

Annual Report - 2007

LATVIA

In 2007 the SLI proceeded with the work started in 2006, to make the SLI's control and supervision more effective and precise, as well as to develop the community's preventive culture. The SLI changed its work methods. Firstly, significant part of work now is organized in the form of campaigns. Nine informative and inspection campaigns were carried out in 2007. The summarized results show that campaign is an effective enterprise control and public information method allowing to solve definite problems through precise identification of target groups. Secondly, the SLI has started implementing more severe administrative penalty charging tactics. Thus in people's minds a conviction will be formed gradually that penalty for the violation of occupational safety requirements is adequate and inevitable.

The SLI in the 2007 activity planning followed the principle of prioritized activities. According to the SLI's 2007 activity program 4 basic priorities were established for the reporting period.

1. The priority set out by the Cabinet of Ministers of the Republic of Latvia - „**Enforcement of the illegal employment reduction policy**” has been the SLI's priority already for three successive years, because on the Latvian labour market illegal employment is a lasting and characteristic feature causing not only social damping, but creating also unequal working conditions for employees and distortions of market competition. To fulfill the basic tasks set out by the SLI during the reporting period the number of SLI inspectors was increased; the number of surveys was increased in the companies of sectors with active business functions and increased illegal employment risk; the SLI's employees' professional qualification was improved, as well as informative campaigns and preventive activities on labour legal relations were organized. According to the SLI estimations the number of shadow workers discovered in 2007 with whom the employer then signed the labour contract increased the state budget by 588826 LVL.

2. Implementation in Latvia the campaigns established by the European Union was another big priority of the SLI. In 2007 the SLI implemented the **European Week informative campaign “Musculoskeletal disorders”**. Within the campaign the SLI and information technology company “Hewlett-Packard” jointly organized a photo competition. Its aim was to turn society's attention to ergonomics, safety and health at work. Every inhabitant of Latvia was invited to perpetuate positive or negative labour safety solutions related to musculoskeletal system. The best works were placed on SLI homepage where visitors were able to determine by voting the competition winners. In its turn, the SLI and the Swiss Pharmacy Company “Mepha” organized jointly a mass exercise activity where any interested person was given a possibility to have thorough exercising, to check his/her bearing at the Mepha specialists and receive recommendations on health improvement, as well as consult with SLI experts about the advisable arrangement of working place and simple exercising practice. The SLI organized a series of informative workshops and lectures “Safe Start!” where the main objective was to inform young people about the most essential occupational safety and health regulations, their rights and possibilities to look for health in unclear cases or accidents. Within the campaign, like all other years, a Good Practice Award Competition was organized and five companies participated there. The winners of the Good Practice Award “Golden Helmet 2007” were construction company Ltd “Būvuzņēmums STATS”/ SIA "STATS Serviss", which are dealing with ergonomic issues very systematically and are integrating them into working process. The European Week informative campaign ended with a conference where the participants were informed about the course of campaign in Latvia, given information on the causes and preventive activities of musculoskeletal disorders, as well as on the most urgent MSD risk assessment methods and solutions aimed at MSD prevention and reduction.

In 2007 the SLI implemented also the **EU Senior Labour Inspectors Committee's (SLIC) informative and inspection campaign “Manual handling of loads in health care and**

transport sectors". During the campaign concrete problems and shortcomings were discovered in companies connected with the work organization in relation to manual handling of loads; the campaign encouraged many employers to pay more attention to the assessment of risks caused by manual handling of loads (by applying appropriate methods), although usual risk assessment of manual handling of loads had already been made. The assessment of risks of manual handling of loads made during the company surveys often showed that the previously established risk level was lower than when applying the assessment methods offered by SLIC.

3. In view of the analysis of the statistics of occupational accidents in the previous years the SLI priority for 2007 was „**Organization of inspection campaigns aimed at the reduction of the number of accidents at work**". Under this priority company inspection campaigns were carried out in the companies of post and telecommunication, foodstuff and beverage production sectors, construction and timber processing sectors. The objectives of the above campaigns were, firstly, to improve preventive activities in the workplaces of respective sector's employees; secondly, to promote reduction of the number of accidents at work; and thirdly, to assess actual working conditions of employees in the respective sector and provide the sector's employers with information regarding the improvement of working environment.

4. In 2007 the SLI organized the **Inspection campaign in market surveillance field** with the objective to ensure that only safe, definite requirements satisfying goods are available on the Latvian market, paying special attention to the compliance of simple pressure vessels being in use to the requirements of regulatory enactments, checking of documentation set out in regulatory enactments and existence of EC marking.

In 2007 the SLI proceeded with the implementation of the activities of the **project "Improvement of occupational safety system and labour relation supervision"** of the national programme of European Social Fund (ESF) "Support to the capacity strengthening in the institutions responsible for the introduction of labour market and gender equality policy, to information dissemination and awareness raising". The direct objective of the project was to improve the occupational safety and labour legal relation supervision system in the country.

In 2007 the SLI continued work on the implementation of the 3rd component "Development of SLI capacity by introducing new training modules and sector based approach" of the Transition facility project LV/2004/SO/01 "**Occupational health and safety system (further development)**". In 2007 the development of a specialized sector module B was completed in close cooperation with German experts. The project ended with a two-day national conference on the development of occupational safety system "Safe work in Latvia". The SLI officials participated in the conference and lectured on the inspectors specialization problems and solutions, on the SLI work strategy 2007-2013 development process, SLI new training system, SLI social dialogue promotion model.

1. Laws and regulations related to the SLI activity

1.1. Laws regulating the SLI's activity that has become effective in 2007

In 2007 no law regulating the SLI activity has taken effect

1.2. Laws, statutes and regulations the enforcement of which is supervised by the SLI and which took effect in 2007:

- Regulation of the Cabinet of Ministers No. 660 "Procedures for the performance of internal supervision of the work environment", (06.10.2007);
- Regulation of the Cabinet of Ministers, No. 908 "Procedure for investigation and accounting of occupational diseases" (01.01.2007);
- Regulation of the Cabinet of Ministers No. 325 "Labour protection requirements when coming in contact with chemical substances at workplaces", (19.05.2007);

- Regulation of the Cabinet of Ministers No. 125 “Regulation on profession classification, profession relevant basic tasks and procedure for profession classification use and updating” (20.02.2007);
- Regulation of the Cabinet of Ministers No. 858 “Regulation on minimum monthly salary and minimum hourly rate” 01.01.2007);
- Regulation of the Cabinet of Ministers No. 980 “Regulation on work payment to medical staff”, (01.01.2007);
- Regulation of the Cabinet of Ministers No. 344 “Regulation on registration of dangerous equipment” (01.01.2007).

2. SLI staff

2.1. In 2007 the SLI had **238 staff positions**, of which **189** were civil servants’ and **49** – employees’ positions. As of 31 December 2007 the SLI had **220 filled staff positions**, of which the total number of SLI inspectors – **134**. As of 31 December 2007 the SLI had 7,56% or 18 vacant staff positions. 16 staff positions were vacant the whole year through.

2.2. Of all SLI inspectors:

- chief inspectors – **49**;
- senior inspectors – **75**;
- inspectors – **10**;

2.3. Number of the SLI inspectors – women – **81**, of whom:

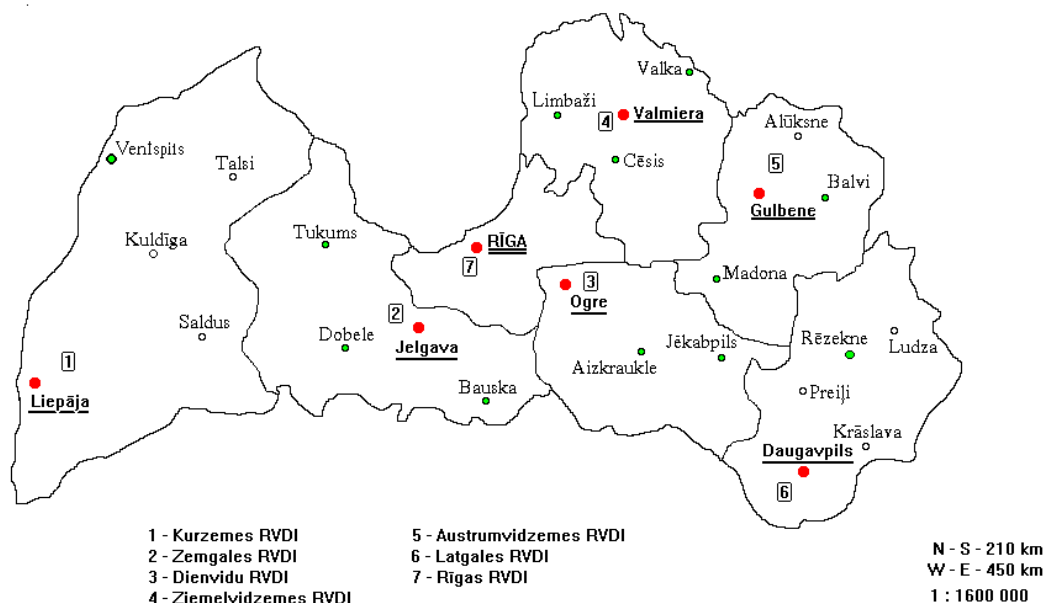
- chief inspectors – **23**;
- senior inspectors – **50**;
- inspectors – **8**;

2.4. Information on the geographical location of SLI structural units

On the territory of Latvia there are functioning **7 Regional State Labour Inspectorates (RSLI)**. Each RSLI has its own supervision territory that is determined according to the division of Latvia into administrative territorial districts. Borders of each RSLI supervision territory coincide with the borders of respective districts of Latvia.

1. **Kurzemes RSLI** carries out supervision in Saldus, Kuldiga, Talsi, Ventspils and Liepaja districts. The centre of Regional Inspectorate is situated in Liepaja.
2. **Zemgales RSLI** carries out supervision in Bauska, Jelgava, Dobeles and Tukums districts. The centre of Regional Inspectorate is situated in Jelgava.
3. **Southern RSLI** carries out supervision in Ogre, Aizkraukle and Jekabpils districts. The centre of Regional Inspectorate is situated in Ogre.
4. **Northern Vidzeme RSLI** carries out supervision in Limbaži, Valmiera, Valka and Cēsis districts. The centre of Regional Inspectorate is situated in Valmiera.
5. **Eastern Vidzeme RSLI** carries out supervision in Balvi, Alūksne, Madona and Gulbene districts. The centre of Regional Inspectorate is situated in Gulbene.
6. **Latgales RSLI** carries out supervision in Rēzekne, Ludza, Preiļi, Krāslava and Daugavpils districts. The centre of Regional Inspectorate is situated in Daugavpils.
7. **Rīga RSLI** carries out supervision in Rīga and Jūrmala town and Rīga district. The centre of Regional Inspectorate is situated in Rīga.

VALSTS DARBA INSPEKCIJAS REĢIONI



3. Data on enterprises under the control of SLI and number of employees working in these enterprises

Number of enterprises under the control of the SLI – **89 732**.

Number of employees in the enterprises under the SLI's supervision – **965 029**.

4. Statistical data on inspections

Number of enterprises inspected by the SLI in 2007 – **9 477**, of which
more than once a year – **2 069**;

The SLI in 2007 carried out **13 538** inspections in enterprises.

5. Statistical data on discovered violations and applied sanctions

5.1. In year 2007 the SLI inspectors have issued the employers altogether **4 737 enforcement reports** on altogether **26 750 violations**, of which:

- in the field of labour legal relations – **5 483**;
- in the field of labour protection – **20 784**;
- in the field of supervision of dangerous equipment – **414**;
- in the field of market surveillance – **69**.

5.2. The analyses of violations showed in the enforcement reports allow to conclude, that:

- **20,5 % (5483) violations are in the field labour legal relations.** The percentage ratio of violations of regulatory enactments on labour legal relations as against all violations stated by the SLI, which in several years have not changed essentially (for comparison: in 2006 – 17 % of Labour Law violations, in 2005 - 17,5 %, in 2004 – 18,5 %), has grown in 2007. This is mainly the result of the active work of the SLI aimed at the reduction of illegal employment. The main labour legislation violations were as follows:
 - 59,4 % (3 256) of violations in the filed of labour legal relations are related to labour contracts - no labour contracts concluded with employees, incomplete or inaccurate contracts; labour contracts not registered, etc.;

- 14,9 % (814) – on labour payment (overtime work or night work is not paid, wages are not paid in due time, etc.);
 - 21,5 % (1 181) – on work and rest time (paid annual leave is not granted, education leave not given for passing state exams, etc.);
 - 4,2% (232) – other violations or regulatory enactments on labour legal relations (no payment for unused vacation in case the employee is being released from work; children under 13 years being employed in works where they are not allowed to, etc.).
- **77,7 % (20 784) violations in the field of occupational safety.** In 35% of all violations of regulatory enactments on occupational safety the CM Regulation of 2 October 2007 No. 660 “Procedures for the performance of internal supervision of the work environment” was not observed; in 14,8% - CM Regulation of 17 June 2003 No. 323 „Regulation on training in occupational safety matters”; in 13,6% - CM Regulation of 8 June 2004 No. 527 „Procedure on carrying out mandatory health examinations”; in 11,3% - Labour Protection Law; in 6,2% - CM Regulation of 20 August 2002 No. 372 „Labour protection requirements when using personal protective equipment”; in 5,2% - CM Regulation of 9 December 2002 No. 526 „Labour protection requirements when using work equipment and working at a height”. Of all violations of occupational safety regulatory enactments:
 - 80,3 % - had organizational nature;
 - 19,7 % - technical nature.

According to the relation of organizational and technical violations of occupational safety standards it may be concluded that employers pay more attention to the procurement, servicing and maintenance of manufacturing equipment, machines, devices and other technical equipment, and pay insufficient attention to the organization and implementation of a qualitative labour protection system in the company, to training issues. Employers of small companies often lack financing to train or employ an occupational safety specialist; this is a particularly big problem in private farms.

- **1,8 % (483) violations were in the fields of dangerous equipment supervision and market surveillance** (technical inspection of dangerous equipment not performed, dangerous equipment is operated without operation permit, no written order on the appointment of a responsible specialist responsible for the equipment’s condition, operation and maintenance, a.o.). Of all violations of regulatory enactments on the supervision of dangerous equipment and market surveillance:
 - 60,9% - organizational nature;
 - 39,1% - technical nature.

5.3. Applied sanctions and their types

In 2007 there were charged **2 418 administrative penalties** for the violation of regulatory enactments on labour legal relations, labour protection and operation of dangerous equipment:

- **2 206 pecuniary penalties** (for the sum total of 287 483 LVL):
 - for the violation of labour legal relation legislation – **1 485**;
 - for the violation of labour protection legislation **878** (among which, for the violation of technical supervision of dangerous equipment – **55**);
- **212 warnings.**

In 2007 there were halted altogether 35 **manufacturing bays and shops, 70 machines and equipment (including 47 pieces of dangerous equipment).**

In 2007 **51 warnings to halt operation** were issued.

6. Statistical data about accidents at work

According to the SLI information in 2007 in the country the number of employees that had suffered at accidents was 1870, including 58 fatal accidents and 268 severe injuries (See Fig. 1 and 2). In comparison with the data of 2006 the total number of persons that had suffered at accidents has grown by 98 cases (5,5 %), the number of fatal accidents has grown by 5 cases (9,4 %), but the number of severely injured has fallen by 25 cases (8,5%). Data summarised on accidents at work in 2007 allows concluding that the growth of the number of accidents is caused mainly by the big number of under-reported accidents at work revealed by the SLI.

Figure 1.

Total number of accident victims per 100 000 employees (2003 – 2007)

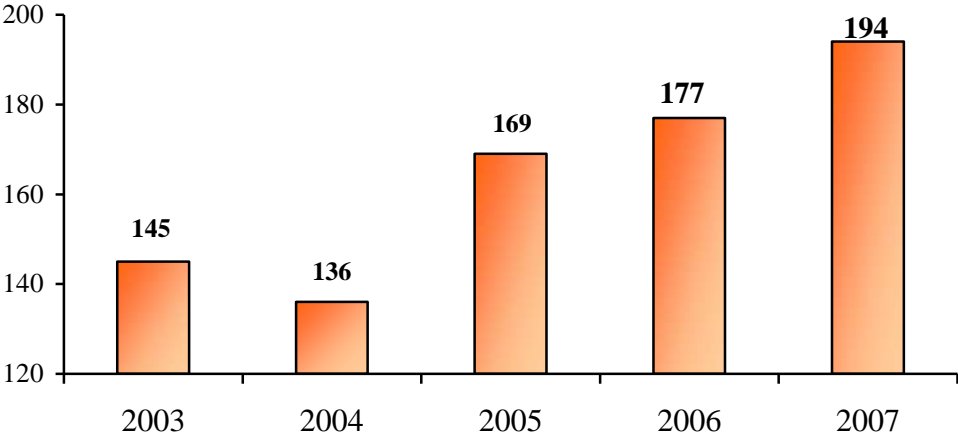
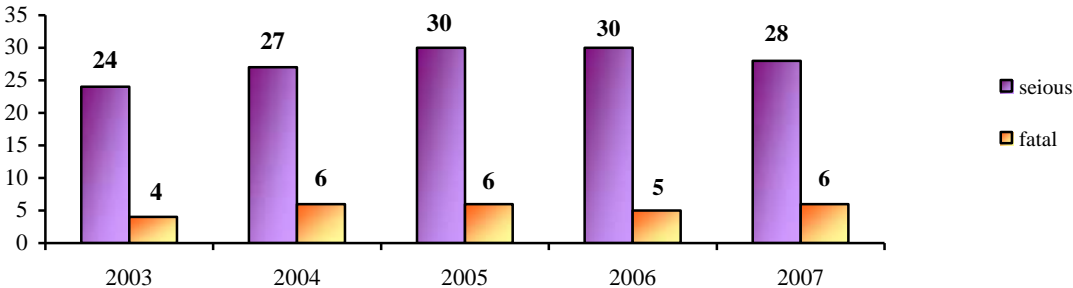


Figure 2.

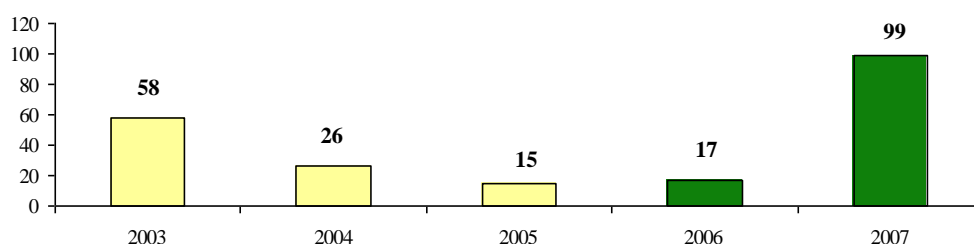
Number of fatal and severely injured per 100 000 employees (2003 – 2007)



In 2007 in the country there were discovered 99 under-reported accidents at work. Compared to the data of 2006 we see that in the reporting period the number of under-reported accidents at work discovered by the SLI has grown nearly 6 times (See Fig. 3). It can be explained by the active SLI's cooperation with other public institutions and active SLI's informative campaigns on the issues of occupational safety and labour legal relations, as a result the employees are more informed about their rights that are related to occupational safety and health protection issues.

Figure 3.

Dynamics of the number of under-reported accidents at work discovered by SLI
(2003 – 2007)



When analysing the **occupational accidents** of the reporting period **by sectors** (see Table 1) one can conclude that in Latvia the timber-processing sector already for several consecutive years has been in the leading position regarding the number of accidents at work. The main cause of the big number of accidents in timber processing sector is the workers' short length of service and thus insufficient professional skills. It should be noted that often workers themselves behave thoughtlessly towards their tasks (most often machine tool benches are cleaned from chips, slabs without stopping the machine), they do not wear personal protective equipment, etc. The increased number of accidents in construction can be explained by the rapid development of this sector in Latvia in 2007. Therefore on construction objects there are often employed insufficiently trained workers, without providing them sufficiently safe working conditions. Similarly it can be stated that often on construction sites works are performed by several companies and none of them had carried out full risk factor assessment.

Table 1

Breakdown of accident victims by sectors according to NACE classification

Sectors	Total		Including			
			Serious		Fatal	
	2006	2007	2006	2007	2006	2007
A AGRICULTURE, HUNTING AND FORESTRY	8	772	20	16	8	3
B FISHERY	3	1	2	0	0	1
C MINING AND QUARRYING	10	11	1	4	1	0
D PROCESSING INDUSTRY	611	593	89	72	17	9
E ELECTRIC ENERGY, GAS AND WATER SUPPLY	37	53	3	6	1	2
F CONSTRUCTION	222	251	66	75	10	21
G WHOLESALE TRADE AND RETAIL TRADE; REPAIR OF CARS, MOTOR-CYCLES, PERSONAL AND HOUSEHOLD GOODS	152	178	22	21	0	4
H HOTELS AND RESTAURANTS	15	29	0	1	1	1
I TRANSPORT, STORAGE AND COMMUNICATION	294	275	34	29	8	14
J FINANCIAL INTERMEDIATION	1	9	0	1	0	0

K	REAL ESTATE TRANSACTIONS, RENTING, COMPUTER SERVICES, SCIENCE AND OTHER COMMERCIAL SERVICES	25	34	7	3	2	1
L	STATE ADMINISTRATION AND DEFENCE; COMPULSORY SOCIAL INSURANCE	68	68	8	5	0	1
M	EDUCATION	56	59	10	11	2	0
N	HEALTH AND SOCIAL CARE	128	148	11	10	0	0
O	PUBLIC, SOCIAL AND INDIVIDUAL SERVICES	69	87	20	14	3	1
Q	NON TERRITORIAL ORGANIZATIONS AND INSTITUTIONS	3	2	0	0	0	0
	Total	1 772	1 870	293	268	53	58

When analysing **the accident victims of 2007 by professions** it can be concluded that most often the victims are qualified workers and craftsmen (building workers, locksmiths, electricians, mechanics, a.o); equipment and machine operators and article assemblers (operators of timber processing equipment, transport drivers a.o); workers of ordinary occupations (salesmen, auxiliary workers, street sweepers, a.o). If compared with previous years the occupations of victims have not changed significantly (see Table 2).

Table 2

Breakdown of accident victims by occupation
(according to profession classification of the Republic of Latvia)

Occupations	Total		Including			
			Serious		Fatal	
	2006	2007	2006	2007	2006	2006
1 LAWMAKERS, STATE OFFICIALS, PUBLIC SERVANTS IN MANAGERS POSITION AND MANAGERS	36	58	11	13	3	5
2 SENIOR SPECIALISTS	68	96	6	12	0	0
3 SPECIALISTS	103	127	15	13	4	3
4 OFFICE WORKERS	102	99	7	9	2	2
5 SERVICE AND TRADE EMPLOYEES	192	211	13	15	0	1
6 QUALIFIED AGRICULTURE AND FISHERY WORKERS	25	15	6	2	1	1
7 QUALIFIED WORKERS AND CRAFTSMEN	456	480	92	85	12	19
8 EQUIPMENT AND MACHINE OPERATORS AND ARTICLE ASSEMBLERS	425	424	72	56	18	15
9 ORDINARY PROFESSIONS	365	360	71	63	13	12
Total	1 772	1 870	293	268	53	58

The main causes of accidents in 2007 (see Table 3) are non-compliance with labour safety requirements or instructions (823); insufficient attention by workers when performing work (533); violation of road traffic rules (148); shortcomings in work organization, including insufficient control over observance of labour safety instructions and work performance (94); violence (94); unsatisfactory staff training and instructing on labour safety and health issues (86), a.o..

Breakdown of accidents by accident causes

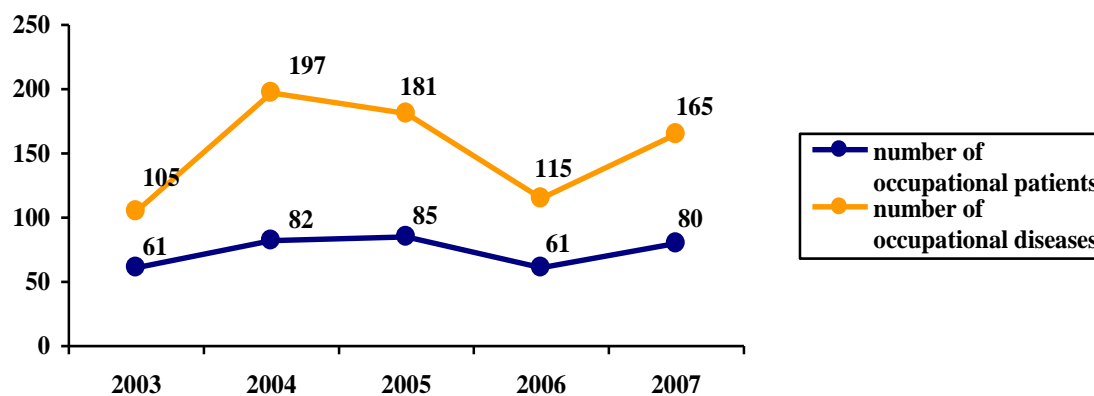
Accident causes	Total		Including			
			Serious		Fatal	
	2006	2007	2006	2007	2006	2007
1 Unsatisfactory conditions at workplace	180	147	47	42	8	5
2 Unsure human action (action/person)	1410	1512	216	221	38	31
3 Labour organization and related shortcomings	227	250	116	114	18	27
4 Violation of road traffic rules	115	148	24	27	10	14
5 Violence (attacks)	96	94	4	7	1	0
6 Others	34	23	5	3	3	4
Total	2 062	2 174	412	414	78	81

7. Statistical data on occupational diseases

In 2007 in Latvia 776 new occupational patients were confirmed. It is 187 (31,7%) occupational patients more than in 2006. It was discovered that one patient has several diseases; therefore the number of recorded occupational diseases (1591 occupational diseases) is much bigger than the number of occupational patients.

Figure 4

Number of new occupational patients and occupational diseases in Latvia per 100 000 workers (2003 – 2007)



When analysing the cases of occupational diseases by the economic sectors (see Table 4) we see that the number of occupational patients has grown in all sectors. The biggest number of confirmed occupational patients are: in processing industry (33,1%); transport and communication sector (16,9%); health and social care sector (14,7%).

In processing sector musculoskeletal disorders occupy the first place – 41,2%, the follows diseases of nervous system – 23,7%, diseases of respiratory system - 19,5% and other occupational diseases –15,6%.

During the reporting period the number of confirmed occupational diseases of transport sector workers has grown. The characteristic diseases of transport sector workers are vibration disease – 46,6%, back diseases – 44,3%, which are discovered for employees with long service life during which they have been exposed to general, local and ergonomic risks: 83,2% of occupational patients in transport sector are men.

The health and social care sector in 2007 accounts for the 3rd biggest number of occupational patients. Most often medical staff suffer from musculoskeletal disorders – 53,5%, infections – 18,4%, diseases of nervous system –14,9%. Here dominating patients are women – 82,5%.

Table 4

Breakdown of occupational diseases by sectors (according to NACE classification)

	Sectors	2006	2007
A	AGRICULTURE, HUNTING AND FORESTRY	64	88
B	FISHERY	4	8
C	MINING AND QUARRYING	5	8
D	PROCESSING INDUSTRY	191	257
E	ELECTRIC ENERGY, GAS AND WATER SUPPLY	12	21
F	CONSTRUCTION	36	41
G	WHOLESALE TRADE AND RETAIL TRADE; REPAIR OF CARS, MOTOR-CYCLES, PERSONAL AND HOUSEHOLD GOODS	24	28
H	HOTELS AND RESTAURANTS	5	6
I	TRANSPORT, STORAGE AND COMMUNICATION	98	131
J	FINANCIAL INTERMEDIATION	2	2
K	REAL ESTATE TRANSACTIONS, RENTING, COMPUTER SERVICES, SCIENCE AND OTHER COMMERCIAL SERVICES	3	5
L	PUBLIC ADMINISTRATION AND DEFENCE; COMPULSORY SOCIAL INSURANCE	16	11
M	EDUCATION	26	31
N	HEALTH AND SOCIAL CARE	82	114
O	PUBLIC, SOCIAL AND INDIVIDUAL SERVICES	20	23
P	HOUSEHOLD WORK	1	0
Q	NON TERRITORIAL ORGANIZATIONS AND INSTITUTIONS	0	2
	Total:	589	776

When analysing the structure of occupational patients' professions (see Table 5), it can be concluded that the biggest number of patients is in the following groups: equipment and machine operators and article assemblers – 35,9%; qualified workers and craftsmen – 25,5% (6,2% increase); senior specialists – 8,8%; specialists – 8,8%; ordinary professions – 7,9%, service and trade employees – 6,3%.

In the group of equipment and machine operators and article assemblers the biggest number of registered occupational patients is connected with a long exposure period to work risk factors. It can be concluded that one half of occupational patients are connected with operation of technological equipment which is characterized by a forced work pose, monotonous work, tension of different muscle groups which are assumed to be a cause of occupational diseases.

Table 5

Breakdown of occupational diseases by occupations

	Occupations	2006	2007
1	LAWMAKERS, SENIOR STATE OFFICIALS, MANAGERS	2	4
2	SENIOR SPECIALISTS	52	68
3	SPECIALISTS	48	68
4	OFFICE WORKERS	13	17
5	SERVICE AND TRADE EMPLOYEES	41	49
6	QUALIFIED AGRICULTURE AND FISHERY WORKERS	20	32

7	QUALIFIED WORKERS AND CRAFTSMEN	138	198
8	EQUIPMENT AND MACHINE OPERATORS AND ARTICLE ASSEMBLERS	224	279
9	ORDINARY PROFESSIONS	51	61
	Total:	589	776

When analysing occupational diseases according to the 10th International Classifies of Diseases and Health Problems (See Table 6) it can be seen that the number of confirmed occupational diseases has grown in all disease groups. The biggest number of patients is in the following disease groups: musculoskeletal system diseases – 41,5%; after-effects of poisoning and other external influence – 20,6% (vibration disease); diseases of nervous system – 16,9%; diseases of respiratory system – 12,2%.

Table 6

Groups of occupational diseases according to the 10th International Classification of Diseases

	Deaseases	2006	2007
A00 –B99	INFECTIOUS AND PARASITE DISEASES	11	21
C00 –D48	TUMOURS (MALIGNANT AND PRE-CANCER DISEASES)	5	11
G00 –G99	DISEASES OF NERVOUS SYSTEM	188	131
H00 –H59	EYE AND AUXILIARY ORGAN DISEASES	1	0
H60 –H95	EAR AND EAR KNOLL DISEASES	11	17
I00 – I99	BLOOD CIRCULATION DISEASES	1	1
J00 – J99	RESPIRATORY SYSTEM DISEASES	71	95
L00 – L99	SKIN AND SUBCUTANEOUS DISEASES	7	14
M00 M99	SKELETON – MUSCULAR – CONNECTIVE TISSUE DISEASES	161	322
R00-R99	SYMPTOMS AND ANOMALOUS CLINICAL AND LABORATORY FINDINGS NOT CLASSIFIED ANYWHERE	0	3
S00-T 98	AFTER-EFFECTS OF INJURIES, POISONING AND OTHER EXTERNAL INFLUENCE	133	160
Y10-Y34	INJURIES CAUSED BY UNSPECIFIED INTENTION	0	1
	Total:	589	776

Director

R. Elce

Prepared by the Strategy and Analysis Division