

Agency Effectiveness Working Group (AEWG)

Short Form Work Plan

2024–2025 Projects

Projects summary

Pursuant to ‘**Working Group structure and 3-year plan 2022-2025**’, the AEWG will work on the following projects during the 2024-2025 ICN year:

1. Planning, Monitoring and Measuring Effectiveness
2. Making Enforcement Cooperation Effective
3. Effective Training on Competition
4. The Role of Chief/Senior Economists for Effective Enforcement
5. Review and Update of the AEWG Work Products

Project 1 – Planning, Monitoring and Measuring Effectiveness

Project description	<p>Planning, monitoring, and measuring agency effectiveness are vital steps to increase the likelihood of an agency successfully achieving its objectives. This project will focus on member agencies’ best practices and experiences in identifying clear objectives and strategies, assessing progress as well as evaluating effectiveness. Areas to explore include methods and processes employed by agencies to plan their work (e.g., annual planning, 5-year strategic framework), monitor the progress of their plans or review their plans, and measure effectiveness (e.g., key performance indicators and targets, ex-post and ex-ante impact assessments). The project will also explore the challenges agencies face in these areas.</p> <p>The first and the second years of the project focused on planning and strategy setting as well as the information sources used for these activities. The second and third years of the project (including 2024-2025) will focus on monitoring and measuring effectiveness. As part of this, the project will identify the different KPIs and other ways national competition authorities are evaluating their performance and</p>
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	how agencies use these performance indicators to further increase effectiveness.
Outcomes	Webinar(s) and written product (compilation of member inputs) where competition agencies share their experience and good practices.
Contact details	Hungarian Competition Authority (GVH): Zombor Berezvai (Berezvai.Zombor@gvh.hu)
Description of work/resources	Project team comprising AEWG members and NGAs to facilitate the discussion during the webinar(s), as well as to gather and compile the experiences and best practices from member agencies.
Multi-year project?	Yes
Facilitating effective enforcement cooperation	The project will provide a forum for discussion and experience sharing among competition agencies.
Use of existing ICN materials	ICN Competition Agency Practice Manual
Method for evaluating and measuring success	Feedback from member agencies and NGAs, webinar attendance rate

Project 2 – Making Enforcement Cooperation Effective

Project description	Following the work-product recommendations emerged from the “ICN’s Vision for its Third Decade”, this project aims at providing practical guidance on how to undertake different types of enforcement co-operation and use the current tools. In coordination with the ICN Special Project Group on international enforcement cooperation and other ICN WGs, this multi-year project will collect examples of successful and unsuccessful cooperation on parallel cases and draw lessons and advice on how to make sure that authorities coordinate their action and benefit from each other's support in the different steps of formal proceedings, from the preliminary investigation to the opening of a formal case, from evidence collection and analysis to the final decision.
Outcomes	<p>Experience sharing webinars (2024-2025).</p> <p>Development of new cooperation facilitating tools, such as hypotheticals and examples of actual co-operation cases for use in ICN workshops, capacity building initiatives, or in-house training (2024-2025).</p> <p>Development of a checklist with lessons learnt and advice on how to make cooperation more effective (2025-2026).</p>

Contact details	Italian Competition Authority (AGCM): Renato Ferrandi (renato.ferrandi@agcm.it), Michele Pacillo (michele.pacillo@agcm.it) Hellenic Competition Commission (HCC): Mary Chamilou (mchamilou@epant.gr), Vassiliki Plakoula (vplakoula@epant.gr)
Description of work/resources	Webinars + drafting
Multi-year project?	Yes
Facilitating effective enforcement cooperation	Yes
Use of existing ICN materials	Yes
Method for evaluating and measuring success	Webinar attendance rate Usage rate of hypotheticals and examples by ICN members

Project 3 – Effective Training on Competition

Project description	<p>The objective of this multi-year project is to strengthen the effectiveness of ICN members’ in-house training programs on competition.</p> <p>The project will consist of two parts.</p> <p>The first part will focus on training materials. After a scoping exercise that will review all the existing materials developed by the ICN and other international organizations (notably the ICN Handbooks and Manuals and the ICN Training on Demand videos), the project will rearrange such materials in user-friendly “bundles” or “toolkits” training modules on general competition areas of law (e.g., cartels, abuse of dominance, mergers), as well as specific competition topics (e.g., market definition, effective dawn raids, sustainability) so to have off the shelf materials that can be used for training purposes. In addition, the project will explore the opportunity to prepare additional written training work products or videos, in cooperation with the Co-Chairs of the other ICN WGs and the IToD team.</p> <p>The second part will deal with training techniques. The project will explore what tools (e.g., BOS, hypotheticals, interactive games, preparatory materials, ex post questionnaires) can be used to maximize the impact of training initiatives, by analyzing successful capacity building experiences.</p>
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Outcomes	<p>Experience sharing webinars (2024-2025 and 2025-2026).</p> <p>Development of a checklist of good practices and techniques for training on competition (2024-2025 and 2025-2026).</p> <p>Development of user-friendly “bundles” or “toolkits” organized by general themes and specific topics for use in capacity building initiatives or in-house training (2024-2025 and 2025-2026).</p>
Contact details	<p>Italian Competition Authority (AGCM): Renato Ferrandi (renato.ferrandi@agcm.it), Michele Pacillo (michele.pacillo@agcm.it)</p> <p>Hellenic Competition Commission (HCC): Mary Chamilou (mchamilou@epant.gr), Vassiliki Plakoula (vplakoula@epant.gr)</p> <p>Competition Commission Hong Kong (CC): Matthew Wong (matthewwong@compcomm.hk)</p>
Description of work/resources	Written document + ICN dedicated webpages, possible short training videos
Multi-year project?	Yes
Facilitating effective enforcement cooperation	Yes
Use of existing ICN materials	Yes
Method for evaluating and measuring success	Usage rate of the “bundles” by ICN members

Project 4 – The Role of Chief/Senior Economists for Effective Enforcement

Project description	<p>This project is focused on increasing the involvement of Chief/Senior Economists and NGAs within the ICN to further develop and emphasize the importance of economics in competition analysis. In 2024-2025, an in-person workshop is planned for agencies to share experiences and best practices in using economics in competition analysis.</p>
Outcomes	<p>As a result of the workshop, agencies will better share information and best practices, discuss case examples, and network to support the importance of economics in competition analysis.</p> <p>We will be able to continue to engage with economists and NGAs within the ICN.</p>

Contact details	Hungarian Competition Authority (GVH): Zombor Berezvai (Berezvai.Zombor@gvh.hu)
Description of work/resources	Workshop
Multi-year project?	Yes
Facilitating effective enforcement cooperation	Yes
Use of existing ICN materials	No
Method for evaluating and measuring success	Workshop attendance rate

Project 5 – Review and update of the AEWG work products

Project description	In the context of the Third Decade of the ICN, the AEWG will conduct a comprehensive review of its existing work products to identify those that need to be updated. This review could also help the working group to identify future areas of work which have not been covered yet by the AEWG.
Outcomes	List of all AEWG work products with a diagnosis of those that need to be updated and recommendations on how the update could proceed. Based on time availability, a brief survey could be launched for AEWG members to prioritize the work products that will be updated and suggest what updates could be made to them.
Contact details	All the AEWG co-chairs
Description of work/resources	Project team to conduct the review on the AEWG work products.
Multi-year project?	Yes
Facilitating effective enforcement cooperation	Keeping the work of the AEWG up to date with the current reality of competition agencies is essential not only to provide members with useful and timely work products but also to encourage and foster cooperation between them.
Use of existing ICN materials	As part of this project, possible interactions between AEWG work products and other WG work products could be identified, this could lead to potential joint efforts between WGs to update materials.
Method for evaluating and measuring success	Feedback from member agencies, number of updated documents

