

**PROGRAM FOR STRENGTHENING INSTITUTIONAL CAPACITY AND SOCIAL SECURITY
INFORMATION SYSTEMS IN PARAGUAY
(PR-T1123)**



Knowledge and Capacity Building Products (KCP) Proposal

Policy and Capacity Development

I. General Information

KCP Title:

Program for Strengthening Institutional Capacity and Social Security Information Systems in Paraguay

OPUS Number:

PR-T1123

Date of Proposal:

10/27/2011

Linked to project:

RG-T2010 Regional Strategy for the design of a Longitudinal Social Protection Survey

Team Leader / Unit:

TAPIA TRONCOSO, WALDO ANDRES – SCL/LMK

Peer Reviewer 1:

RIPANI, LAURA A.

Peer Reviewer 2:

DURYEA, SUZANNE

Joint Proposal:

Proposed amount, without counterpart in USD equivalent (enter whole number only): USD 965,000
Must match total of budget table on section VI, and of OPUS

Proposed amount including counterpart (if applicable) in USD equivalent: USD 1,165,000

Proposed Fund: Japanese Special Fund (JSF) (eligibility [36471019](#))

Unit of Technical Responsibility:

SCL/LMK

Unit of Disbursement Responsibility:

IADB Paraguay Country Office (CSC/CPR)

Execution:

Bank

Letters of Request available (or equivalent)

Yes

Doc# (IDBdocs):

[36471342](#)

Non-objection available:

Yes

Doc# (IDBdocs):

[36471342](#)

Execution period: 24 months **Disbursement period:** 24 months **Required Start Date:** 12/15/2011

Executing Agency description and capacity:

The government of Paraguay has requested that the Bank executes this Technical Cooperation given the standardization being pursued simultaneously with other 8 countries in the region. Additionally, the fact that many of the same methodological issues will arise in all of the participating countries makes it especially convenient for the Bank to execute the TC and transmit the lessons learned across all 8 countries. Due to the wide range of logistic and administrative activities associated with the implementation of the training and the survey in the field, it is proposed that the Organization of Ibero-American States (OEI – Organización de Estados Iberoamericanos) be hired without competition (direct hiring) as the Special Agency to support the administration and operation of the TC. The OEI, an international organization to promote cooperation among the Ibero-American countries, has an excellent, on-going working relationship with the Beneficiary Institutions and has the proven track records as the Specialized Agency for several on-going Bank TC operations in Paraguay. The terms of reference of the OEI will be prepared together with the Beneficiary Agency.

Beneficiary Countries:

Paraguay

Beneficiary entity:

Ministry of Finance

Sector: SOCIAL INVESTMENT

II. KCP Type

Origination

Originated in client: KCP is the result of the country's demands.

Scope

Forward-looking purpose.

III. Alignment of the KCP proposal with IDB's Institutional Priorities (GCI 9).

1. Social Policy for Equity and Productivity
Labor Markets
3. Institutions for growth and social welfare

3.1 Explain how the knowledge produced with this KCP will be used (policy advice, institutional strengthening, input for programming and strategy, pipeline development, input for other KCPs):

The knowledge generated by this KCP will be used primarily to strengthen institutional capacity of Paraguay for the design of social policy. By providing high-quality statistical information, the Longitudinal Social Protection Survey (LSPS) will facilitate the process of future policy debates and consensus building, which will lead to reforms that improve both the coverage and the fiscal sustainability of social security systems by providing a thorough analysis of the challenges currently faced by these systems. The successful experience of the 2007 Chilean pension reform in which a statistical instrument similar to the LSPS was used to diagnose the functioning of the pension system, serves as evidence of the potential power of an accurate evaluation of the social security system. Furthermore, this KCP is an opportunity to provide technical expertise and to develop the dialogue with the country concerning Social Protection in Paraguay, and through the LSPS implementation, allowing for the identification of sector priorities, encouraging the government of Paraguay to request further investments to the Bank.

IV. OBJECTIVES, EXPECTED RESULTS AND ACTIVITIES (Maximum 4 pages)

4.1 Describe the challenge that this KCP addresses (e.g. policy, institutional, technical):

Social security coverage in Paraguay is extremely low. For example, the pension system, which consists of eight independent public institutions and six private entities, offers coverage to only 13% of the economically active population in Paraguay. This low pension coverage could be closely linked with poverty since a large percentage of people who are unable to support themselves economically will also lack a pension to supplement their incomes. It is also important to note that 76% of the total population has no access to healthcare, which represents an enormous challenge for improving the welfare of a large percentage of the population.

The social security system also faces important fiscal challenges. One reason is that, like most other countries in the world, the population of Paraguay is aging. According to projections from CELADE (Latin American and Caribbean Demographic Centre), the share of the population that is at least 65 years old will increase from its current level of 5% to 13% by 2050. This aging of the population represents higher expenditures for the social security system.

It is also troubling that, due to a lack of individual-level data (micro data) in Paraguay, it is currently extremely difficult to conduct the actuarial and financial studies that could be used to make accurate fiscal projections. In this sense, the magnitude of the fiscal concerns of the social security system is unclear.

The highly fragmented system and the lack of micro data are serious impediments to the proper design and evaluation of social security policies and reforms –in particular for those concerning the most vulnerable segments of the population. In this context, the creation of a social security information system through the implementation of the Longitudinal Social Protection Survey (LSPS) is a necessary instrument that will develop the country's institutional capacity. Without an improvement in the institutional capacities of the Ministry of Finance and the National Survey Institute (DGEEC, Dirección General de Estadísticas, Encuestas y Censos), it will be impossible to consolidate the statistical information from social security and social protection programs and therefore impossible to develop a coherent and integrated social protection agenda for the country.

The LSPS differs from the current Paraguay census mainly because it will obtain longitudinal data, which will allow describing and comparing one same individual through different periods of time (in other words, the LSPS considers several implementation rounds in which the exact same individuals will be interviewed in different instances, allowing to understand the changes in employment, access to social benefits, etc. through time). This will allow the evaluation of policy and reforms that have been implemented and their impacts after their implementation. The LSPS's longitudinal nature will be implemented on a periodic basis (bi-annually) and will cover more areas that pertain to social protection programs than the current Census does. The areas of study of the LSPS include education, health, social security, labor training, estate, family history, and home information. Additionally, the LSPS will link the already available administrative data in Paraguay from as many social programs possible. Therefore, the LSPS will consolidate information regarding employment history, coverage, contribution densities (the periodicity in which an individual contributes to social security systems), socioeconomic data, and the inter-temporal relationship between an individual and the social benefits. More importantly, the LSPS will obtain information that is not covered partially or completely by current administrative registries of those agencies that address the social protection in Paraguay. A clear example

of the high-value analysis that will result from matching the LSPS with administrative data is the following: salary information exists in a particular database and through the LSPS system it will be cross-referenced with social benefits. The LSPS will allow analyzing how salary correlates to social program participation (social security, training, conditional cash transfers). Finally, the information generated from the LSPS will be comparable to other LAC countries. As of today, 8 countries (Paraguay included) are designing a common core questionnaire. This common design will allow comparing social reform and policy being implemented in other countries in the region, and therefore, the impact evaluation of a particular initiative undergone by a country. In this context, the creation of a social security information system through the implementation of the LSPS is a necessary instrument that will develop the country's institutional capacity and to undergo social protection reform. Without an improvement in the institutional capacity of the Ministry of Finance, it will be impossible to consolidate the statistical information from social security and social protection programs and therefore impossible to develop a coherent and integrated social protection agenda for the country.

4.2 Describe lessons learned from previous similar KCP:

The most important example in the region is the Chilean experience. In Chile, the Longitudinal Social Protection Survey (LSPS) has facilitated and expedited dialogue for pension reform in 2008. Through the LSPS, Chile was able to identify that formal workers remained in their jobs for short periods, and therefore, only a very few would comply with the minimum amount of contributions in order to be able to receive the minimum pension. Reform was the only obvious solution. In Mexico and Peru, there have been some preliminary pilot tests of the LSPS, which have shown highly relevant information about the social protection programs in those countries.

Uruguay, following the Chilean example, has advanced in the implementation of a two-round LSPS with the help of the Bank's financing products (UR-L1032, Loan amount; US\$3,212,783 USD). As of today, Uruguay is undertaking the preparatory steps and the necessary capacity strengthening of its institutions in order to implement the first of the two LSPS rounds in November 2011. Since Uruguay is at a more advanced stage than Paraguay, important lessons will be able to be transferred to streamline the Ecuador implementation of the LSPS and for a more efficient institutional capacity strengthening. Although this KCP (PR-T1123) will finance only the first round of the LSPS in Paraguay, Uruguay's experience and results after the second round will make evident the importance of taking additional steps towards future rounds of the LSPS. Therefore, the Uruguayan experience, in addition to the first round of the LSPS in Ecuador, will contribute to leverage the origination of future projects with Paraguay, as well as other countries interested in implementing future rounds of the LSPS.

In the last trimester of 2010 the IDB selected 8 countries (Ecuador, Costa Rica, El Salvador, Honduras, Colombia, Mexico, Uruguay, and Paraguay) to participate in the Design of a Regional LSPS (RG-T2010). The latter, financed through Regional Public Goods (RPG), has the objective of designing a regional strategy for the design of the LSPS (the RG-T2010 takes care of the design of the LSPS, not the implementation). The LSPS consists of a common "core questionnaire" as well as country-specific questionnaire to analyze social protection policy and programs that result common in the region and specific to each country. Additionally the methodology and sampling framework is the same for all countries, allowing a comparable base of social reforms and policies in Paraguay with those being implemented in other countries in the region, and therefore, the impact evaluation of a particular initiative undertaken by a country. The Regional LSPS design will determine: the social programs that will be surveyed and analyzed, the institutions that will be responsible for the LSPS implementation, the actions each country must undertake to strengthen its institutional capacity to eventually be able to implement the LSPS, and most important, define a common questionnaire and sample design that will allow for comparable data among countries. Therefore, the LSPS in Paraguay will also be part of a regional LSPS that will allow the comparison and evaluation of information on social protection programs in other Latin-American countries. The regional Design of the LSPS will allow each participant country (such as Paraguay), to implement a tailor-made LSPS to each country's necessities, while sharing a common "backbone". Based on this regional LSPS design (RG-T2010) custom made to Paraguay's needs, Paraguay will be able to identify the specific areas that require investment in order to strengthen its institutional capacity and to be ready to implement the LSPS (PR-T1123) and create the LSPS information system. Through the activities of the Regional LSPS (RG-T2010), on October 2011, a regional workshop took place in Mexico City, where all countries participated to define the "core questionnaire" of the LSPS to be implemented. As a result of this workshop, the "core questionnaire" has been reached by consensus, as well as the sampling framework that will allow the regional comparability. Also, Paraguay has identified possible data registries to be linked to the LSPS such as the data available in the National System of Human Resources, from tax records, and Social Protection Institute records. To achieve the linking of such records, there are still some issues (legal, confidentiality, etc.) to be resolved (See Appendix).

4.3 State the KCP objectives:

The main objective of the program is to strengthen institutional capacity of the government of Paraguay to facilitate policymaking and reform for the financing and provision of social security benefits. To achieve this objective, it is necessary to create a high-quality statistical information system through the implementation of the Longitudinal Social Protection Survey (LSPS). The LSPS will provide a thorough analysis of the current social security system in terms of coverage, efficiency, and sustainability that will serve as the foundation for future reform proposals.

Therefore, the specific objectives of this KCP are: (1) Contribute to the institutional capacity strengthening of the country's institutions that attend the social protection in Paraguay – the Ministry of Finance of Paraguay (in order to provide fiscally-

sustainable social benefits through the provision of necessary personnel training, acquisition of software and hardware), the National Survey Institute (in order to implement the LSPS successfully and to utilize the information), and the Social Protection Institute (in order to provide social benefits more efficiently, increasing coverage, and thus, reducing poverty and inequality) – facilitating a more informed policy debate that will allow consensus for social reform. (2) Implement the LSPS in Paraguay. (3) Promote research studies based on the LSPS that will generate knowledge about social protection programs in Paraguay which will also provide compelling evidence of the LSPS's importance and relevance for future implementations.

4.4 State the KCP expected results:

There are four main expected results from the implementation of such program:

1. Strengthening institutional capacity of the government of Paraguay, Ministry of Finance, Social Protection Institute, and the National Survey Institute.
2. Diagnosis of the social protection programs to have a more informed policy debate, that will facilitate consensus and therefore, social protection reform.
3. Identification of the sector priorities and for the proper social policy and reforms, that will eventually contribute to increase the coverage of social benefits.
4. Future impact evaluation of the social policies in place.

4.5 Provide a description of the main outputs and related activities expected to be carried out:

Component I. Institutional Capacity Strengthening. Contribute to the strengthening of the institutional capacity of the Ministry of Finance as well as other institutions involved in the LSPS implementation. This institutional strengthening, in addition to being necessary for the implementation of the LSPS, will also improve the functioning of these institutions in areas such as fiscal control and the provision of benefits. In particular, this component consists of (i) the development of a methodology and the technical training of the employees of these institutions to ensure the existence of accurate mechanisms for policy implementation and analysis that will contribute to effective decision-making regarding social reforms. (ii) Also this component will consider the acquisition of equipment and other resources required for the information gathering, storage, and processing of information. (iii) This component also considers consulting services that will support technical and analytical support to contribute to the objective of strengthening institutional capacity.

Component II. Implementation of the LSPS. Implement the LSPS to obtain high-quality statistical information necessary for the dialogue, analysis, and evaluation of the current social security system. This component consists of various activities: (i) Implementation of the LSPS; pilot, data gathering, processing and validation of the information. Training for surveyors and LSPS supervisors. (ii) Creation of an integrated data warehouse that will combine information from the LSPS with administrative data from numerous government agencies and training for its use (data mining process, administration of information, validation and codification of the information system). (iii) preparation of training manuals containing relevant definitions for the LSPS in practice, as well as technical aspects, protocols, and other recommendations, including the development of methodology for the gathering of information and data mining processes while respecting the confidential nature of the information of those who are surveyed, in terms of procedure, periodicity, and relevant variables. This will allow for the standardization of the process of future LSPS. (iv) Evaluation of the surveyor agency, based on the different stages of the implementation in order to streamline procedures for future LSPS. This will allow for the standardization of the process of future LSPS. Therefore, this component will address the institutional weaknesses that currently prevent effective information gathering, processing, and validation, including training sessions for those who will implement the LSPS, as well as necessary materials, hardware, and software.

Component III. Analysis and disclosure of the LSPS. This component will allow the Ministry of Finance to analyze and evaluate social policy based on the information available through the LSPS. This component contemplates the generation of research studies (3 technical notes) based on LSPS information system, as well as the disclosure of such findings to key decision makers as well as to the rest population. The technical notes will use the LSPS to analyze important issues for public policy in the areas of labor markets and social security. Also, this component will create a database from the LSPS that will be made available to researchers without restrictions on its use. It will also promote debate and help form a consensus on the importance of carrying out social security reforms, as well as the importance of creating and maintaining a robust information system that can provide technical support to the policy-making process.

4.6 Identify the main audience or expected users of knowledge generated or disseminated by this KCP

The main beneficiaries of this program are the Ministry of Finance and the National Survey Institute (DGEEC). Also, the Social Protection Institute, other national and international organizations interested in social protection programs and policy, universities, etc.

4.7 Additional technical information

If necessary, in an appendix please provide further technical details that you consider relevant to evaluate the technical quality of this KCP. Appendix Doc# (IDBDocs): [36471341](#)

V. KCPs RESULTS FRAMEWORK. Main Outcomes and Outputs.

5.1 Results Matrix:

Please, in the first column fill in each outcome indicator with the relevant outputs. You can use the table of indicators here attached.

Results Matrix									
	Unit	Baseline		Year 1		Year 2		Expected Completion Date	Data Source
		Value	Year	Planned	Actual	Planned	Actual		
# of times governments used knowledge produced for policy design/implementation	# of times governments uses LSPS for policy design	0	2011			1		11/30/2013	Press quotes in which authorities use LSPS results and/or findings
• # of Workshops (training) delivered	# of training workshops	0	2011	1				10/31/2012	
• # of new databases generated	# of databases	0	2011	1				11/30/2012	
• # of technical notes	# of technical notes	0	2011			3		8/31/2013	
• # of Seminars organized	# of seminars	0	2011			1		11/30/2013	
# of new areas of intervention identified	# of new areas of intervention identified	0	2011			1		11/30/2013	
• Inclusion of sector priorities identified into country strategy	# of Sector Notes	0	2011			1		11/30/2013	

Note: Please note that this outcome and output indicators will be the input for the PMR and will be monitored in the Quarterly Business Review.

VI. BUDGET (*):

6.1 Budget should be presented by outputs or groups of outputs (for example: three publications, three conferences, seminars or workshops; one database; one survey; two training courses), and the relevant activities. Total available funds from counterpart sources should be reported. Use whole numbers only.

6.2 Describe the source and type of counterpart resources

Costs	Project Cost – IDB Financing					Counter- part Resources (In kind)
	Year 1			Year 2	Total request	
	Consult.	Travel (consultants only)	Other	Total		
Component 1	30,000	10,000	20,000	0	60,000	50,000
• Consultant Inst. Capacity (iii)	20,000	5,000			25,000	
• Training for Ministry of Finance officials and other stakeholders (i)	10,000	5,000	10,000		25,000	
• Hardware (ii)			10,000		10,000	
Component 2	640,000	55,000	70,000	0	765,000	120,000
• LSPS	600,000	50,000	65,000		715,000	

Implementation (I) (iii)						
• IT Consultant (ii)	40,000	5,000	5,000		50,000	
Component 3	25,000	10,000	10,000	0	45,000	30,000
• Seminar	0	10,000	10,000		20,000	
• Technical Notes (3)	25,000	0	0		25,000	
Other	70,000	10,000	0		80,000	
• Project Support	70,000	10,000	0		80,000	
Sub-total	765,000	85,000	100,000	0	950,000	200,000
	Monitoring and evaluation				15,000	
Total	765,000	85,000	100,000	0	965,000	200,000
Approximate value of in-kind counterpart						200,000

(*) More details may be required by donors (e.g. consultant cost per day);

Local counterpart will be accounted for man-hours provided by the Ministry of Finance and the National Survey Institute (DGEEC).

6.3 Types of Consultants: Firms or individuals and main activities/outputs:

Type: Individual or Firm (if available)	Nationality (if available)	Estimated Cost	Main Activities / Outputs
Individual		25,000	Component 1 (iii) - Consultant Institutional Capacity
Individual		25,000	Component 1 (i) - Trainer – Sessions with Ministry of Finance and DGEEC on social protection and LSPS analysis
Individual		50,000	Component 2 (ii) - IT Consultant develop the Database on Social Protection
Firm or Individuals		715,000	Component 2 (i & iii) - Surveyor Agency or Individual surveyors and supervisors for the LSPS Implementation and Capacity Strengthening. Implement the LSPS, link with data registries; implementation manuals for future LSPS implementation trainings.
Individual		25,000	Component 3 - Consultants (3) - Technical Notes (3)
Individual		15,000	Monitoring and Evaluation, including the evaluation of the surveyor agency
Firm (Specialized Agency for Administration)	International Organization	80,000	Other - Specialized Agency for Project Support (OEI) – Provide management (administration, and operation) support for the Beneficiary Agencies during the implementation, seminars, trainings and field survey to ensure the timely completion of activities.

VII. Bank costs:

For the Bank's internal purposes, please provide information in Bank costs associated with the execution of this KCP:

7.1 Bank staff participation in KCP:

Staff Name	Bank Unit	FTEs
TAPIA TRONCOSO, WALDO ANDRES	SCL/LMK	0.05
KAPLAN, DAVID	SCL/LMK	0.05
PAGES-SERRA, CARMEN	SCL/LMK	0.02
BEDOYA DENIGRI, JAVIER IGNACIO	LEG/SGO	0.01
DE EGEA PEREZ, ALBERTO M.	PDP/CPR	0.01

VIII. Risks:

Fill-out the KCP's Environmental Screening and Classification using this link to the [Environmental Screening and Classification Toolkit](#). Then save it in IDBDOCS and record its number in the box below (*):

[36471340](#)

8.1 Implementation Risks:

The main risks to implementation of this strategy are related to low institutional capacity among a number of government agencies, which is primarily due to institutional weakness and scarcity of qualified human resources. There are also difficulties in achieving the political consensus needed to make public policy decisions and problems of popular resistance to relevant measures, as well as problems mediating between divergent interests. These risks will be mitigated by the proposed executing mechanism in which the Bank assumes the responsibility for executing the operation. The Bank, with the experience acquired through its efforts in implementing similar information systems in other countries in the region, including countries with similar institutional challenges such as Honduras, El Salvador, Mexico and Peru, has the technical know-how and credibilities to facilitate technical coordinations among the government agencies involved. The institutional weakness of the beneficiary institutions will be mitigated by the hiring of the Specialized Agency for Administration. The experience in other countries has demonstrated that the support of the Ministry of Finance is crucial for resolving institutional problems, particularly those involving conflicts between different ministries. The issue for the sustainability - failure to maintain a long-term commitment to its development, implementation and policy dialogue, etc. Therefore will be partially mitigated by the fact that this project is nested at the Paraguay's Ministry of Finance, which will assume the local counterpart's responsibility for the implementation of the LSPS and the official use of the collected information. In parallel, the KCP will seek to reduce these risks by engaging all stakeholders through the technical notes and the seminar considered as part of the Component 3, including the private sector to support and to be involved in policy development and knowledge generation processes. Training of the local team (consultants and public officials) and the creation of an information system will also reinforce the long-term commitment to the implementation of the policy.

8.2 Please identify key environmental and social risks and impacts, and the strategy to address them:

No environmental or social risks have been identified.

IX. Coordination with other MDBs

9.1 Summarize collaboration or coordination with other MDBs, donors and other strategic partners (if any):

Not applicable.

X. Monitoring and evaluation plan.

Fill-out the KCP's Development Effectiveness Matrix (DEM) using this link to the PCD [DEM template](#). Then save it in IDBDOCS and record its number (*): [36473809](#)

10.1 Summarize the basic elements of the Monitoring and Evaluation plan, including key activities and associated budget:

The Country Office in Paraguay will have technical and basic responsibility of the technical cooperation through the Team Leader of the operation. The OEI, Specialized Agency for Administration and Operation, will be hired directly to provide administrative and operations support to facilitate various activities in Paraguay, and will be in charge of the follow-up of the every day activities related to the LSPS Implementation, as well as providing support to other consultants and firms, and monitoring and accounting for the local counterpart. Furthermore, there will be a consultant that will focus on the Monitoring and evaluation (\$15,000), including a report on the evaluation for the surveyor company. Also, there will be a survey during the seminar to evaluate the quality and relevance of the KCP's results, as well as the quality of the seminar itself in terms of the knowledge produced.

10.2 Exceptions to Bank policies:

No exceptions apply. There will be a sole sourcing for the OEI according to Bank's policies for sole-sourcing. For all other consulting firms, the Procurement Policies for Firms and Consultants (GN-2350-9) financed by the IDB will apply; for the individual consultants, the corporate HR policies will apply, and for the activities concerning logistics and workshops (seminars) the policies for institutional acquisition will apply.

10.3 Contractual Clauses:

None, since the Bank will be executing.

10.4 Terms of Reference Doc# (IDBDocs) [36474182](#)

(*) All documents saved in IDBDocs must have read permissions granted to the group DOCS Users

**PROGRAM FOR STRENGTHENING INSTITUTIONAL CAPACITY
AND SOCIAL SECURITY INFORMATION SYSTEMS
IN PARAGUAY**

PR-T1123

CERTIFICATION

I hereby certify that this operation was approved for financing under the Japan Special Fund (JSF) through an electronic mail message dated September 6, 2011 submitted by Mr. Takehiko Nakao, Director-General of the International Bureau, Ministry of Finance of Japan. Also, I certify that resources from the Japan Special Fund (JSF) are available for up to US\$965,000 in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of nine (9) calendar months counted from the date of signature below. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in U.S. dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.

(Original signed)

Marguerite S. Berger
Chief

Grants and Co-financing Management Unit
VPC/GCM

Nov 28, 2011

Date

APPROVAL

Approved:

(Original signed)

Kei Kawabata
Sector Manager
Social Sector
SCL/SCL

Nov. 28, 2011

Date