



Consumer Rights Protection
Centre Republic of Latvia

Consumer
rights
protection
centre's

operational

STRATEGY

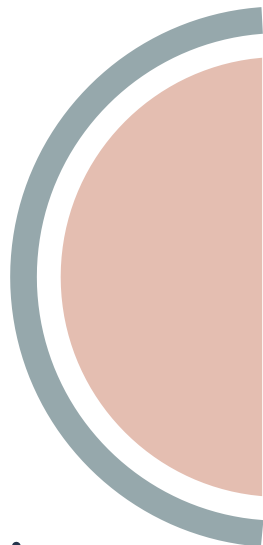
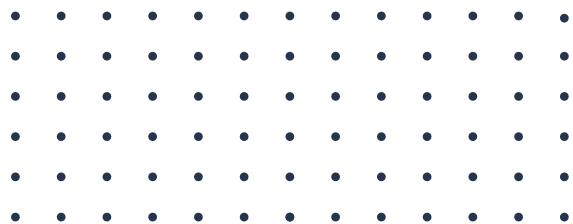
2024-2029

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**CRPC
Mission**

High level of protection of consumer rights and interests - a chance to live healthy, safe and sustainable lives



**CRPC
Vision**

A leader in effective market surveillance and protection of consumers' economic interests



**Our
values**

Professionalism and efficiency - we work responsibly and professionally for the benefit of society, using and building data and knowledge, adopting best practices and striving to achieve the best results with the least possible resources.

Integrity - we value fairness, the spirit of the law and ethical principles in our work and decision-making.

Collaboration - We value collegial relationships and are open and supportive to working together towards common goals.

National sustainability and societal well-being - our work contributes to national sustainability and societal well-being, as well as to the accumulation and targeted dissemination of knowledge, especially among vulnerable consumers.

Customer-oriented approach - knowing and understanding customer needs, working together to achieve common societal goals, transparency and openness.

CRPC stakeholders

In order to better understand the needs and expectations of the Consumer Rights Protection Centre's (hereinafter – CRPC) cooperation partners, the CRPC conducts annual partner surveys. In general, cooperation with CRPC is rated very good by the cooperation partners - both state institutions and business and consumer NGOs (7.9 points in 2023). When asked about their positive experience, respondents indicated that CRPC staff are cooperative, responsive, interested, proactive and show initiative. They are professional, rational, insightful and provide valuable opinions. The main achievements identified by the cooperation partners of CRPC are -

education campaigns, guidelines, informative and advisory material from CRPC. Risk assessments and the withdrawal of non-compliant products from the market have also been evaluated. The monitoring of influencers and the denial of access to non-compliant websites have also been welcomed.

Collaboration Partners recommended improvements such as more educational activities on various topics and digital literacy for consumers, better cooperation with other authorities by responding faster and informing them about planned activities and projects, being more active on social networks and in carrying out inspections.

Stakeholders	Interests
Consumers, society	<ul style="list-style-type: none"> ● Help to protect individual rights ● Preventing infringements ● Information on rights, advices ● Safe trading environment
Traders, economic operators	<ul style="list-style-type: none"> ● Convenient access to services (licensing, registration) ● Information on requirements available
Business associations	<ul style="list-style-type: none"> ● Information on market conformity ● Cooperation on problem-solving and changes to laws and regulations
Staff	<ul style="list-style-type: none"> ● Opportunity to support the public ● Opportunity for professional development ● Clear working rules ● Adequate remuneration ● Pleasant work environment
Ministries, other institutions	<ul style="list-style-type: none"> ● Effective implementation of policies ● Market intelligence ● Suggestions for improvement

CRPC's strategic priorities for 2024-2027

1

Smart and risk-based monitoring in priority areas and strengthening the role of consumers in new market conditions, especially in the context of digitalisation and sustainability.

Improving operational efficiency.

2

3

Developing staff competences, well-being and working environment.

All the priorities are interlinked and complement each other, contributing both to the further development of each individual priority and to the overall objective.

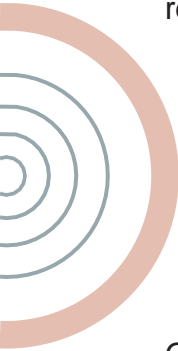
CRPC's main **activities** are:

- monitoring consumer rights
- monitoring goods and services
- Support consumers in resolving disputes with traders.

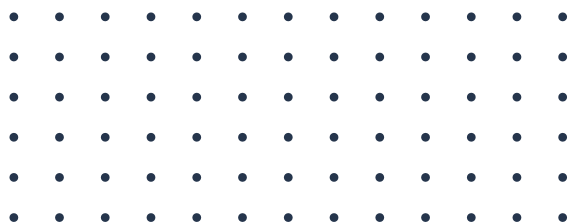
CRPC's strategic priorities have been set by assessing the results of the previous period, the vision of staff and management for CRPC's future development, as well as taking into account changes in the external environment - global markets, e-commerce, new technologies, as well as sustainability objectives.

CRPC's supervisory policy is aimed at ensuring that economic operators comply voluntarily with the requirements set out, and thus CRPC's main **supervisory principles** are:

- support for economic operators in meeting the requirements of the regulatory enactments;
- risk-based, fair and proportionate supervisory actions;
- fair and proportionate decisions aimed at achieving compliance and influencing behaviour;
- cooperation with business and consumer organisations and other supervisory authorities and institutions.



CRPC is entrusted with a very broad range of functions, so it is important to organise its activities in priority areas, taking into account data on areas, risks and signals from the public. Applying the "**Advice First**" principle delivers good results, achieving results faster and saving resources.

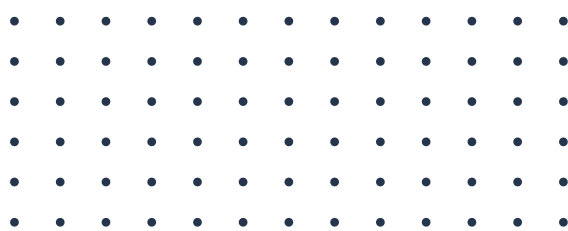


Given the changes in the external environment in recent years - the development of e-commerce, online platforms, smart technologies and social networks - CRPC's supervisory activities are focused on the **digital environment and technology**. The Law on Consumer Rights Protection contains a number of amendments that have strengthened consumer rights in relation to goods and services compliance and new legal provisions on digital services and digital content. The range of goods and services provided to consumers is constantly evolving, becoming more sophisticated and digitalised. New ways of shopping have increased the risks of fraud when shopping online.

For effective consumer and market surveillance in the digital environment, it is essential to improve the **skills of the institution's staff** (in particular artificial intelligence, cyber security), to seek new technological solutions for more effective surveillance, to invest in consumers' digital and financial literacy and to engage in international cooperation (in particular the CPC network and the ICPEN network) to fight infringements more effectively and to draw inspiration from global best practices.

In the light of the European Commission's Green Paper and Consumer Policy

The 2020-2025 Agenda makes the green transition one of the EU's consumer policy priorities. CRPC has also both developed guidelines on the **prevention of greenwashing** and carried out monitoring activities in various areas. The new European "right to repair" regulation encourages consumers to choose the repair option first instead of other legal remedies, thereby extending the life of goods and reducing waste. For manufacturers, it requires the production of goods that are sustainable and repairable. In the light of research on consumer behaviour, it is important to continue to encourage consumers to make informed and sustainable choices and to monitor that consumers are not misled about the environmental impact of a trader, product or service. It is important to focus monitoring on products related to energy efficiency and eco-design.



In order to promote consumer confidence, including the ability to exercise their individual consumer rights, it is important for CRPC to strengthen the capacity of the **Consumer Dispute Resolution Commission** in the coming years by bringing in experts in areas where it has so far been unable to attract them, as well as by bringing in new chairpersons.

In 2024, the Latvian legal system introduces a **collective redress mechanism** - a group of consumers can jointly claim damages for a breach of consumers' collective interests. CRPC sees a challenge in the future years in the revitalisation and development of the collective redress mechanism.



CRPC should continue to be actively involved in **EU-supported joint projects** to take advantage of opportunities to test products, exchange good supervisory practices or develop supervisory methods and tools with supervisory colleagues in other countries.

To further improve CRPC's efficiency as an institution, it is necessary to further develop the **digitisation of the institution's processes**, integrating and linking them with various other information systems and data sources as far as possible, as well as working on solutions to open up services more widely to other institutions and citizens.

Given that traders have to navigate many complex technical regulations and that the EU is now increasingly imposing new requirements (eco-design and sustainability, artificial intelligence, cybersecurity, etc.) or revising existing regulations (machinery requirements, construction products, toys), traders need to be provided with information on applicable requirements in an easily accessible and understandable way, by developing a **catalogue of requirements** and targeting it both on the CRPC website and through different channels where information can be provided more directly to traders. In addition, the role and responsibility of traders in market surveillance should be strengthened through a systemic assessment in case of significant and repeated non-compliances, so that they are aware of the causes of non-compliance and CRPC follows up to ensure that they are remedied.

CRPC's most important resource is its **staff**, which is why it needs to continue to invest in professional development, to develop staff competences using both internal resources and training tools and external training providers, and to ensure a modern working environment that includes a modern work organisation, an induction system for new staff and mentoring.

In order to prevent the outflow of existing human resources and to motivate the existing staff for further professional growth, CRPC will promote favourable working conditions. CRPC competes for human resources in both the public and private sectors, and therefore competitive remuneration, motivation to achieve higher performance and employee engagement, training and development are key factors.

In order to develop the values of CRPC, which have been jointly defined, and to ensure their better implementation, CRPC will continue its **tradition of** organising joint team-building events and promoting initiatives that emphasise the importance of the employee and belonging to the team, creating an environment in which everyone feels a sense of belonging. Reinforcing CRPC's values is essential for CRPC to maintain high ethical standards and to facilitate the exchange of information and constructive criticism.





<i>Objectives</i>	<i>Tasks</i>	<i>Performance indicator</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>2028</i>	<i>2029</i>
I. Smart and risk-based monitoring in priority areas and strengthening the role of consumers in the new market environment, in particular in the context of digitisation and sustainability									
Enhanced consumer confidence in the market	Take monitoring measures and information measures, as appropriate	Consumer knowledge level; % (<i>Consumer Conditions Survey data</i>)	28.8 (28.0 ES) ¹	n/a	29	n/a	29	n/a	30
		Consumer confidence in the safety of goods; % (<i>Consumer Conditions reporting data</i>)	81.3 (71.8 ES) ¹	n/a	81.5	n/a	81.5	n/a	82
		Consumers trust traders; % (<i>Consumer Conditions reporting data</i>)	81 (76.2 ES) ¹	n/a	81	n/a	82	n/a	82
		No problems for consumers; % (<i>Consumer conditions reporting data</i>)	75.7 (74.2 ES) ¹	n/a	76	n/a	76	n/a	76
		Consumers are well informed about their rights; % (<i>CRPC survey data</i>)	49	49	n/a	50	n/a	50	n/a
Improved use of data for	Introduce a data collection and analysis process in the institution, assessing available data both inside and outside the institution	Set up for data collection, analysis, and research process of use	n/a	n/a	1	n/a	n/a	n/a	n/a

¹ Overview of consumer conditions. (2023). Pieejams: https://commission.europa.eu/document/89ea35fe-728f-4749-b95d-88544687583c_en

supervision improvement	as well as when planning the necessary studies (setting up a working group, training staff, taking action and research, data analysis)	Research and data Analysis	n/a	2	2	2	2	2	2
		Market surveillance risk management (2025) and consumer infringements evaluation (2027) Pilot projects	n/a	n/a	1	n/a	1	n/a	n/a
Priority for commodity safety and the economic interests of consumers protection in e-commerce	Plan online inspections in each surveillance sector (where applicable)	Proportion of e-commerce inspections; %	n/a	20	20	25	25	30	30
	Develop or adapt (including Latvian) for use on the market available investigative tools for more effective monitoring in a digital environment including those proposed by the EC	Number of new/renewed tools used	n/a	3	3	3	3	3	3
	Assess the feasibility of developing and validating a methodology to automated e-commerce checks and merchant information	Pilot (2025) and implementation (2027)	n/a	n/a	1	n/a	1	n/a	n/a
	Ensure effective acting as Digital Services Act coordinator	Design and implementation of the function Plan	n/a	1	n/a	n/a	n/a	n/a	n/a
		Registration schemes established (legal representatives, trusted signallers, verified researchers)	n/a	3	n/a	n/a	n/a	n/a	n/a
		Complaints handling process in place	n/a	1	n/a	n/a	n/a	n/a	n/a
		Developed for Supervisor 2.0 section for case	n/a	n/a	1	n/a	n/a	n/a	n/a

		Recording/ notification tool use/adaptation	n/a	n/a	1	n/a	n/a	n/a	n/a
		Monitoring carried out measures in a specific area	n/a	n/a	1	1	1	1	1
Improved consumer opportunities to make sustainable choices	Prioritised annual monitoring of areas relevant for sustainability - Ecodesign requirements for goods, sustainability goods, Greenwashing	Checks or cases involving sustainability objectives, including promoting green procurements; number of cases	n/a	55	55	55	55	55	55
	Organise awareness- raising events on sustainability issues, including an awareness campaign on excessive consumption	Organised campaigns and other information measures both for traders and consumers; measures Number of	n/a	n/a	1	n/a	n/a	1	n/a
		Consumers pay attention to environmental impacts before purchase; % (<i>Consumer overview</i>)	53 (55,8 ES)	n/a	54	n/a	55	n/a	56
		Consumers pay attention for energy labelling; % (<i>CRPC survey</i>)	49	n/a	n/a	n/a	n/a	50	n/a
		Consumers choose goods with higher energy efficiency; % (<i>CRPC survey</i>)	56	n/a	n/a	n/a	n/a	60	n/a
		Informing consumers in disputes about the priority choice for repair	Consumer choice repair a broken appliance; % (<i>CRPC survey</i>)	49	n/a	n/a	n/a	n/a	60

	Organise measures to implement the EU directive on the "right to repair"	Monitoring of repair shops or public information project; number	n/a	n/a	n/a	1	n/a	n/a	1
		Process introduced publishing information on the EC platform on repair shops	n/a	n/a		1	1	1	1
Using knowledge and experience promotion within the institution	Organise and support cooperation activities with different partners to build on existing knowledge and experience in the work of the institution - with traders or representatives of the public interest non-governmental organisations, universities, research institutions, public administrations authorities	Cooperation actions implemented; activities Number of	n/a	3	3	3	3	3	3
		External partners rating; in points (CRPC survey)	7.9	8.0	8.0	8.2	8.2	8.2	8.2
	Promote the involvement of traders in the work of the Consumer Dispute Settlement Commission (NGO involvement, individual outreach to traders, discussions)	Areas where dispute resolution can be convened the composition of the Commission; the scope Number of	n/a	1	1	1	1	1	1
	Ensure the Authority's active participation in ICPEN, OECD,	Participation in the Sweep For Prevent Violations Month or other events	n/a	1	1	1	1	1	1

	Consumers International and other international networks, learning about other countries	Active participation in conferences or online seminars, including	n/a	5	5	5	5	5	5
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	experience, by adopting best practices and by providing your contribution	presenting or leading working groups							
	Take advantage of opportunities to participate in EU-funded projects, thereby leveraging knowledge and resources	Participation in projects (CPC network, European Commission funded projects)	n/a	5	5	5	5	5	5
		Funding mobilised; thous. EUR	80	100	100	100	100	100	100
Enhanced accessibility and comprehensibility of information for consumers, as well as providing support in problem situations	Improve accessibility of the information provided on CRPC websites	Adequate coverage of the institution's websites accessibility; website Number of	n/a	2	6	7	7	7	7
		Sections of the website that have been redesigned in simple language form	n/a	2	2	2	2	2	2
		Projects or new Pilot projects to develop communication tools; number	n/a	1	1	n/a	n/a	n/a	n/a
	Informing consumers on topical issues, encouraging them to gain the knowledge to make wise choices for their own needs appropriate choice	Organised campaigns; Number of	2-3	2-3	2-3	2-3	2-3	2-3	2-3
	Establish a system to support collective redress and provide support to consumers	Procedures implementing a collective redress system	n/a	1	n/a	n/a	n/a	n/a	n/a
		Support activities organised, including with funding; Number of	n/a	1	1-2	1-2	1-2	1-2	1-2

	Contribute to the development of laws and regulations, taking digitisation into account,	Number of draft legislative acts for improvement; involvement	n/a	10	10	10	10	10	10
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Improving the regulatory framework	sustainability objectives and consumer issues in new market conditions	drafting laws and regulations Number of							
		Participation in EU consumer and market surveillance in the development of regulation	n/a	5	5	5	5	5	5
II. Improving the efficiency of CRPC									
Promote a culture of innovation and skill training at CRPC	Set up an Innovation Working Group, train staff, organise exchanges with other institutions, pilot projects to introduce new solutions	An Innovation Working Group is set up and trained; Number of	n/a	1	n/a	n/a	n/a	n/a	n/a
		Pilot projects; Number of	n/a	1	2	2	2	2	2
Improve the institution's monitoring process efficiency	Develop and implement CRPC new and modern things management system - Supervisor 2.0	Case management developed system; number	n/a	1	n/a	n/a	n/a	n/a	n/a
		Hazardous section of the equipment register Number of	n/a	1	n/a	n/a	n/a	n/a	n/a
		Developed for Digital the service act file management process; number	n/a	n/a	1	n/a	n/a	n/a	n/a
		Existing data collection functionalities Incorporating Supervisor 2.0 (or upgrading)	n/a	n/a	1	n/a	n/a	n/a	n/a
		Developed integrations with other systems	n/a	7	2	n/a	n/a	n/a	n/a
	Review the Authority's processes and prepare and	An overview of the situation and possible for improvements	n/a	n/a	1	n/a	n/a	n/a	n/a

	implement projects to eliminate redundant activities and files to shorten the time limits	Draft measures and to implement performance indicators; number	n/a	n/a	1	n/a	n/a	n/a	n/a
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		Abridged cases lengths of examination (if possible); %	n/a	n/a	n/a	n/a	10	n/a	n/a
	Implement identified projects to further digitise or make available to customers the institution's processes	Developed and implemented module for direct consumer access to the case management system (if available) funding); number	n/a	n/a	n/a	1	n/a	n/a	n/a
Improve the availability of data on consumer problems	Develop an information analysis tool to create a database of infringements	Analysis tool introduced Under supervision; number	n/a	1	n/a	n/a	n/a	n/a	n/a
		Analyses introduced methods and procedures Number of	n/a	n/a	1	n/a	n/a	n/a	n/a
Stimulate trader awareness of responsibilities and encourage the voluntary elimination of infringements	Organise information events for traders	Awareness-raising events for traders; Number of events	n/a	10	10	10	10	10	10
		Guidelines and information material produced for traders; number	n/a	2	2	2	2	2	2
	Offer voluntary actions within the framework of monitoring	Consumer rights % of voluntary actions under supervision	n/a	85	85	85	85	85	85
		Consumer rights infringements corrected under supervision after call; %	n/a	50	50	50	50	50	50
		In the surveillance of goods % of voluntary actions	n/a	85	85	85	85	85	85
	Improve the efficiency of the	Carry out the support process digitisation	E-invoicing introduced; number	n/a	1	n/a	n/a	n/a	n/a

institution's support processes	Improved testing organizing	Application of dynamic purchasing process; number	n/a	n/a	1	n/a	n/a	n/a	n/a
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Promote public benefit from CRPC's work	Development of a method for calculating damage in certain areas; number of cases in which CRPC's benefit to society is measured	Pilot project for damage assessment (2025) and a methodology developed where possible (2027)	n/a	n/a	1	n/a	1	n/a	n/a
		Benefits to society from CRPC's work in the areas where it is measured; thous. euro	n/a	n/a	n/a	400	400	500	500

III. Staff development, well-being and working environment

Staff capacity and capability raising, taking into account digitisation, change and new features	Provide an employee development processes in the institution, implementing effective new measures for employee training and future development	Developed and implemented new staff the induction process (training, learning information, mentoring); number of	n/a	1	n/a	n/a	n/a	n/a	n/a
		High (above 8 out of 10) evaluation of new staff/mentors after probationary period; % of total new number of employees/mentors	n/a	n/a	70	80	80	85	85
		The opportunity to devote a certain amount of time to training; hours per year	n/a	20	25	25	30	30	30
Provide a working environment that improves the performance of staff and	Providing a motivational reward system	80% of salary of employees at the mid-point; %	n/a	n/a	n/a	1	n/a	n/a	n/a
		Staff workload evaluation implementation (if funding is available)	n/a	n/a	n/a	1	n/a	n/a	n/a

boost employee engagement		Internal arrangements for the remuneration system for improvement	n/a	n/a	1	n/a	n/a	n/a	n/a
	Maintain stable staff turnover in CRPC and related institutional memory preservation	Staff turnover rate; %, (<i>number of resignations vs. numbers</i>)	10.3	10.0	9.0	9.0	8.0	8.0	8.0
Increase staff involvement in strengthening the values and corporate culture of the institution	Increase staff involvement in the institution's processes and events - events organised by Departments	Staff participation in staff reunion events; % (<i>percentage of total number of employees</i>)	n/a	60	70	70	70	80	80
	Encourage greater staff involvement in the institution's processes	Staff participation in the involvement of the Chancellery study (<i>National Chancery Involvement Study</i>)	30	35	35	36	37	40	40
Providing modern and comfortable working conditions	Modernised workplaces (provision of ergonomic equipment for workplaces) number each year)	Ergonomic equipment purchased and issued to CRPC staff number of aids	n/a	15	15	15	15	15	15
	Developing an efficient technical ICT infrastructure	Staff equipped with modern needs adequate technical equipment, % (<i>hardware in use is not older more than 5 years</i>)	n/a	80	80	85	85	90	90
		Work environment assessment and adaptation measures	n/a	1	1	1	1	1	1
		Staff satisfaction; points, (<i>CRPC survey</i>)	93.75	93.80	93.80	93.90	93.90	93.90	93.90

CRPC SWOT analysis

PROS

- Adoption of best practices of international cooperation partners.
- Good cooperation with business organisations and consumer NGOs.
- Good collaboration with inter-institutional and international partners.
- Developed methods for investigating the digital environment.
- Effective internal control system in place to ensure risk-based planning and execution of functions.
- Visibility and positive public image.
- Ability to make professional decisions.
- Effective methods of working with traders to prevent non-compliance and voluntary implementation of preventive measures.
- Extensive experience in preparing information for policy makers.
- Experienced and professional Call Centre team. Stable employer.

CONS

- It is difficult to attract business representatives from different areas to Commission and find new ones, interested and professional Commission chairmen to expand the scope of the Commission and make quality decisions.
- Lack of resources poses a threat to insufficient market surveillance in the regions.
- Staff lacks information technology competences and skills.
- The CRPC's wide-ranging expertise in a variety of complex areas, as opposed to its small and underpaid workforce, where staff turnover exacerbates the situation.
- The effects of remote working have weakened the CRPC's corporate culture, affecting staff motivation, loyalty and attitudes towards work and the employer. The sense of community and connection to the workplace is lost, affecting the efficiency.
- Outdated and non-integrated IS for planning, organising and executing the CRPC's functions.
- A systematic system of staff training is not fully in place.

- Opportunity to contribute to the development of laws and regulations, including EU regulation.
- Public Interest about consumer rights.
- Extensive opportunities to improve competences at events and training organised by cooperation networks abroad.
- The newly allocated rights to implement CRPC's functions more efficiently.
- The key areas that are the competences CRPC are a part of the central elements of the work order of the EU and Latvia.

- For traders who do not intend to operate in the long term, the applicable sanctions and penalties are not sufficient to enforce compliance.
- On the labour market there are too few adequately specialised workers who are also insufficiently trained by higher education institutions.
- Ageing societies, including civil service ageing, are a threat to knowledge transfer and staff adequacy.
- Lack of access to and cost of laboratory services.
- Frequent and rapid changes in consumer policy.
- Incoherence between different laws and regulations.
- Disproportions in the remuneration system, incl. salary amount, in the department (competition threats).

OPPORTUNITIES

THREATS