



ICN Bridging Project Report Vice-Chair for Young Agencies and Regional Diversity

September 2020

I. Introduction

The key priorities of the International Competition Network (ICN) are the dissemination of competition experience and best practices, procedural and substantive convergence and effective international cooperation.¹ Furthermore, inclusiveness and openness are among the principles that have advanced these ICN priorities in the last 19 years. Since 2001, ICN membership has grown to 140 authorities from 129 jurisdictions. Capturing the rich diversity of experiences and ideas of all these member agencies is crucial for the fulfillment of the aforesaid principles and for the achievement of ICN priorities.

Younger members, however, have faced challenges that have prevented them from having a greater presence and full participation in all ICN activities. Having this in mind, on December 19, 2019, the ICN launched the Bridging Project, as an effort to systematize all individual endeavors made by ICN members and past initiatives to assist younger and newer members to become more engaged in the ICN's work.

The purpose of this document is to report the preliminary work of the Bridging Project and inform the findings of the survey conducted to gauge the participants expectations and impressions thus far.² The first and second sections of the report provide the background and reasons for establishing the project. These sections are followed by a third one presenting the design and structure of a pilot of the Bridging Project. The fourth section covers the main findings from the aforementioned survey followed by a brief summary of the ideas discussed in the Young Agencies session at the 2020 ICN Virtual Annual Conference. Finally, the last section presents the next steps of the Project to ensure a sustainable long-term positive impact.

II. Background

In 2016, Alejandra Palacios Prieto, Chairwoman of the Mexican Federal Economic Competition Commission, took up the role of Vice-Chair for Young Agencies and Regional

¹ International Competition Network, The future of the ICN in its second decade (2016). Available at: <https://www.internationalcompetitionnetwork.org/wp-content/uploads/2018/09/ICN2dDecade2016.pdf>

² The full survey is included in the Annex.

Diversity (Vice-Chair). In this role, the Vice-Chair is committed to directing the Steering Group's efforts towards a more systematic approach for outreach to young agencies and encourage their further involvement in all ICN activities. The aim is to broaden ICN views, ensuring that the ICN work meets the needs of all members, including younger ones. To achieve this, the Vice-Chair has been entrusted with the important task of developing actions that advance the participation of younger agencies in all ICN activities, thus contributing to the consensus-building process, greater awareness, use and implementation of ICN work, and for achieving greater convergence around best practices.

Aiming to build upon and ensure continuity of other ICN efforts, the work of Vice-Chair Alejandra Palacios, has been primarily driven by the findings of the "The future of the ICN in its second decade" Report (hereafter Second Decade Report). Notably, the Second Decade Report recognized the importance of strengthening outreach efforts to foster active participation of younger agencies. Taking this forward has meant understanding the needs and challenges that young competition authorities face while implementing competition law and policy and the constraints that curb their participation in the ICN.

Strategies of the Vice-Chair implemented in this direction have included the organization of special sessions focusing on the experiences of young authorities at the ICN Annual Conferences – Porto in 2017, Delhi in 2018 and Cartagena in 2019. During these sessions, common needs, concerns, success stories and lessons from younger members have been shared. Another effort in line with this strategy, is the co-organization of ICN Working Groups' Workshops that have fostered the participation of young competition authorities. For example, several Workshops in Mexico City as well as the Annual Conferences in Morocco and Oporto featured sessions in home languages (Spanish, French and Portuguese) that allowed young and small agencies from the corresponding regions to be more involved in the discussions, overcoming language barriers.

The 2018-2019 exercise³ of updating the findings of the 2006 ICN Report "Lessons to be Learnt from Experiences of Young Competition Agencies"⁴ has been another core element of the strategy aimed at understanding the main challenges that competition agencies face at early stages of their development and their approaches in addressing these challenges.

The most recent Vice-Chair initiative to support the ICN fostering the engagement of the younger agencies is the Bridging Project, a pilot outreach program that seeks to facilitate partnerships between young and more experienced members for peer-to-peer learning and experience sharing regarding their involvement in the ICN..

³ International Competition Network, Lessons to be learnt from the experiences of young competition agencies. An update to the 2006 Report (2019). Available at: https://www.internationalcompetitionnetwork.org/wp-content/uploads/2019/06/SGVC_YoungerAgenciesReport2019.pdf

⁴ International Competition Network, Lessons to be learnt from the experiences of young competition agencies (2006). Available at: https://www.internationalcompetitionnetwork.org/wp-content/uploads/2018/09/CPI_LessonsLearntYoungAgencies2006.pdf

The Bridging Project is supported by the ICN's Promotion and Implementation Team (P&I), as its purpose has a strong fit with the P&I's objectives which are developing further initiatives to raise awareness of the network's work products and promoting its implementation, engaging members, working groups and non-governmental advisors.⁵

III. About the Bridging Project

The strength of the ICN lies to a great extent in the size and diversity of its membership. Therefore, the involvement and effective participation of all the competition agencies that are part of it, is of great importance, and the network's Steering Group considers deep engagement of the ICN membership as a priority. In 2019, the Vice-Chair drew on the ICN previous efforts and learnings⁶ to propose to the Steering Group Members the implementation of a project with the aim to further increase ICN outreach and involvement of young agencies.⁷

Also, the project is a follow up of the analysis made on the challenges that young agencies face, presented as a report in the 2019 Annual Conference in Cartagena.⁸ The report confirmed three things: i) challenges faced by young agencies are similar; ii) experiences of more mature agencies can be useful for young authorities when addressing similar problems; and iii) ICN work and products can support them in addressing their challenges.

The Vice-Chair recognized that the ICN and its members have supported young agencies in many ways to address their challenges, thus the proposal focused on the systematization of these efforts across the network. In this same line, the Vice-Chair also put forward the idea to enhance the promotion of ICN work products in order to further strengthen the ICN outreach towards young agencies and less active members.

The specific proposal of the Vice-Chair was to run a pilot program, where Steering Group members volunteered to serve as a "bridge" in order to provide an opportunity for young agencies and less active members to engage with the ICN. Hence the initiative's name: "The ICN Bridging Project".

IV. Pilot of the project

⁵ As noted by the letter from the Chair sent to all ICN membership on December 19, 2019.

⁶ For example, in 2007 the former ICN Capacity Building and Competition Policy Implementation Working Group launched the Partnership and Consultation Program. This project had two main components: i) a Consultation Program, which created a panel of experienced agencies that volunteered to provide guidance by request of a younger agency on particular topics, and ii) the Partnership Program, which paired up experienced agencies with newer ones. Drawing on the lessons learned from this earlier effort, the Bridging Project focuses on the young agencies' needs regarding its involvement with the ICN.

⁷ Also based on the engagement experiences of the Mexican Federal Economic Competition Commission in the ICN.

⁸ International Competition Network, Lessons to be learnt from the experiences of young competition agencies. An update to the 2006 Report (2019). Available at: https://www.internationalcompetitionnetwork.org/wp-content/uploads/2019/06/SGVC_YoungerAgenciesReport2019.pdf

In December 2019, the ICN Chair and Vice-Chair announced the Bridging Project and its pilot program, formally initiating a new path aimed at bringing together young and small member agencies with Steering Group members, to identify opportunities for them for a greater participation and contribution in projects, teleseminars, workshops and all other ICN activities. This invitation also served as a call to receive expressions of interest from all ICN members to participate in the pilot program.

After analyzing several approaches for the design of the pilot, the best alternative for its functioning was through the establishment of special partnerships in which Steering Group Members (SG members) assisted young and small agencies (young agencies) to better engage with the ICN and improve their knowledge of all its available resources and work products.

SG Members were the ideal fit for acting as the guiding partners for young agencies since they are competition authorities with a long tradition in competition law enforcement that have a deeper knowledge and understanding of the ICN, many of them being founding members of the network. This combined experience makes them ideal to both help young agencies bridge with the network while also sharing their own experiences and cases on how an agency can benefit from a greater involvement in all ICN matters. In this sense, the project is aimed at using the network’s existing figures and structures under one systemized scheme that could be implemented in the longer term to assist more young agencies in the future.

The partnership between agencies is based on a voluntary basis and relies on a high level of goodwill and cooperation, as well being subject to the available resources from the participants.

For the pilot, participant agencies were asked to consider the following tasks: ⁹

Steering Group Members	<ul style="list-style-type: none"> • In coordination with its partner, identify the scope of the partnership and where the young agency can achieve a greater participation and benefit from the ICN. • Provide guidance to the young agency regarding the available resources and work products from the Working Groups. • Establish frequent and appropriate channels for contact and communications, making clear that the partnership is based on a voluntary basis. • Assist the young agency in branching out into new ICN activities, especially those identified by the young agencies as relevant to them.
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⁹ Agencies that responded the call and agreed to participate in the pilot of the Bridging Project are listed in section IV subsection 2 of the report.

	<ul style="list-style-type: none"> • Be a liaison, when needed, between the young agency and the Co-Chairs of the ICN Working Groups. • Share previous experiences and success stories related to their involvement in the ICN.
Young and Small Agencies	<ul style="list-style-type: none"> • In coordination with its partner, define realistic goals, clear expectations and priorities for the partnership. • Together with the Steering Group member, establish frequent and appropriate channels for contact and communications. • Keep the agreed contact and communications channels, respecting the Steering Group member's time and resources. • Take responsibility for and commit to their own development using the advice, guidance and feedback provided by its partner. • Stay accessible, committed and engaged during the partnership.

1. Strategy of the pilot

In order to ensure that the project translated into real and suitable objectives, as well as to define its approach, the Vice-Chair decided to develop a strategy that would also provide clear guidance to the parties involved in the pilot. This strategy was based on four core principles: i) leadership; ii) engagement; ii) advancement; and iv) participation. These core principles, dubbed “the LEAP strategy” in the pilot, are explained in the following table.

Core Principle	Definition	Suggested approach
L: Leadership	Proactively engage in ICN initiatives, projects and events. Take the lead and a more active role within the network.	Young agencies can seek to take on a leadership role for an ICN project, initiative, event or Working Group if they feel ready to do so.
E: Engagement	Know and learn the multiple ways an agency can engage with the ICN.	Steering Group members can guide young agencies to actively engage in ICN activities.
A: Advancement	All agencies' experiences on the benefits of their	Young agencies can be encouraged to share their own experiences

	participation in the ICN are important.	and views, taking the spotlight to provide success stories, relevant cases, etc. on their progressive involvement in the ICN.
P: Participation	Contribute, share thoughts and get involved in all ICN activities.	Young agencies can become more active in the drafting and review of work products; as well as in teleseminars and workshops of the ICN.

2. Implementation of the pilot

In order to describe and communicate the pilot's objectives and expected results, the Vice-Chair informed, through emails and conference calls, how the pilot would be implemented, the LEAP strategy and the suggested approaches for its successful execution. This information was shared with all agencies who expressed their interest in participating in the project. Thus, the pilot started in April 2020 with the participation of the following agencies:

- **Steering Group Members**
 - Australian Competition and Consumer Commission (ACCC)
 - Colombia's Superintendence of Industry and Commerce (SIC)
 - Brazil's Economic Defense Administrative Council (CADE)
 - Mexican Federal Economic Competition Commission (COFECE)

- **Young and Small Agencies**
 - Costa Rica's Commission for the Promotion of Competition (COPROCOM)
 - Nicaragua's National Institute for the Promotion of Competition (PROCOMPETENCIA)
 - Ecuador's Superintendence for the Control of Market Power (SCPM)
 - Peru's National Institute for the Defense of Competition and Intellectual Property (INDECOPI)
 - New Caledonia's Competition Authority (AdC NC)
 - Philippines' Competition Commission (PCC)
 - Dominican Republic's National Commission for the Defense of Competition (PROCOMPETENCIA)

The Vice-Chair suggested SG members to partner with at least one young agency. The pairing suggestions were made taking in account several aspects in order to increase the success of the partnerships, such as:

- *Same language*: in order to avoid language barriers.

- *Regional location*: to better coordinate meetings across time zones.
- *Existing relationships*: some participants have already established relationships between them thanks to other cooperation mechanisms, if so, this was taken into account to ease the establishment of communications and trust.

The project started through virtual meetings that allowed for more immediate interactions between participants who, even when working remotely, were very keen on having their first approaches in order to define the next steps to take for their respective partnerships. First sessions of the pilot focused mainly on presenting each participant to be involved in the project as well as explaining the pilot's scope and purpose. Then, each bridging partnership (SG member with its associated young agency) took its own route beginning with an explanation of the basics of the ICN and the specific topics and areas of assistance required by the young agencies in relation to the ICN.

3. Goals and expectations of the pilot

One of the main objectives of the first sessions between the bridging partners, was the establishment of goals and expectations of their work through the pilot. In order to ensure success, partners were asked to keep goals and expectations attainable, realistic and in line with the available resources. Another important factor was relating these goals and expectations to the needs identified by the young agency in a "wish list" that clearly identified what outcomes the agency wanted to obtain from the pilot.

Depending on the young agency's previous engagement with the ICN, the goals and expectations ranged from getting to know the basics about the network, to understanding its Working Groups and specific work products. This meant that Steering Group members had to tailor their approach to their partner's specific expectations, since they could have been paired with an agency with very little involvement in or knowledge of the network or an agency better acquainted with the ICN.

V. Outcomes of the pilot

In July 2020, a survey was carried out in order to evaluate the progress of the pilot and collect preliminary experiences and perceptions of its participants. This, with the purpose of identifying what has or has not been working so far and defining the next steps for the project. Quantitative and qualitative questions were made regarding aspects such as implementation, expectations, benefits from participation and general satisfaction with the project thus far. Finally, participants were also asked to provide some recommendations for improving the project. The most relevant findings are described in the following subsections.

1. Implementation

Regarding implementation of the pilot, participants were asked about the clarity and usefulness of the initial guiding information shared in a document for setting the scope and objectives of the project. According to 82% of the participants, the document was clear and

provided them with useful information for understanding the purpose and goals of the project. However, 18% mentioned that the information could have been clearer, specially the one related to the project strategy and how to apply it to their own implementation of the project.

Participants were also asked about the ease or difficulty for establishing first contacts. All of them agreed that this was an easy task and in most cases the fact of having existing relationships with their partners contributed to making the contact and having direct follow-up to the initial communications much easier. In terms of the value of the content of the first meetings, participants highlighted the fact that even when meetings were short in duration, they were significant and very productive in terms substance and topics discussed.

2. Expectations

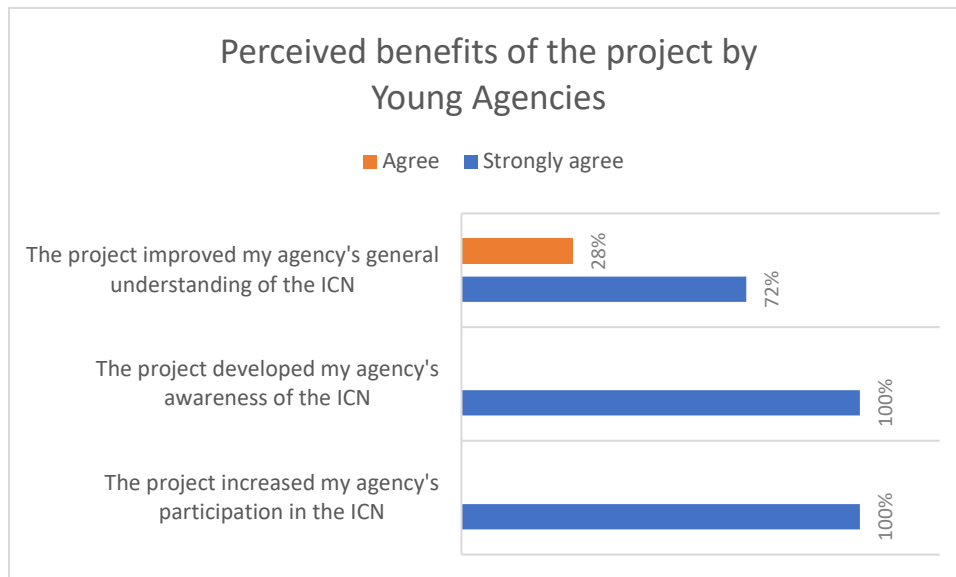
In the replies to the survey, all young agencies agreed that the project and their SG member partner had set high expectations which helped them to be more engaged and proactive. Thus, SG members acted as a guiding partner of the young agencies, which helped to build trusty and solid partnerships. Furthermore, participant young agencies mentioned that their partners remained fully engaged and committed to the partnership, with SG members “checking in” regularly to ensure that the expectations and needs of the young agency were being met.

Also, according to the survey, all SG members were seen by their partners as trustworthy and experienced peers, helping young agencies to identify ways in which they could involve in the ICN through a reflection exercise for them to discover new ways for engaging with the network.

The Vice-Chair and some participants perceived that some young agencies had the expectation that the project had the sole objective of fostering bilateral cooperation. While the Bridging Project may foster bilateral relationships as a positive spillover effect, in several occasions there was the need to clarify the objectives of the project stressing out its goal of involving young agencies in all ICN activities. The latter with a good rate of success in most of the cases.

3. Benefits from participation

Participant young agencies were asked if the project had provided them, thus far, with opportunities for increasing their understanding, awareness and engagement regarding the ICN. The following graph shows these results interpreted as the benefits received by young agencies during the implementation of the pilot.



It is worth noting that in the question related to the improved agency's general understanding of the ICN, five out of seven young agencies were better acquainted with the ICN, allowing them to focus on identifying other type of opportunities to increase their participation in specific activities or projects; the other two agencies were less familiar with the network's structure and functioning, therefore their work focused on getting acquainted with the ICN.

When asked to further describe the benefits that the pilot has brought to them, some responses are worth highlighting. Costa Rica's COPROCOM, who in 2019 passed a new competition law, underscored the project's role as a pathway for better enforcing the new legislation for the benefit of Costa Rica's citizens. The Philippines' PCC noted the importance of the project as a way to benefit from ICN's response to the crisis derived from the COVID-19 pandemic. According to the PCC, this crisis scenario has brought forward *"the need to collaborate, to work together, and to learn from each other's experiences"*, therefore the project served as way for the agency to benefit from the ICN's response to the pandemic and to learn how to apply it to its own jurisdiction.

Finally, Ecuador's Superintendence for the Control of Market Power expressed that the project has helped them to better promote and disseminate ICN activities with their staff; to further strengthen this approach, the agency developed a microsite on their internal website in which officials can access directly to the ICN work product library and to the Training on Demand modules. Also, the agency organized a webinar to present this microsite to its personnel as well as for introducing them to the ICN, its objectives and available resources.

4. General satisfaction

For measuring the general satisfaction with the pilot, young agencies were asked whether they felt that it had benefited them so far. Six of the participant agencies strongly agreed with this fact. When asked to provide more details on how the project contributed to better approaching the ICN and involving them in its activities, participant young agencies noted

that the pilot had helped them to identify ways in which they could benefit from the ICN, for example by using available work products in the agency's day-to-day work or by engaging more actively in working group calls and activities. In some cases, young agencies identified specific projects in which they could participate, for example Nicaragua expressed its interest in participating in a future edition of the ICN/World Bank Advocacy Contest.

All participants agreed that they would like to continue to be involved in the project; further confirming that they do find it useful and beneficial for their agencies. Finally, participants were asked if they would recommend other ICN members to participate in the project; all participants agreed on this, suggesting that the project could maximize its impact if more members of the network participate in it.

5. Recommendations for improving the project

At the beginning of the pilot, SG members were encouraged by the Vice-Chair to share with their partners real life experiences regarding their involvement within the ICN, as well as success stories on how the network has helped their agencies with their task of enforcing competition law. In this aspect, an area of improvement can be found since 71% of the participant young agencies noted that they would like to hear more about the SG member's individual experience implementing specific ICN work products. Sharing this type of experiences can be useful for young agencies as noted by Colombia's Superintendence of Industry and Commerce: *"our team highlighted the value of such experience to the advancement of the competition authority's goals and functions."*

Another area of improvement identified by participants of the pilot was having more spaces for both young agencies and SG members to come together for discussing common topics, experiences and general impressions regarding the project. To allow this, a face-to-face meeting was originally planned to take place during the 2020 Annual Conference in Los Angeles but given the impact of the COVID-19 pandemic this was not possible. Nonetheless, the virtual environment in which the project is developing can foster more immediate interactions between participants and this is something the project should take more advantage of.

VI. The Young Agencies Session at the 2020 ICN Virtual Annual Conference

On September 17th, 2020 a Young Agencies session took place as part of the program of the virtual ICN Annual Conference. The session was moderated by the ICN Vice-Chair for Young Agencies and Regional Diversity and featured the participation of the heads of agency from Costa Rica, New Caledonia, Philippines, Australia, Colombia and Brazil who shared their experiences in the implementation of the pilot of the project and underscored

its positive outcomes and impact. Also, the session worked as a way for further promoting the project among ICN membership and for inviting more agencies to join the pilot.¹⁰

During the session, the young agencies concurred on the fact that the project has been a great vehicle for reacquainting with the network and making better use of all the resources available to them; they also highlighted the positive impact the project has had so far in their jurisdictions. One important statement made during this session was from New Caledonia, who stressed the fact that the Bridging Project could be strengthened by allowing more interactions between young agencies to exchange their points of view on how they overcome their difficulties and challenges regarding their involvement in the ICN. This suggestion resonates with the findings of the survey and it will be taken into account as the project moves forward.

As for the Steering Group members, they shared their thoughts on how the project has also benefited them, even when they are more experienced agencies. For example, Australia's ACCC noted the fact that the project has provided them with an opportunity to perform a self-assessment on their use of ICN resources in order to better assist their partners. In this sense, the project has helped them to get a deeper understanding of their own work within the ICN and add a new and innovative perspective.

Important recommendations for strengthening the project derived from this session. For example, Brazil suggested inviting members who are not necessarily part of the Steering Group but who are willing to guide young agencies to take part in the. Other recommendations focused on the aspects of the project that should be continued and strengthened, such as the exchange of implementation stories and success cases between partners, the focus on the young agencies' needs and realities and the linkage with other ICN initiatives.

VII. Next Steps of the Bridging Project

In overall, participants of the pilot evaluated the Bridging Project as successful and useful for young agencies. However, as previously described, there are still some areas for improvement to ensure a more sustainable long-term positive impact. To boost the potential and impact of the project the Vice-Chair will:

- Continue working with the young agencies currently involved in the pilot.
- Promote more spaces (virtual or face-to-face) where young agencies and SG members can come together for discussing common topics, experiences and general impressions regarding the Bridging Project.

¹⁰ A copy of the session's agenda is available in the Annexes. The video of the full session is available at <https://icn-2020.videoshowcase.net/icn-2020-day-4-sept-17?category=64043>

- Encourage SG Members to share experiences related to their use of specific ICN work products.
- Extend the project by i) inviting the involvement of more young agencies, ii) inviting other agencies not currently part of the Steering Group to help and guide young agencies to better engage in the ICN, and iii) consider other adjustments in the future, that might foster additional engagement. It is important to extend the benefits of the project to all corners of the network for strengthening competition policy and agencies worldwide.
- Continue with the promotion of synergies between the Bridging Project and all other ICN initiatives. For example, in this pilot young agencies were encouraged to make a use of the ICN Training on Demand materials.

ANNEX

1. The ICN Bridging Project Survey

**ICN BRIDGING PROJECT
MID-TERM SURVEY**

General Information¹¹

Country name:

Region:

- Asia
- Africa
- North America
- Latin America
- Europe
- Oceania

Agency Name:

Year of enactment of the competition law (number):

Year of creation of the competition authority (number):

Official responsible for responding the survey (Name and Position)

Email of the official responsible for responding the survey

¹¹ Information collected will be used only for statistical purposes and for drafting the final report, personal data will not be published.

Dear participant,

As this first pilot of the ICN Bridging Project is entering a mid-term phase, we look forward to receiving your valuable feedback to measure the success of this pilot program. We thank you in advance for taking time to complete this survey.

In the following sections you will find different sets of questions intended to know about your experience, so far, as either a Young and Small Agency (YOUNG AGENCY) or a Steering Group Member (SG MEMBER) participating in the pilot. Thus, we ask you to respond accordingly to your role in it. Please note that there is no limit for your answers; on the contrary, the more detailed, the more helpful the answers will be to better-understand how the project has contributed to your agency's involvement within the ICN, for the case of Young agencies, and how SG MEMBERS can better play a role as guiding partners for better navigating through the network's products and initiatives.

Please send us your completed survey, cob by Thursday, 16 July 2020 to ejaimes@cofece.mx.

ICN BRIDGING
PROJECT
MID-TERM SURVEY

1. Motivations and General Expectations from the Bridging Project

This first section is aimed at learning what motivated your agency to participate in the pilot and what where the first general expectations from it.

- a. What motivated your agency to participate in the Bridging Project? Were there any specific aspects of the project that caught your agency's attention?

- b. What were some initial objectives and/or expectations that your agency had from the Bridging Project?

- c. Overall, what aspects of the Bridging Project have met or exceeded, so far, your expectations?

- d. If any, what aspects may have fallen short or have not met your expectations?

2. Project Implementation

This section will help us understand how the project has been implemented between your agency and your corresponding SG MEMBER or YOUNG AGENCY.

- a. Once you were paired with either a YOUNG AGENCY or SG MEMBER, how easy or difficult was to establish a first contact? How did your agency approach this first session?**

- b. How often your agency agreed to meet with your partner SG MEMBER/YOUNG AGENCY? Was this agreement fulfilled? Please include information on whether formal (videoconferences, telephone calls), informal (emails) or both types of communication channels were selected and how efficient these were.**

- c. Tell us briefly about your formal meetings with your partner SG MEMBER/YOUNG AGENCY. Please describe who arranges them? What issues are typically discussed? How long are these meetings?**

- d. Has your agency selected a specific aspect of the LEAP (Leadership, Engagement, Advancement and Participation) strategy to focus on the work? How did you decide on this with your respective SG MEMBER/YOUNG AGENCY?**

- e. **How would you describe your relationship with your SG MEMBER/YOUNG AGENCY?** Please describe if the roles foreseen in the Guidance Document have been followed and provide some feedback on how your partner agency has played this role, for example, has it respected the assigned communication channels? Has it stayed accessible, committed, proactive or engaged with you?

3. Program Benefits

- a. **What new opportunities or insights has the Bridging Project provided you?** Please respond accordingly to your role in the project. For Young agencies responses should focus on how the project has helped them to identify new opportunities regarding the ICN or how it has helped them to better approach to the network. For SG MEMBERS, this question is intended to learn whether your agency has learned or identified some areas of opportunity in which the ICN could better engage younger agencies.

- b. **From your perspective, has your partner SG MEMBER/YOUNG AGENCY benefited from this experience? How?**

- c. **What is the most significant contribution or experience, thus far, that your agency has obtained from this project?**

- d. **Is there anything else your agency would like to share about its experience in the project, thus far?**

4. SG MEMBERS section

- a. Have you ever faced problems or been “stuck” on not knowing how to respond to your YOUNG AGENCY? How did you solve this?**

- b. Does your agency think the YOUNG AGENCY has improved its understanding on how to leverage its relationship with the ICN? Please provide us some feedback or specific information to support the response.**

- c. What has your agency learned, so far, as a participant SG MEMBER?**

5. Areas of opportunity and future relevance of the project

- a. What would your agency suggest the P&I team to do in order to improve or strengthen the Bridging Project moving forward?**

b. What would your agency consider would be a second step for the Program after this pilot ends? What changes or adaptations to its objectives and scope could be implemented to improve the project?

c. Would your agency recommend other ICN members to participate in the Bridging Project? Why?

ANNEX- QUALITATIVE ASSESMENT OF THE PROJECT

Dear participant,

Please select the answer that most represents your agency's agreement with the following affirmations (being 5 a strong agreement and 1 a strong disagreement).

A. The Project

1. *The Bridging Project has provided my agency with an opportunity to engage more effectively with the ICN*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

2. *The Bridging Project has provided my agency with an opportunity to be more aware of the ICN, its work products and its initiatives*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

3. *The Bridging Project has provided my agency with an opportunity to know how and where the agency can involve with the ICN, its work products and its initiatives*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

4. *The Bridging Project has provided my agency with an opportunity to better navigate through the ICN, its work products and its initiatives*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

5. *In general, the Bridging Project benefits Young and Small Agencies (Young agencies)*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- Strongly Disagree

6. *In general, the Bridging Project benefits Steering Group Members (SG MEMBERS)*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

B. For Young agencies

1. *My SG MEMBER provided good guidance based on the LEAP strategy (Leadership, Engagement, Advancement, Participation)*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

2. *My SG MEMBER has set high expectations for my agency's development*
- 5 - Strongly Agree
 - 4 - Agree
 - 3 - Neutral
 - 2 - Disagree
 - 1 - Strongly Disagree
3. *My SG MEMBER has been fully engaged and committed to our partnership*
- 5 - Strongly Agree
 - 4 - Agree
 - 3 - Neutral
 - 2 - Disagree
 - 1 - Strongly Disagree
4. *My SG MEMBER has 'checked-in' regularly to ensure the partnership was meeting my agency's needs*
- 5 - Strongly Agree
 - 4 - Agree
 - 3 - Neutral
 - 2 - Disagree
 - 1 - Strongly Disagree
5. *My SG MEMBER has assisted my agency with selecting one or more LEAP focus areas to develop (Leadership, Engagement, Advancement, Participation)*
- 5 - Strongly Agree
 - 4 - Agree
 - 3 - Neutral
 - 2 - Disagree
 - 1 - Strongly Disagree
6. *My SG MEMBER has been a good thinking partner*
- 5 - Strongly Agree
 - 4 - Agree
 - 3 - Neutral
 - 2 - Disagree
 - 1 - Strongly Disagree
7. *My SG MEMBER has asked questions that helped my agency reflect and discover answers regarding its involvement in the ICN*
- 5 - Strongly Agree
 - 4 - Agree

- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

8. *My SG MEMBER has shared real life experiences, implementation stories and success stories related to the ICN*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

9. *My SG MEMBER has challenged and expanded my agency's thinking regarding its involvement within the ICN*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

C. Implementation of the pilot

1. *The Bridging Project's Guidance Document was clear and prepared my agency for building a productive partnership with my SG MEMBER or YOUNG AGENCY*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

2. *The Promotion and Implementation (P&I) team was always available for solving any concerns, doubts or questions related to the project*

- 5 - Strongly Agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly Disagree

D. Outcomes

1. *My agency has benefited from this Bridging Project pilot program*
 - 5 - Strongly Agree
 - 4 - Agree
 - 3 - Neutral
 - 2 - Disagree
 - 1 - Strongly Disagree

2. *My agency will continue its partnership with its SG MEMBER/YOUNG AGENCY after this pilot ends*
 - 5 - Strongly Agree
 - 4 - Agree
 - 3 - Neutral
 - 2 - Disagree
 - 1 - Strongly Disagree

3. *My agency would like to continue participating in the Bridging Project*
 - 5 - Strongly Agree
 - 4 - Agree
 - 3 - Neutral
 - 2 - Disagree
 - 1 - Strongly Disagree

4. *My agency would recommend other ICN members (Either SG MEMBERS or Young agencies) to participate in the Bridging Project*
 - 5 - Strongly Agree
 - 4 - Agree
 - 3 - Neutral
 - 2 - Disagree
 - 1 - Strongly Disagree

2. Agenda of the Young Agencies Session at the 2020 ICN Virtual Annual Conference

2020 ICN ANNUAL CONFERENCE YOUNG AGENCIES SESSION

September 17th, 2020
09:00-09:45 (EDT)

[09:00-09:05] 05 minutes

Keynote Presentation on the Bridging Project Mid-Term Report
Alejandra Palacios, ICN Vice-Chair for Younger Agencies and Regional Diversity and Chairwoman of the Mexican Federal Economic Competition Commission.

[09:05-09:20] 15 minutes

1. Experiences from Young and Small Agencies – 5 minutes each
 - Mariana Castro, President, Comisión para Promover la Competencia, Costa Rica
 - Amabelle Asunción, Commissioner, Philippines Competition Commission, Philippines
 - Aurélie Zoude- Le Berre, President, Autorité de la Concurrence de la Nouvelle-Calédonie, New Caledonia

Speaker YSAs are expected to present their learnings from the project, their experiences and how the project helped them to engage effectively in the ICN.

[09:20-09:35] 15 minutes

2. Experiences from Steering Group Member (SGM) – 5 minutes each
 - Marcus Bezzi, Executive General Manager, Australian Competition & Consumer Commission, Australia
 - Andrés Barreto, Superintendent, Superintendencia de Industria y Comercio, Colombia
 - Alexandre Barreto de Souza, President, Conselho Administrativo de Defesa Economica, Brasil

Speaker SGMs are expected to present their experiences derived from their participation in the project.

[09:35-09:40] 5 minutes

3. Paul O'Brien, ICN Coordinator, Federal Trade Commission, United States
Closing remarks discussing the future of the project, its relevance and its relationship with other projects such as the Third Decade Project.

[09:40-09:45] 5 minutes

ICN Training on Demand
Brief remarks on ITOD and the Certificate Program
Mariana Castro, COPROCOM's President delivers ITOD certificate to Ms. Giannina Cordoba also from COPROCOM.