Jelgavas valstspilsēta	488	357
Aizkraukles novads	215	54
Bauskas novads	168	169
Dobeles novads	488	357
Jelgavas novads	488	357
Jēkabpils novads	215	54

Avots: Nodarbinātības valsts aģentūra, autoru aprēķini

plānošanas reģiona novadu aktuālu vakancu skaits atbilstošajā NVA filiālē

BREAKDOWN OF AVERAGE MONTHLY WAGE BY FOR ADMINISTRATIVE TERRITORIES, EUR NET

Tabula 12. Vidējās mēneša darba samaksas sadalījums pēc administratīvajām teritorijām, eiro **neto**.

Administratīvā teritorija	Vidējā mēneša darba samaksa, neto	Administratīvā teritorija	Vidējā mēneša darba samaksa, neto	Administratīvā teritorija	Vidējā mēneša darba samaksa, neto
	<i>Virs 800</i>		<i>700 līdz 800</i>		<i>Līdz 700</i>
Mārupes novads	1271	Jelgavas novads	788	Valkas novads	697
Ādažu novads	1117	Valmieras novads	783	Rēzeknes valstspilsēta	689
Ropažu novads	1067	Cēsu novads	758	Gulbenes novads	687
Ķekavas novads	1055	Aizkraukles novads	752	Kuldīgas novads	679
Rīgas valstspilsēta	941	Dobeles novads	752	Alūksnes novads	673
Saulkrastu novads	927	Liepājas valstspilsēta	751	Preiļu novads	673
Jūrmalas valstspilsēta	924	Tukuma novads	748	Daugavpils valstspilsēta	670
Salaspils novads	920	Bauskas novads	738	Varakļānu novads	659
Ogres novads	879	Smiltenes novads	734	Balvu novads	643
Siguldas novads	871	Līvānu novads	733	Ludzas novads	641
Olaines novads	853	Ventspils novads	729	Augšdaugavas novads	636
Jelgavas valstspilsēta	827	Saldus novads	728	Rēzeknes novads	624
Ventspils valstspilsēta	802	Limbažu novads	725	Krāslavas novads	621
		Dienvidkurzemes novads	721		
		Jēkabpils novads	719		
		Talsu novads	711		
		Madonas novads	701		

Avots: CSP, autoru aprēķini

NET AVERAGE MONTHLY WAGE OF EMPLOYED WORKERS IN REGIONS (EURO) AND ITS INCREASE - THE FASTEST INCREASE IN NET PAY

AN OBSERVABLE INCREASE IN THE LATGALES PLANNING REGION
INCREASED BY 15.1% IN A YEAR AND A HALF

<i>Strādājošo mēneša vidējā darba samaksa neto reģionos (eiro) (pēc ATR 2021. gadā)</i>	<i>2021Q1</i>	<i>2021Q2</i>	<i>2021Q3</i>	<i>2021Q4</i>	<i>2022Q1</i>	<i>2022Q2</i>	<i>2022Q3</i>	<i>Pieaugums % 2022Q3 pret 2021 Q1</i>	<i>Saliktais periodu pieauguma tempis (cagr)</i>
<i>Rīgas plānošanas reģions</i>	986	1016	1045	1078	1052	1095	1110	12,6%	2,0%
<i>Vidzemes plānošanas reģions</i>	718	758	774	775	744	805	821	14,3%	2,3%
<i>Kurzemes plānošanas reģions</i>	758	791	825	824	798	846	860	13,5%	2,1%
<i>Zemgales plānošanas reģions</i>	763	797	830	838	789	851	876	14,8%	2,3%
<i>Latgales plānošanas reģions</i>	642	677	695	692	667	715	739	15,1%	2,4%

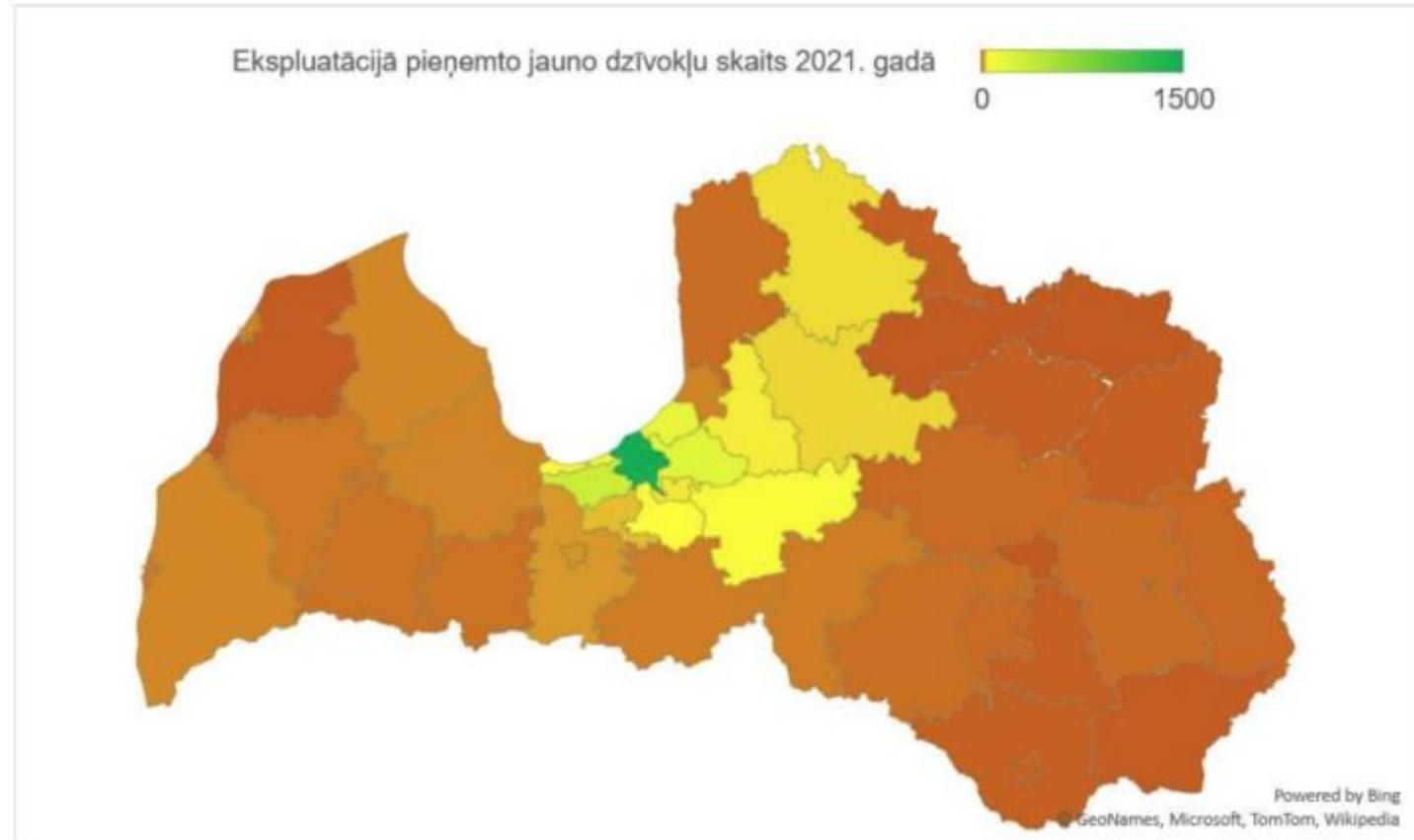
Avots: CSP dati, autoru aprēķini

DISTRIBUTION OF THE NUMBER OF NEW APARTMENTS ACCEPTED IN OPERATION LATVIA'S REGIONS AND CITIES - POSITIVE IN RIGA, EXPERIENCED AND IN THE NORTH OF MIDLAND

The overall situation in Latvia indicates a certain "active circle" - a territory that covers mostly Riga and Vidzeme regions and is characterized by more active construction of new apartments.

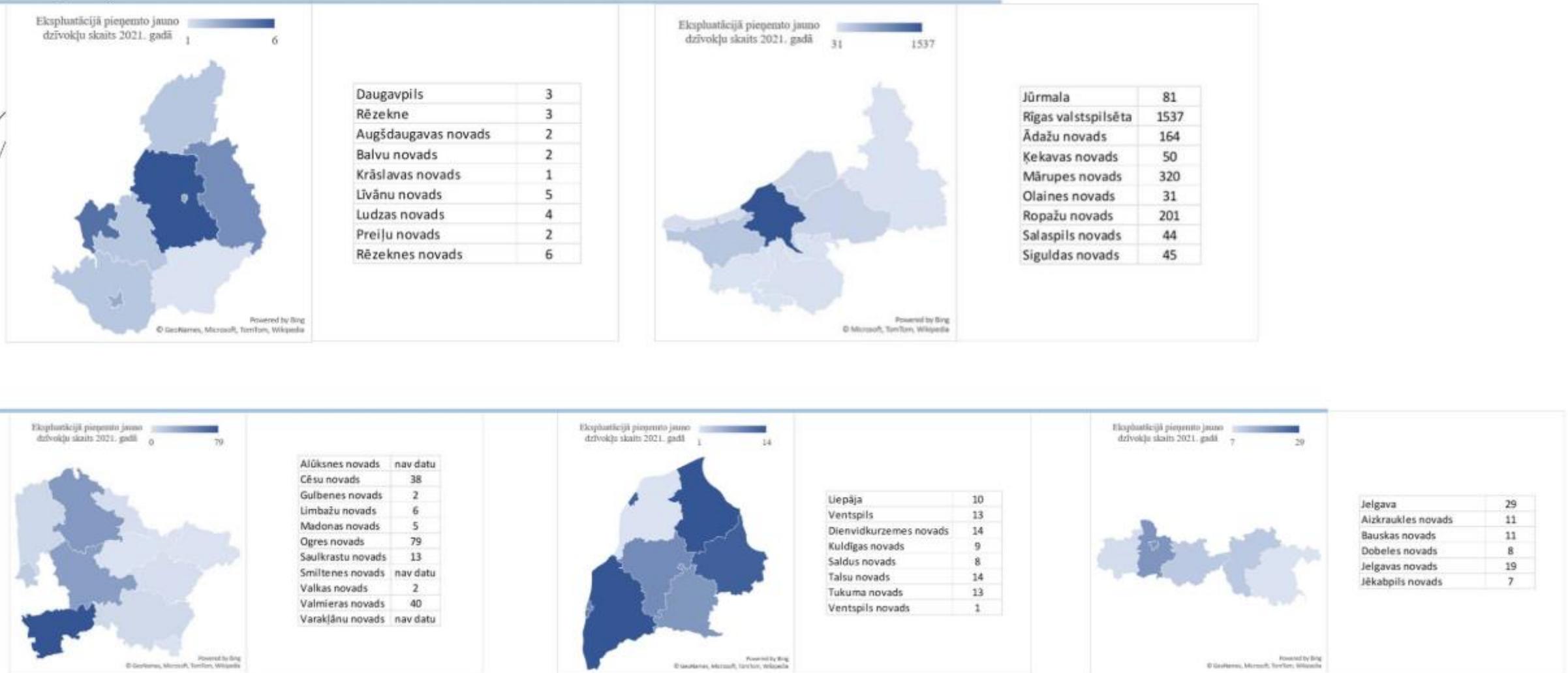
The most significant number of new objects is in Riga and the municipalities bordering Riga. A relatively high rate is observed in the semicircle, which includes the counties of Ogre, Sigulda, Cēsa and Valmiera.

In the Riga planning region, the largest living opportunities are clearly in Riga with 1,537 new apartments put into operation in 2021 (Fig. 10). Among adjacent territories, the highest rate is for Mýrupe county with 320 apartments and Ropažu county with 201 apartments. The lowest indicator is Olaine county with 31 new apartments put into operation. Taking into account the trends of remigration discussed in the previous chapters, this rate of appearance of apartments on the market would be able to satisfy the volumes of remigration, apart from the competition of internal migration in the real estate market.

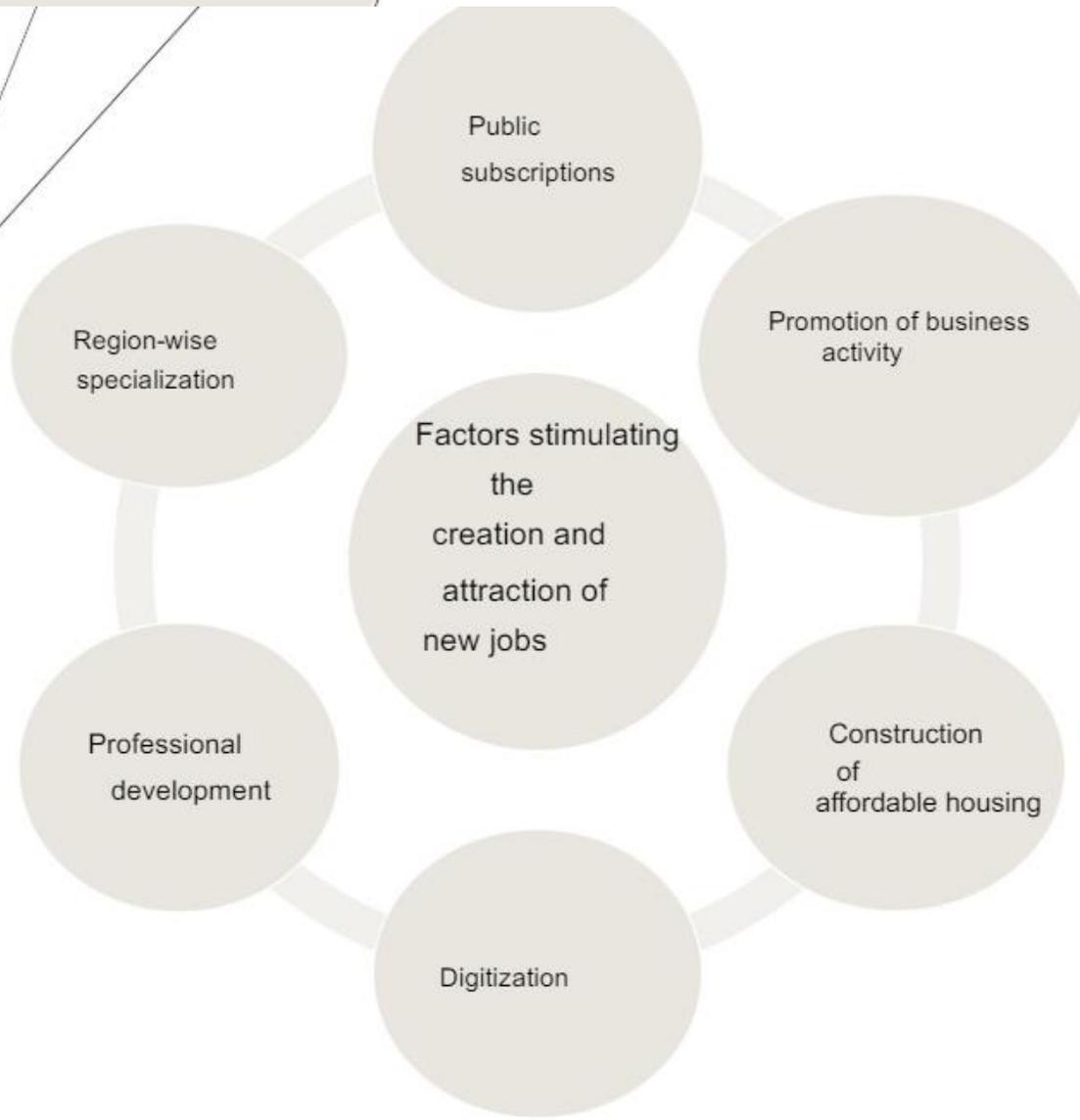


Att. 9. Ekspluatācijā pieņemto jauno dzīvokļu skaita sadalījums Latvijas novados un valstspilsētās. Avots: CSP, autoru aprēķini

NUMBER OF NEW APARTMENTS ACCEPTED IN OPERATION DISTRIBUTION IN LATVIA'S COUNTIES AND NATIONAL CITIES



CREATION OF NEW JOBS AND ATTRACTION OPPORTUNITIES IN THE REGIONS



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Wardrip, K., Williams, L., & Hague, S. (2011, January). The role of affordable housing in creating jobs and stimulating local economic development. In Washington, DC: Center for Housing Policy and National Housing Conference.

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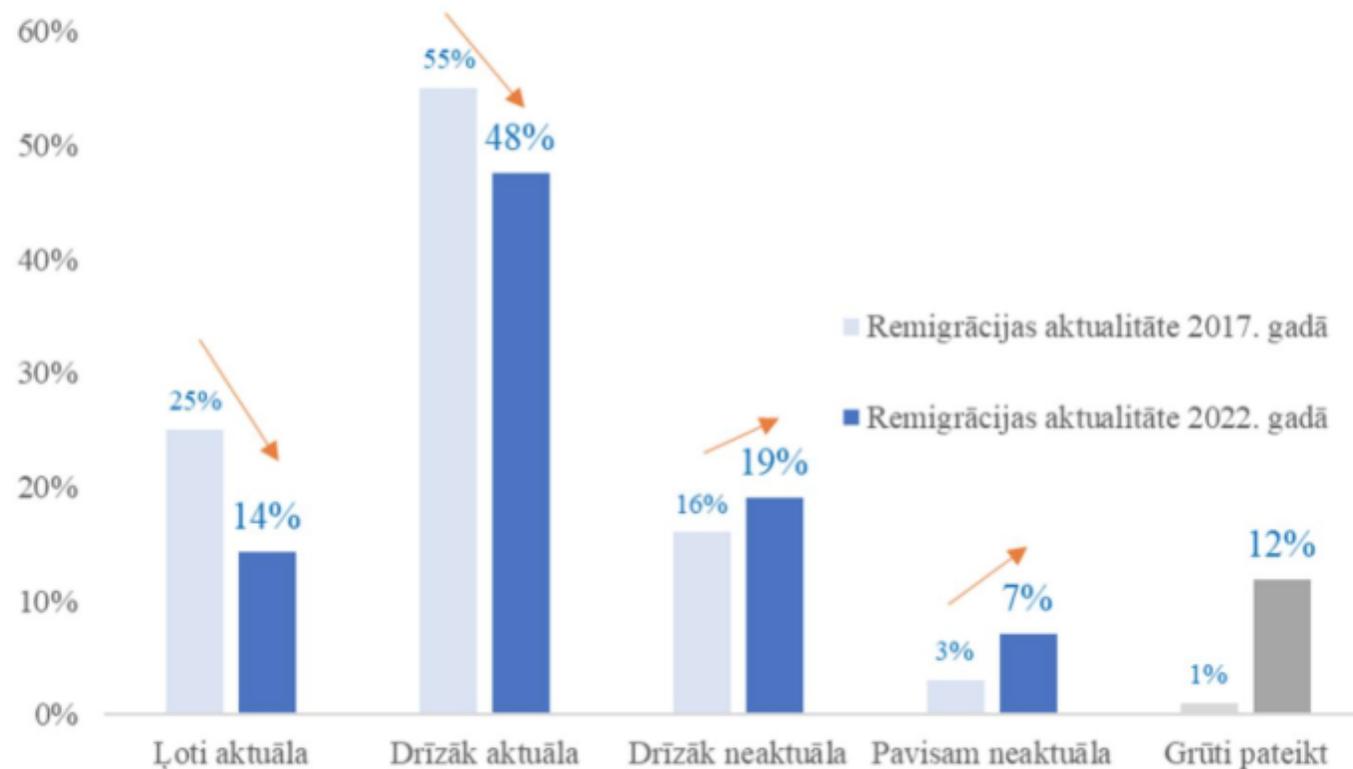
OECD (2014), *Job Creation and Local Economic Development*, OECD Publishing, Paris, <https://doi.org/10.1787/9789264215009-en>.

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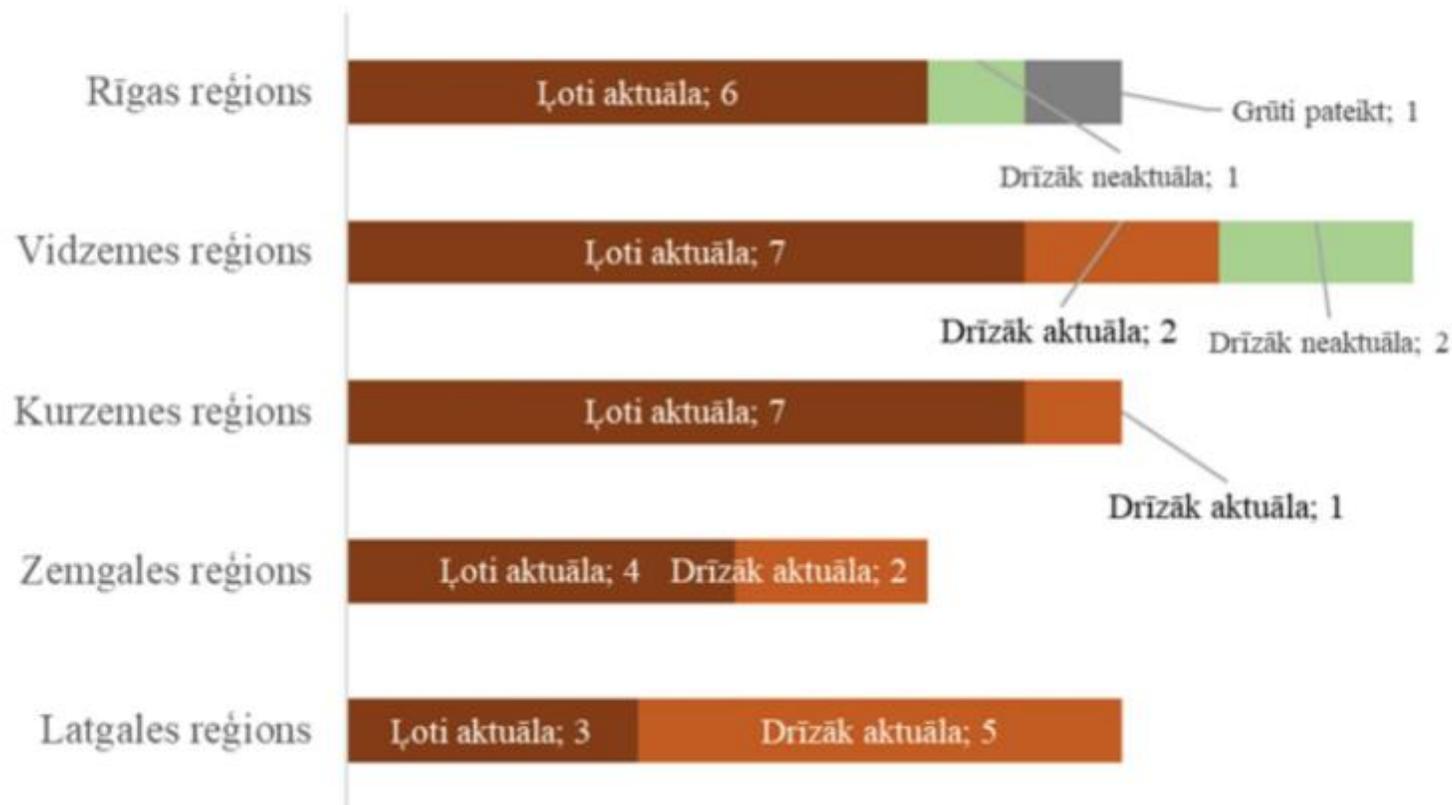
Braslin, L., Batraga, A., et al. (2020, July). Barriers to the Development of Regional Competitiveness in the Context of Regional Economies -EU, Latvia, Region Vidzeme Case Study. In *International Conference on Applied Human Factors and Ergonomics* (pp. 3 -10). Springer, Cham

RELEVANCE OF PROMOTING REMIGRATION IN MUNICIPALITIES (%) COMPARING 2017 AND 2022



Att. 19. Remigrācijas veicināšanas aktualitāte Latvijas pašvaldībās 2017. un 2022. gadā. Avots: Pašvaldības pārstāvju aptauja (2022), Baltic Institute of Social Sciences (2017), autoru aprēķini

ONE OF THE MOST CURRENT PROBLEMS – LACK OF SUITABLE HOUSING

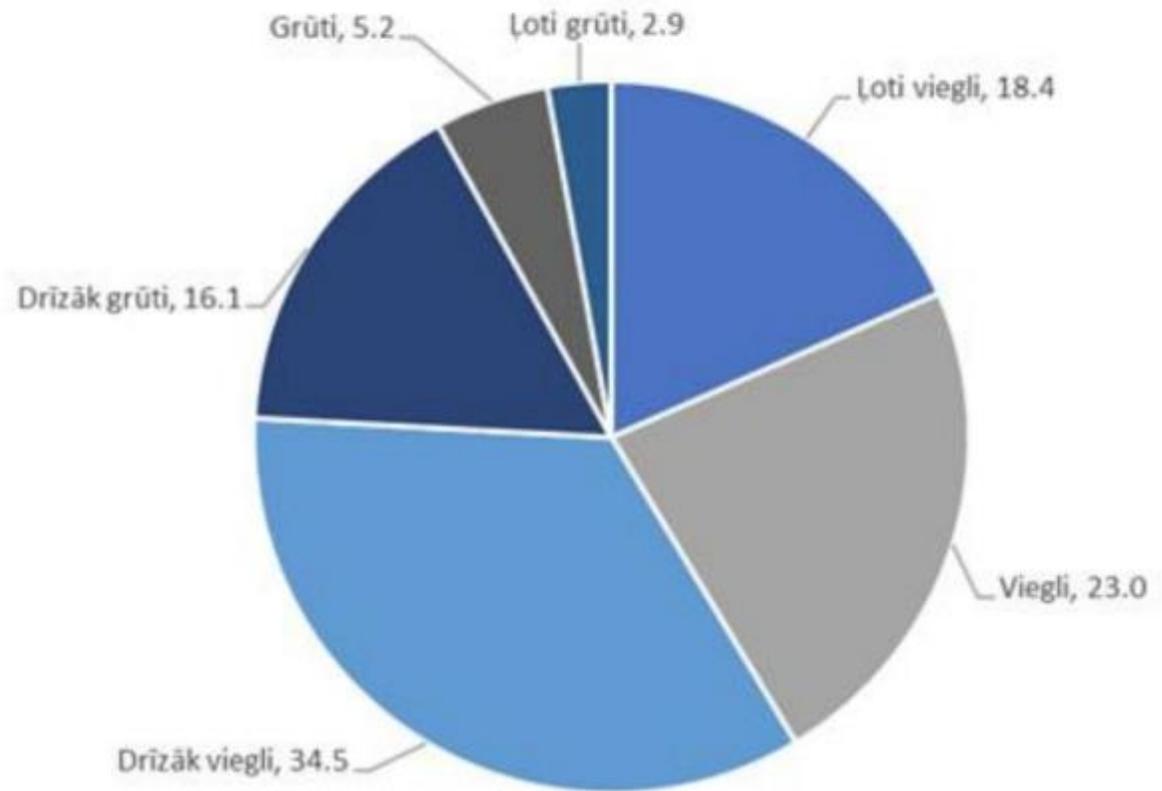


Att. 27. Piemērotu mājokļu trūkuma aktualitātes novērtējums Latvijas pašvaldībās pēc plānošanas reģioniem.
Avots: pašvaldību pārstāvju aptauja 2022. gadā, autoru aprēķini.

WHAT IS SATISFACTORY AND WHO IS DISSATISFIED?

Satisfaction with...	Kurzeme	Vidzeme	Zemgale	Latgale		Riga region
work (basic work) in general	7.6	7.5	7.4	6.1		7.6
working conditions	7.2	7.4	7.5	6.1		7.8
salary, income	5.9	5.9	6.4	5.1		6.4
professional development opportunities	6.3	6.5	6.4	5.0		6.5
housing where you live	7.9	7.8	7.9	6.8		7.7
the current standard of living	6.2	6.9	6.7	4.4		7.1
living conditions for children	6.9	7.9	7.3	6.6		7.5
family life	7.0	8.4	7.7	6.8		7.6
relationships with people outside the family	7.2	7.4	7.2	6.5		7.1
life in general	7.1	7.4	7.5	6.0		7.4

HOW EASY WAS IT TO ADAPT IN LATVIA?



REMIGRĀCIJA - "JAUNĀ NORMALITĀTE"

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DARBA UN DZĪVES IESPĒJAS LATVIJĀ

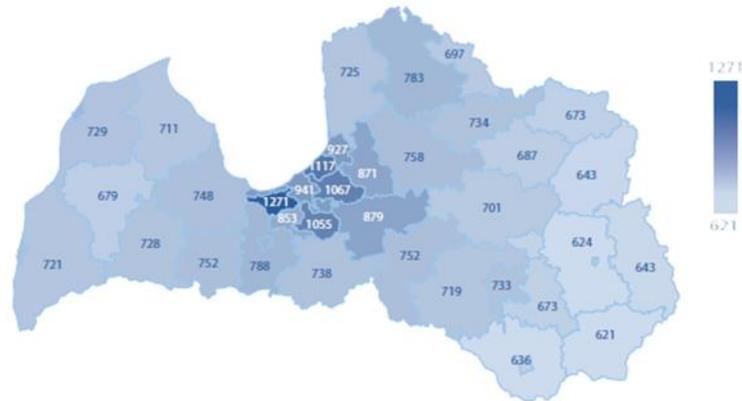
REĢISTRĒTO BRĪVO DARBA VIETU SKAITS SADALĪJUMĀ PĒC FILIĀLĒM



Reģistrēto brīvo darba vietu skaits sadalījumā pēc filiālēm

Avots: CSP, 2022 gads kopā līdz oktobrim.

VIDĒJĀ MĒNEŠA ALGA NETO LATVIJĀ



Avots: CSP, autoru aprēķini

MĒNEŠA VIDĒJĀ DARBA SAMAKSA LATVIJĀ PĒC PROFESIJĀM

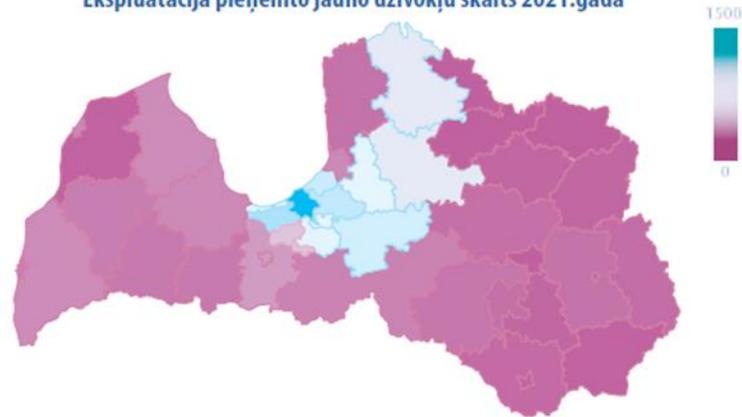


Mēneša vidējā darba samaksa 2022.gada 3. ceturksni

Bruto darba samaksa, EUR Avots: CSP, 2022

JAUNU DZĪVOKĻU PIEEJAMĪBA

Ekspluatācijā pieņemto jauno dzīvokļu skaits 2021.gadā



Tiek plānotas un palēnām atvērta jaunas mājokļa atbalsta programmas. Sazinies ar remigrācijas koordinātoru par savu interesējošo pašvaldību!

Avots: CSP, autoru aprēķini

Developed infographics

PAŠVALDĪBU ATBALSTS



Remigrantu apmierinātība ar dzīvi kopumā 10 ballu sistēmā,

Kur 1 balles apzīmē pilnīgu neapmierinātību,
10 - pilnīgu apmierinātību



76% pašvaldību uzskata, ka nepieciešami atbalsta instrumenti



Developed
infographics

ATGRIEZTIES KĻŪST ARVIEN VIEGLĀK!

KĀ TUVINIEKI UN DRAUGI UZTVER ATGRIEŠANOS?



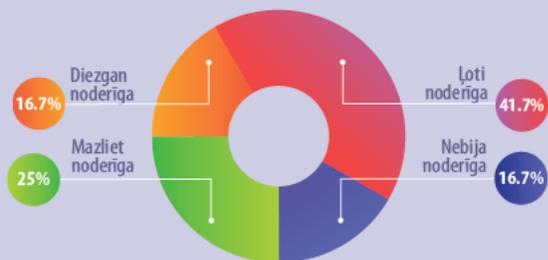
83% tuvinieki atbalsta atgriešanos

CIK VIEGLI BIJA ADAPTĒTIES LATVIJĀ?



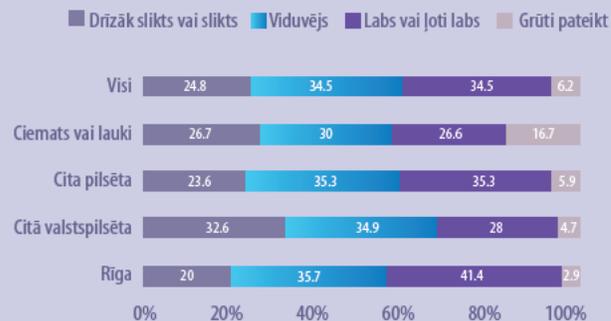
76% remigrantu bija viegli adaptēties Latvijā

VAI REMIGRĀCIJAS KOORDINATORA SNIEGTĀ INFORMĀCIJA UN PALĪDZĪBA BIJA NODERĪGA?



84% remigrantu koordinators palīdzība bija noderīga

1/3 REMIGRANTU EKONOMISKO SITUĀCIJU PAŠVALDĪBĀ VĒRTĒ KĀ LABU VAI ĻOTI LABU



Pašreizējā ekonomiskā stāvokļa pašvaldībā vērtējums (%)

Developed
infographics

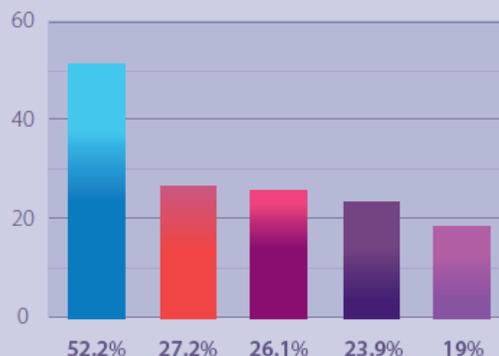
PIRMS ATGRIEŠANĀS JĀSAGATAVOJAS

LIELĀKĀS GRŪTĪBAS ADAPTĒJOTIES



- Grūtības iekļauties sabiedrībā-atšķirīgu cilvēku mentalitātē
- Grūtības pierast pie atšķirīgas darba kultūras
- Grūtības atrast darbu

5 SVARĪGĀKIE IEMESLI VIETAS IZVĒLĒ ATGRIEŽOTIES



- Dzīvesvieta pirms aizbraukšanas
- Iespēja būt tuvāk ģimenei un draugiem
- Mierīga, klusa un zaļa vide
- Dzimtā pilsēta vai ciemats
- Darba iespējas



Atgriežoties pašlaik, tikai **31%** remigrantu ir zināma darba vieta.



84% remigrantu uzskata, ka remigrācijas koordinators darbība ir noderīga

Raksti! Tev palīdzēs remigrācijas koordinators!

Developed infographics

Summarizing Key Points

University of Latvia third mission and work with local municipalities



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The most significant areas of collaboration:

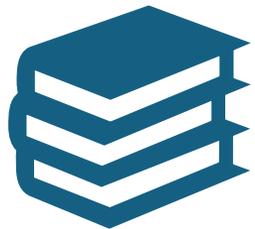
- ✓ **Economic and Regional Development:**
 - ✓ Initiatives that stimulate local economies, promote remigration, and support companies in financial distress. This includes fostering entrepreneurship, developing the Vidzeme region's smart specialization strategy, and enhancing living and working opportunities to encourage both external and internal remigration.
- ✓ **Innovative Construction and Infrastructure:**
 - ✓ Advanced application of Building Information Modeling (BIM) in construction projects, evaluation of construction classification systems for BIM, and research on unified data environments for public construction procurements. This also encompasses the assessment of benefits from BIM usage in both construction projects and building operations.
- ✓ **Environmental Management and Sustainability:**
 - ✓ Research into decentralized wastewater management solutions, contributing to sustainable environmental practices and infrastructure development.



The most significant areas of collaboration:

- ✓ **Health and Public Welfare:**
 - ✓ Joint projects focused on public health improvements and evaluating resident satisfaction with municipal services, aiming to enhance the quality of life and community welfare.
- ✓ **Crisis Management and Civil Protection:**
 - ✓ Development of operational management and crisis management models for the Civil Protection Operational Management Center, ensuring readiness and effective response to emergencies.
- ✓ **Innovation and Technology Transfer:**
 - ✓ Creation of methodologies for company innovation project management, evaluation of investments in BIM for the construction industry, and developing support policies for local and regional innovation ecosystems.





Key benefits of collaboration

University of Latvia third mission and work with local municipalities





Key benefits of collaboration



- **Enhance economic growth and regional development**, supporting sustainable and smart specialization strategies.
- **Apply innovative theories** promoting efficient, environmentally friendly practices.
- Invest in public health and welfare by **researching and improving municipal services**, contributing to higher resident satisfaction and **better quality of life**.
- **Foster innovation and knowledge transfer**, establishing the University as a pivotal contributor to local and regional innovation ecosystems.

Enhance economic growth and regional development, supporting sustainable and smart specialization strategies



- **Leverage Regional Strengths:** Identifying and capitalizing on the unique assets and capabilities of regions to drive targeted economic development.
- **Smart Specialization:** Implementing smart specialization strategies that focus on high-growth potential sectors and innovative technologies to spur economic diversification and competitiveness.
- **Sustainability Practices:** Incorporating sustainable practices into economic planning to ensure long-term environmental health and social well-being alongside economic growth.
- **Support for Remigration:** Developing initiatives to attract returning expatriates, leveraging their skills and experiences to boost local economies and counteract population decline.
- **Entrepreneurship and Innovation:** Fostering a culture of entrepreneurship and innovation through support for startups, incubators, and technology parks, enhancing job creation and economic dynamism.
- **Collaborative Networks:** Building partnerships between universities, government, industry, and other stakeholders to facilitate knowledge exchange, innovation, and joint economic development projects.
- **Regional Development Planning:** Contributing to strategic planning efforts that align with regional development goals, addressing infrastructure needs, education, and workforce development to support economic expansion.

**Apply innovative technologies
in construction and
infrastructure, promoting
efficient, environmentally
friendly practices**



- **Evaluating construction classification systems** specifically adapted for BIM projects to enhance standardization and interoperability.
- **Conducting research on unified data environments** to facilitate seamless public construction procurements and collaborations within the BIM framework.
- **Assessing the full spectrum of benefits** that BIM brings to the lifecycle of construction projects, from initial design through to ongoing building operations and management.

**Invest in public health and welfare
by researching and improving
municipal services, contributing to
higher resident satisfaction and
better quality of life**



- **Researching Municipal Services:** Conducting thorough analyses to identify areas within public services that can be optimized for efficiency and effectiveness.
- **Improving Healthcare Delivery:** Collaborating on initiatives to enhance the accessibility and quality of healthcare services for residents.
- **Increasing Resident Satisfaction:** Implementing changes based on research findings to meet the needs and expectations of the community, thereby improving satisfaction levels.
- **Enhancing Quality of Life:** Ensuring that investments and improvements in municipal services translate into tangible benefits for residents, such as better health outcomes and increased well-being.
- **Fostering Public Welfare:** Focusing on initiatives that address the social determinants of health, such as environment, education, and economic stability, to uplift the overall welfare of the population.

Improve crisis management and civil protection through specialized research and model development

Specialized Research: Undertaking focused studies to understand and enhance current crisis management frameworks and civil protection measures.

Model Development: Designing and refining operational management models to effectively respond to emergencies and crises.

Collaboration with Civil Authorities: Working closely with local civil protection agencies to align academic research with practical application.

Innovative Solutions: Introducing cutting-edge technology and methodologies to improve responsiveness and resilience.

Policy Recommendations: Providing evidence-based recommendations to policymakers for strengthening civil protection legislation and practices.

Foster innovation and knowledge transfer, establishing the university as a pivotal contributor to local and regional innovation ecosystems



- **Cultivating Partnerships:** Building strong connections between the university, industry, and government to create a collaborative innovation network.
- **Knowledge Transfer Initiatives:** Establishing programs that allow for the sharing of research findings and expertise between the university and external entities.
- **Support for Start-ups and Entrepreneurs:** Providing resources and guidance to nurture new businesses and encourage entrepreneurial ventures within the region.
- **Research and Development (R&D) Investments:** Encouraging investment in R&D to drive innovation across various sectors.
- **Educational Programs for Skill Development:** Offering training and educational programs that equip students and professionals with the skills necessary to thrive in an innovation-driven economy.
- **Policy Development for Innovation:** Assisting in the formulation of policies that foster an environment conducive to innovation and the commercialization of research.

Future directions

University of Latvia third mission and work with local municipalities



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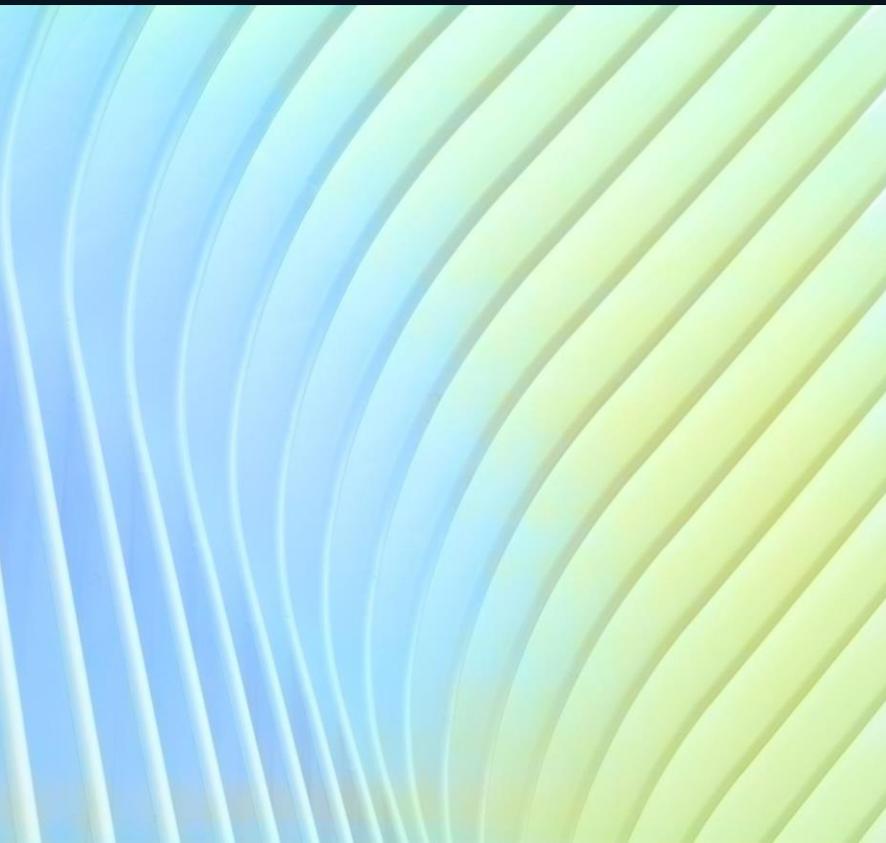


Future directions for the University of Latvia third mission and work with local municipalities



- **Digital Transformation:**
 - Drive digital literacy and infrastructure projects in collaboration with municipalities to enhance public services and civic engagement.
 - Explore the use of big data and AI in urban planning, environmental monitoring, and public health initiatives.
- **Sustainable Development Goals (SDGs):**
 - Align projects more closely with the UN's Sustainable Development Goals, focusing on sustainability, climate action, and social equity.
 - Work on sustainable urban development projects, including green spaces, renewable energy, and sustainable transport.

Future directions for the University of Latvia third mission and work with local municipalities



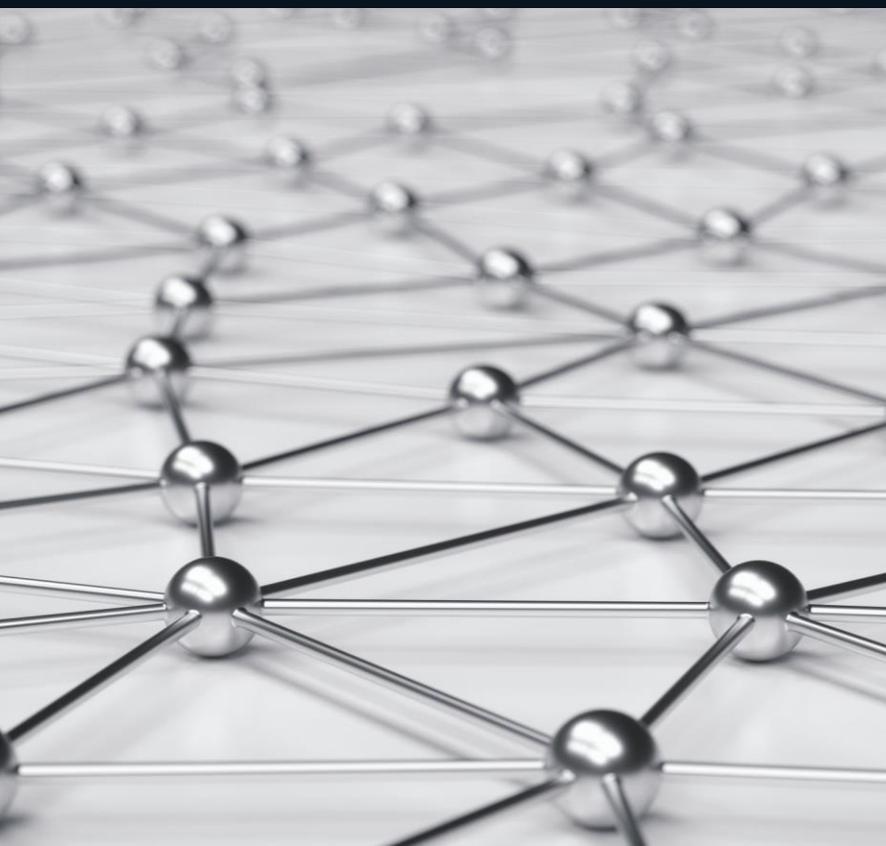
Healthcare Innovation:

- Partner with healthcare institutions and local governments to develop and implement innovative healthcare solutions, focusing on telemedicine, mental health, and preventive care.
- Conduct community health needs assessments to tailor health initiatives more effectively.

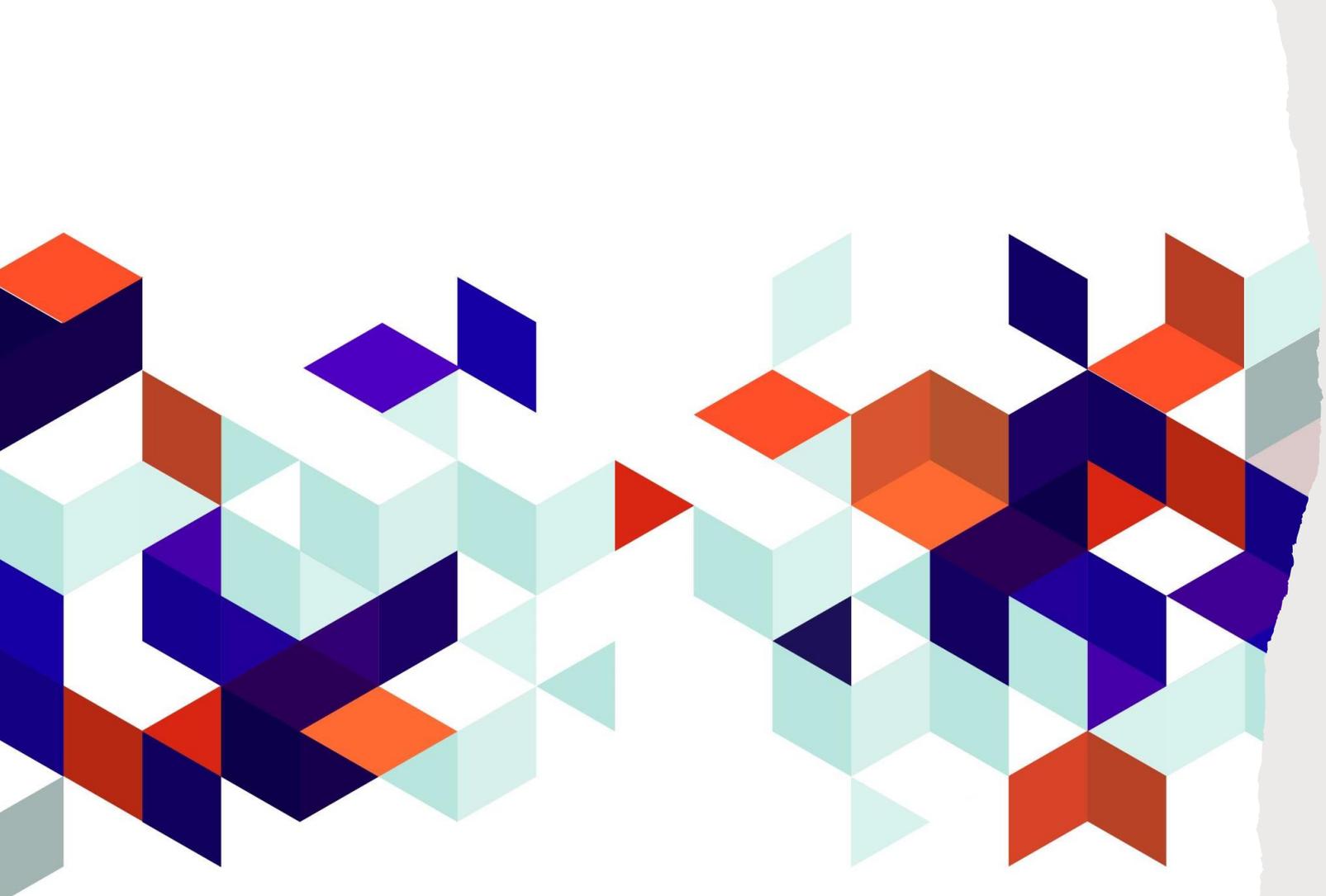
Economic Resilience and Diversification:

- Support the development of resilient economic strategies that can withstand global economic fluctuations.
- Foster entrepreneurship and small businesses through incubation centres and mentorship programs.

Future directions for the University of Latvia third mission and work with local municipalities



- **Education and Lifelong Learning:**
 - Expand access to lifelong learning opportunities, including adult education, vocational training, and online learning platforms.
 - Collaborate with municipalities to address educational inequalities and support disadvantaged communities.
- **Internationalization and Cross-Border Collaboration:**
 - Enhance international collaboration projects, sharing knowledge and practices with similar initiatives globally.
 - Engage in cross-border projects addressing regional development, environmental conservation, and cultural heritage.



Q&A Session

University of Latvia third
mission and work with local
municipalities

Q&A Session

- Further clarification on any of the topics we've discussed
- Interested in exploring additional details
- Have insights and suggestions to share

Your perspectives are invaluable to enriching our discussion and exploring the full spectrum of possibilities in our collaborative efforts

Thank you!

University of Latvia third mission and work with local municipalities

Researcher Phd. Soc. Sc.
Cand. Līga Brasliņa

