International Competition Network

Statement of Achievements
2022/2023
Foreword

Dear ICN members and NGAs,

Rising close to an unprecedented 100, the number of jurisdictions represented by the members and NGAs attending the Annual Conference in Barcelona will be larger than ever before. At the conference, participants will exchange experiences in Working Group sessions and discuss cross-cutting issues in Steering Group project sessions and Vice Chair sessions, addressing the interaction with courts, intersection of competition and data, food markets with a focus on developing countries, artificial intelligence, and sustainability, among other things.

The wide range of participants and the variety of topics is the result of a successful ICN year. It almost seems that returning to in-person events has given new impetus to the members and NGAs and their joint work. We can look back on workshops held in New Zealand, Japan, and Norway, numerous webinars, including the new capacity-building “Back to Basics” format, and a virtual Spotlight on public interest, digital markets and inclusive economic growth. The joint work also resulted in work products on topics such as advocacy toolkits, agency effectiveness post COVID-19, crisis cartels, digital mergers, and the assessment of dominance in digital markets in drafting teams and working group calls. The Steering Group’s statement on the role of competition in times of economic crisis sent a strong message to members and governments.

Inclusiveness and participation across the network have been at the top of our agenda. Based on the Third Decade Review feedback, we created the “Open ICN Program” which opened new communication channels to promote participation and enable input. More than 100 members took part in the ICN Check-in established to confirm members’ contact information and invite direct feedback on ICN activities. Open ICN also brings together the existing Bridging Project one-on-one agency pairings, which are aimed at informing new and interested agencies about opportunities to get involved, and the new Focus Group in order to provide a resource-light opportunity for interested members to access and participate in the ICN’s ongoing work. As a big next step, at the Annual Conference we will start an overhaul of the ICN Operational Framework, which will include the creation of options for more leadership positions to accommodate the wish expressed by an increasing number of agencies to get even more involved in ICN work.

Our joint work and our efforts for convergence are more important than ever in these increasingly challenging times. As the world seems to be drifting apart, the ICN is holding the competition community together. Many agencies have to deal with similar issues, feel the same pressure; within the ICN we can look for inspiration and benefit from an exchange with other jurisdictions on our way to developing global standards.

Our thanks go to the competition agencies worldwide – younger and more mature, diverse in terms of legal tradition, size, economy, geographical aspects, set-up, and culture – that form the ICN. This has been a very good ICN year. Together we are looking forward to a great Annual Conference in Barcelona and a successful ICN year 2023/24.

Best wishes,

Cani Fernández
President of the CNMC & 2023 ICN Annual Conference host

Andreas Mundt
President of the Bundeskartellamt & ICN Steering Group Chair
The International Competition Network (ICN) takes immense pride in its remarkable journey and the substantial achievements it has accomplished since its inception in 2001. As a global force for promoting and protecting fair competition, the ICN has consistently strived to create a world where markets are competitive, innovation flourishes, and consumers reap the benefits of a thriving economy. ICN commitment to fostering fair competition has resulted in a legacy of remarkable achievements:

**Global Reach:** The ICN boasts a diverse membership of competition authorities from over 130 jurisdictions, facilitating cross-border cooperation and knowledge exchange on an unprecedented scale.

Advocacy for Free and Fair Competition: ICN members have actively advocated for competition-friendly reforms and policies worldwide, influencing governments and policymakers to adopt sound competition principles.

**Capacity Building:** Through tailored training programs and workshops, the ICN has strengthened the capabilities of competition authorities, promoting effective enforcement of antitrust laws, especially in emerging markets.

**Guidance Documents:** The ICN has produced a wealth of guidance documents and best practice recommendations, serving as a valuable resource for competition authorities, businesses, and legal practitioners, and contributing to the development of international standards.

**Annual Conferences:** Our Annual Conferences have brought together renowned experts and competition authorities, fostering collaboration and addressing emerging competition issues with practical solutions.

**Working Groups:** The ICN’s working groups are the backbone of our organization, consisting of dedicated experts from competition authorities worldwide. They delve into specific areas of competition policy, fostering collaboration and knowledge sharing. Currently, the ICN boasts several Working Groups, including:

- **Advocacy Working Group:** This group focuses on the practical application of advocacy techniques, sharing insights and strategies for promoting competition in various sectors.

- **Agency Effectiveness Working Group:** Aimed at enhancing the effectiveness of competition agencies, this group provides a platform for sharing agency experiences and insights.

- **Cartel Working Group:** Targeting one of the most harmful forms of anti-competitive behavior, this group develops strategies to detect, prevent, and eliminate cartels.

- **Merger Working Group:** Addressing complex merger issues, this group develops best practices and provides guidance on merger review processes.

- **Unilateral Conduct Working Group:** This group addresses issues related to dominant firms’ behavior and its impact on competition.

**Global Impact:** The ICN’s influence has transcended borders, significantly contributing to the adoption of competition principles and the establishment of competition enforcement frameworks in numerous countries.

**Networking and Collaboration:** The ICN has provided a platform for competition authorities to network, collaborate, and share experiences, leading to more effective enforcement and strengthened cooperation.

The ICN’s achievements are a testament to the power of collaboration, knowledge-sharing, and the dedication of its members. As we look to the future, the ICN remains steadfast in its commitment to forging a world where competition thrives, driving economic growth and benefiting societies worldwide.

Join the ICN in its mission to promote and protect fair competition. Together, we can build a better future for all.
ICN Working Groups

Advocacy Working Group

Achievements/Milestones in 2022/2023

- We have completed the update of the first document released by the Advocacy Working Group, the Advocacy Toolkit, designed to provide competition authorities with the main components for effective advocacy initiative. This year we have worked on part 2 of the Toolkit, which focuses on effective communication strategies, with the addition of recent examples from ICN members.

- Fostering international enforcement cooperation is one of the main objectives of the ICN! That’s why we have studied whether and how competition advocacy can support and further improve cooperation efforts among competition authorities. For instance, some agencies have jointly carried out market studies on sectors or issues of common interest. We’ve designed a practical guidance based on the good practices of our members.

- Moreover, we have expanded our Market Studies Information Store, the web-based catalogue of ICN members’ market studies, categorized by jurisdiction and sector, to include the growing number of international collaborative studies.

- Finally, this year’s Competition Advocacy Contest jointly organized by the World Bank Group and the ICN will award advocacy initiatives that have been successful in supporting public policies aimed at addressing global challenges, like climate change, and economic crisis.

What’s coming up in 2023/2024?

- We’ll launch a new project to explore the interactions between sector regulators and competition authorities, and how to promote joint advocacy initiatives or projects with a greater impact.

- Moreover, we will seek your inputs to kick off a new project to examine how effective the advocacy initiatives of young and more experienced competition authorities are in reaching out and engaging with specific stakeholders, most importantly in the grassroots where the SMEs operate.

Contact points:

Questions or ideas you can’t wait to share? Reach out to the Advocacy Working Group Co-Chairs:

- Philippine Competition Commission
- Competition Authority of Kenya
- Superintendence of Industry and Commerce, Colombia

Agency Effectiveness Working Group

Achievements/Milestones in 2022/2023

- We’ve finalized our Report on Agency Effectiveness Post-Covid19. We analyzed how competition agencies responded and adapted themselves during the emergency and how they can be better prepared to face future similar situations. The report addresses topics such as work environments, digitalization of procedures, new investigative tools or processes, communications and engagement with stakeholders and general agencies’ operations.

- We successfully organized the 2023 Chief and Senior Economists Workshop, hosted by the Norwegian Competition Authority in Bergen (May 30-31, 2023). 85 chief and senior economists from competition agencies from 45 jurisdictions discussed competition economics connected to various topics (digital markets, information exchange, buyer-side market power, coordinated effects in mergers) with the participation of leading international experts.
We’ve enriched our virtual library of training materials, the ICN Training on Demand, with two new modules on agency effectiveness, available also on YouTube. Module VII-8: Public Affairs addresses how agencies (particularly smaller ones) can develop a public affairs plan and engage in effective media relations. Module VII-7: Market Studies provides practical guidance to agencies undertaking a markets regime through market studies and in-depth market investigations. Moreover, we’ve updated our first module on Module I-1: Market Definition, to account for digital markets and platforms.

What’s coming up in 2023/2024?

We’ll continue the multi-year project on Planning, Monitoring and Measuring Effectiveness, to collect ICN member agencies’ best practices and experiences in identifying clear objectives and strategies, assessing progress as well as evaluating effectiveness of their enforcement and advocacy actions. The second year of the project will focus on monitoring and measuring effectiveness. As part of this, the project will identify the different KPIs and other ways national competition authorities evaluate their performance, and how agencies use these performance indicators to further increase effectiveness.

In the context of the Third Decade of the ICN, the AEWG will conduct a comprehensive review of its existing work products in order 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.

Additionally, we’ll also organize a webinar for Chief and Senior Economists of agencies to share experiences and best practices in using economics in competition analysis.

Contact points:

Questions or ideas you can’t wait to share? Reach out to the Agency Effectiveness Working Group Co-Chairs:

- Federal Economic Competition Commission, Mexico
- Hungarian Competition Authority
- Competition and Consumer Commission of Singapore

Cartel Working Group

Achievements/Milestones in 2022/2023

In 2022, we launched the “Back to Basics Program” where we’re taking on the exciting challenge of tackling enforcement issues head-on! Here’s a breakdown of what was on the agenda:

Agency-only Virtual Roundtable, November 2022

To launch the Back to Basics Program, CWG hosted an agency-only virtual roundtable for CWG members to discuss key challenges that cartel enforcers face in their day-to-day work. The focus of the roundtable was to identify areas where ICN CWG can be most helpful for its members. Members discussed challenges to bringing cartel cases, managing resource limitations, issues that are top of mind for case handlers, and areas that agencies would like to learn more about through CWG collaboration.

Cartel Workshop, Auckland, December 5-8, 2022

We gathered in the vibrant city of Auckland for the 21st annual ICN Cartel Workshop hosted by the New Zealand Commerce Commission. The focus of the workshop was on how to respond to a changing world when undertaking cartel enforcement focusing on the post COVID world and the impact of developing technologies. There was a great turnout with 167 people attending in person and over 200 online, including representatives from 54 countries. The workshop was an opportunity for agencies to share their experiences around the detection, investigation and enforcement of cartels. There were over 60 speakers who spoke on topics including leniency program improvements, alternative ways of detecting cartels, how to interview effectively and what the future holds for us as cartel enforcers.

Cartel Webinar Series on Dawn Raids/Inspections (Jan/Feb 2023)

We organized two interactive webinars focusing on the practicalities of carrying out searches, raids, and inspections in the digital, post-pandemic era. Topics included access to documents stored in the cloud, and on mobile devices, including in messaging apps, as well as searching and reviewing digital material on site. Building on these webinars, in 2024 we plan to update Chapters 1, 3, and 5 of the ICN’s Anti-Cartel Enforcement Manual.
Virtual Leniency Workshop (May/June 2023)
The ICN CWG Virtual Leniency Workshop, consisting of five 2-hour sessions, revolved around a hypothetical case study and included interactive exercises such as mock interviews with leniency applicants. Topics: Initiating a Leniency Investigation, Working with Leniency Applicants, Interviewing Leniency Applicants, Perspectives from the Bar. Impressively, we had a substantial turnout of 100-120 participants!

What’s coming up in 2023/2024?
Be ready to embark with us on our new project “Proactive Detection & Sanctions Toolkit”, which will explore detection methods that go beyond leniency and compulsory document requests, such as surveillance, voluntary interview authority, and consensual recordings. The idea is to provide an agency guidance which includes examples of complementary legislation such as obstruction laws, alongside an array of legislative tools, ranging from accessing phone and email records to navigating intricate financial documents.

We’ll also organize interactive webinars on topics such as ex-officio cartel detection tools, incentivizing leniency programs and electronic document review techniques.

Contact points:
Questions or ideas you can’t wait to share? Reach out to the CWG Working Group Co-Chairs:
- Fiscalía Nacional Económica Chile
- U.S. Department of Justice
- Italian Competition Authority

Join us as we embark on a thrilling journey to strengthen our enforcement efforts like never before!

Merger Working Group

Achievements/Milestones in 2022/2023
- We’ve issued a Report on Control of Data, Market Power, and Potential Competition, highlighting ICN member agency experience in assessing how the control of data contributes to giving the merging parties market power, creating barriers to entry for new firms, and/or eliminating potential competitors. We discussed these issues in a webinar (October 11, 2022). The main findings of the report will be discussed at the 2023 ICN Annual Conference in Barcelona.
- We’ve kicked off the process of revising the ICN Recommended Practices on Merger Analysis, starting with an update of the chapter on Entry and Expansion, which dates back to 2008, in order to account for the key features of digital markets and the greater role of potential competition. After two consultation rounds, a revised chapter was presented and discussed in a webinar (September 28, 2023). A new draft chapter on non-horizontal mergers, addressing topics such as non-horizontal theories of harm and competition analysis, empirical analysis/evidence, and remedies in non-horizontal mergers, was circulated for comments to all members.
- We’ve completed the project Merger Notification and Procedures Template project, which aimed to update the templates with background information on the ICN members’ jurisdictions’ merger laws, rules, and procedures, and will serve as a tool to help members and the public learn about merger control in member jurisdictions.
- We’ve completed our webinar series on how competition agencies assess the effects of digital mergers and on the assessment of non-horizontal mergers. Here are the recordings of some of them:
  - Competitive assessment of digital mergers
    (November 24, 2022)
  - Theories of harm in non-horizontal mergers
    (March 23, 2023)

What’s coming up in 2023/2024?
We will continue to review the ICN Recommended Practices on Merger Analysis by updating the chapters on Unilateral Effects and Coordinated Effects. We will continue working on filling a gap in the ICN Recommended Practices on Merger Analysis by adding a section on non-horizontal mergers and theories of harm for the assessment.

We will also organize a series of webinars on “Investigative Techniques in Merger Reviews”, allowing agencies to share best practices on topics such as review of internal documents, use of quantitative methods, and review of efficiencies.
Contact points:
Questions or ideas you can’t wait to share? Reach out to the Merger Working Group Co-Chairs:
网络安全 Competition Authority
€ DG Competition, European Commission
Administrative Council for Economic Defense, Brazil

Unilateral Conduct Working Group
Achievements/Milestones in 2022/2023
We’ve started to explore how competition agencies investigate and assess dominance and unilateral conducts in digital markets, through surveys, reports and group gatherings.

First, we released a report based on a survey analyzing the theories of harm and remedies that agencies investigating digital markets have adopted in recent years. The report also describes regulatory initiatives and additional enforcement tools (e.g. abuse of economic dependence) that some jurisdictions are implementing. See: Comparative Report Summarizing Survey on Analysis of Theories of Harm and Design of Remedies in Digital Markets.

We continued to share initial experiences and related ideas of ICN members who have been dealing with the novel market realities of digital markets. We addressed some of the tools competition agencies can utilize to assess market power in digital markets in an analytical paper enriched with examples and practical guidance, which focused on two main issues: (1) the analysis and interpretation of market shares as indirect proof of market power, and (2) the analysis of barriers to entry and expansion.

All the above issues were discussed during the UCWG Workshop “Developments and Challenges of Competition Policy and Enforcement in the Current Unilateral Conduct Area” March 7-8, 2023, hosted by the JFTC in Tokyo. We also held two webinars: “Abuse of dominance in the Pharmaceutical sector” and “Cooperation between competition authorities on unilateral conduct: policy and cases”.

What's coming up in 2023/2024?
We’ll launch a new project addressing urgency enforcement tools in the context of unilateral conduct proceedings. Such tools aim at ensuring, in a relatively short timeframe and where certain conditions are fulfilled, that effective competition is maintained, and damage is averted, while proceedings on the merits are ongoing. We’ll explore the practices of agencies through a survey, and a webinar discussion with a view to potentially developing some practical guidance.

To respond to ICN members’ request for further ICN guidance, we’ll continue to reflect upon specific theories of harm and the design of remedies in digital markets, with a questionnaire to kick-off the work.

We’ll also continue to organize webinars on topics of interest for ICN members, such as interim measures, unilateral conduct investigations in regulated sectors and the synergies between unilateral conduct enforcement and mergers review.

Contact points:
Questions or ideas you can’t wait to share? Reach out to the Unilateral Conduct Working Group Co-Chairs:
网络安全 de la Concurrence, France
CNMC, Spain
JFTC, Japan
ICN Steering Group Special Projects

Third Decade Project

Inspired by the ICN’s 20th anniversary in 2021, last year the ICN concluded a comprehensive evaluation of the network, called the Third Decade review (3D). The exercise included review of the ICN’s substantive coverage, tools, and operational framework, with a view to preparing for future developments and challenges as the ICN entered its third decade. In one of the most participatory exercises in the ICN’s history, the review included input from over 100 members and over 100 NGAs. The feedback pointed to five guiding principles: increase network participation and inclusion, explore a robust variety of topics, foster greater cooperation, establish an active voice for the ICN as advocate and reinforce the network’s virtual structures. The report is available here. Over the past year, the network has taken four significant steps to advance these principles, recognizing that the success of the ICN is based on inclusiveness, transparency, and participation.

The ICN created an annual check-in with its membership via a brief survey on point of contacts, participation, content and topics, and the use of work product and implementation. This annual engagement with and feedback from members intends to ensure that member-driven data is used to inform ICN decision making, topics, and implementation efforts.

The ICN created the “Open ICN Program” for members to find out more about projects and work across the network. The initiative recognizes the critical link between network participation and communication. This group of tools and practices aims to help ensure that all members have opportunities to participate in the network and are aware of these opportunities by bundling and coordinating communication to members.

The ICN expanded leadership opportunities by adding a fourth agency to each working group’s set of co-chairs. The working groups also aim to expand leadership opportunities with additional project manager and workshop organizer roles open to active members.

The ICN remains committed to exploring new and emerging issues for all interested members across the competition community. In addition to the work undertaken by the five core working groups, special 2023 annual conference sessions and Steering Group projects include diverse topics such as on the competition concerns in agriculture and food markets, the competition concerns of artificial intelligence, enforcement cooperation, and the intersection of competition and privacy rules.

Intersections between competition, consumer protection and privacy

The ICN intersection project was established to explore and attune member agencies to the relationship between competition, consumer, and privacy laws and policies, and who those relationships can impact competition agency work. The project group is preparing a handbook outlining issues and considerations for agencies to assess when concerns from these three areas intersect, to help them navigate their decision-making processes. This handbook has been informed by a significant amount of work including member agency input, a webinar series, engagement with consumer and privacy agencies, an issues paper, and a summary of ICN member actions and policy responses. You can re-visit past work of the project here. The Intersection Project Group is currently led by Australia, Canada, Italy and the US FTC.

International Enforcement Cooperation

We continued to coordinate discussions and promote initiatives on topics related to international enforcement cooperation across ICN working groups. In particular, we keep the dedicated webpage on the ICN website updated; we regularly engage with ICN working groups to explore opportunities for further work or identify areas of gap or in need of update, also based on the suggestions from the Third Decade Project; and we coordinate with other international organizations such as OECD and UNCTAD.

Competition Concerns in Food Markets

Developing countries are experiencing daunting problems in the delivery of food at affordable prices to
poorer populations. Research indicates the possibility of serious market failures and competition issues in national and cross-border markets. This project will explore the challenges posed by high prices of essential food commodities and challenges posed by unavailability, especially for poorer populations and developing countries, and also raise the possible roles of competition authorities. This will assist in developing solutions targeted to SDG 2 on Zero Hunger.

The Breakout Session on this topic at the Annual Conference in Barcelona will assist in developing the agenda for the project and building the network of those interested in the topic. The Project Group is led by the South African CC and the Kenyan CA.

For more information, please contact Ninette Mwarania and Precious Mathibe.

The Open ICN Programme

Feedback from Third Decade consultations identified the critical link between network participation and communication. The Open ICN Programme aims to ensure that all members have opportunities to participate in the network and are aware of these opportunities by bundling and coordinating existing network tools and implementing new 3D recommendations including a baseline opportunity for all members to participate. The tools include the ICN Bridging project and the ICN Focus Group.

Bridging Project

What is it?

Launched in December 2019, the Bridging Project has the purpose of increasing the participation of young or small competition agencies in the ICN by pairing them with Steering Group members who serve as a “bridge” and guide them on how to get more actively involved in the network.

Through these pairings, young agencies can:

- identify opportunities for greater participation and contribution to ICN projects, initiatives, and activities.
- better navigate throughout all the ICN resources available for members and take advantage of them for their own agencies’ improvement.

What has it achieved thus far?

Currently, the project sees the participation of 13 young agencies (from Bangladesh, Chile, Costa Rica, Dominican Republic, Ecuador, Guernsey, Kenya, New Caledonia, Nicaragua, Nigeria, Paraguay, Peru, and the Philippines) and 6 Steering Group members (the agencies from Australia, Brazil, Colombia, Mexico, and both competition agencies from the United States).

The project has successfully provided younger agencies with opportunities to engage more directly and effectively with the ICN. These success stories have been shared in several ICN events such as Town Hall discussions and the Annual Conference.

The Project also came up with recommendations in the context of the ICN Third Decade project to achieve a more diverse network in its third decade of existence. In the latest ICN Check-In, 43 agencies stated their interest in being contacted by the Bridging Project.

Focus Group

What is it?

The new ICN Focus Group aims at providing interested members with an opportunity to access and participate in the network’s ongoing work. Organized under the P&I and in cooperation with the Bridging Project, it represents an expansion of open member discussion about the current state of the ICN, as well as an “open door” to provide additional views, proposals, and input for future projects.

What has it achieved thus far?

A first call of the Focus Group took place in September, in which participants had an initial discussion on the format and objectives of the group and how to advance to achieve its goals. The group agreed to continue the discussion as the new ICN year approaches and to share all relevant documents to provide input from interested members in this context. A second call is planned to take place before the end of the year.

How can I join?

If your agency is interested in participating in the Bridging Project or the Focus Group, please reach out to the Co-Chairs of the Promotion and Implementation Group, specifically Edgar Jaimes of the Mexican Federal Economic Competition Commission.
ICN Frameworks

ICN Framework for Competition Agency Procedures (CAP)

The CAP provides a non-binding, opt-in framework that promotes agreement between competition agencies on procedural norms in competition law enforcement through:

- a catalogue of principles for fair and effective agency procedures that reflect a broad consensus within the global competition community. These principles include: non-discrimination, transparency, notice of investigations, timely resolution, confidentiality protections, conflicts of interest, opportunity to defend, representation, written decisions, and judicial review; and

- a “CAP Cooperation Process”, which facilitates a dialogue between participating agencies, and the “CAP Review Process,” which enhances transparency about the rules governing participants’ investigation and enforcement procedures.

Recent Work Products:

- Webinar focusing on confidentiality (March 2022)
- CAP breakout session (together with cooperation) at the 2023 ICN Annual Conference

How can I join?

For further information, please reach out to the Australian Competition and Consumer Commission or the German Bundeskartellamt.

Framework for Merger Review Cooperation

The non-binding framework facilitates effective and efficient cooperation between and among ICN member agencies by identifying each agency’s liaison officers and possible ways to exchange information.

The framework

- includes a contact list of liaison officers who are the contact person in the participating agencies; and
- defines ways to contact and exchange information with other relevant agencies.

For more detailed information on the Framework, please contact the Japan Fair Trade Commission (JFTC).

Framework for the promotion of the sharing of non-confidential information

The Cartel Working Group’s framework for the promotion of the sharing of non-confidential information improves cooperation between member agencies. The framework assists competition agencies in knowing how to and whom to contact when seeking non-confidential information to foreign counterpart agencies. For more detailed information on the Framework, please contact the Japan Fair Trade Commission (JFTC).
ICN Vice-Chairs

Sia Aik Kor (since 06/2023)
Sia Aik Kor, Chief Executive of the Competition and Consumer Commission of Singapore (CCCS), was confirmed as Vice Chair at the in-person ICN Steering Group meeting in Paris in June 2022. As ICN Vice Chair, Aik Kor will focus on increasing engagement between the ICN and its member agencies, which will include enhancing communication within the ICN. In addition, she will host the Head of Agency Session on Competition and Sustainability at the Annual Conference in Barcelona.

Lina Khan, FTC USA (since 11/2022)
In November 2022, the ICN Steering Group confirmed Lina Khan, Chair of the U.S. Federal Trade Commission (FTC) as an ICN Vice Chair. As Vice Chair, Lina focuses her work on digital economy issues, building on the ICN’s successful work in this area. At the 2023 Annual Conference in Barcelona, Lina will host the Head of Agency Session on digital topics. Recently, Lina has established a forum within the ICN where agency technologists and digital experts can discuss common challenges and ongoing priorities, involving both substantive topics and institutional set-up and integration issues. The first meeting of the forum took place earlier this month.

Margarida Matos Rosa, AdC Portugal (until 03/2023)
In March 2022, the ICN Steering Group confirmed Margarida Matos Rosa as new Vice Chair. In this position, she focused her work on promoting the discussion of competition principles in the context of growth and recovery within the ICN and with external stakeholders. In October 2022, Margarida organized an ICN Workshop that addressed the role of competition given the challenge of economic recovery in times of inflation. Experts discussed how competition principles can assist policy makers in fostering growth and competitiveness, aiding economic recovery and supporting broader policy objectives. Her term as Vice Chair ended automatically with the end of her term as president of the Autoridade da Concorrência.

Tembinkosi Bonakele, CC South Afrika (until 08/2022)
Tembinkosi Bonakele, Commissioner of the Competition Commission of South Africa, became Vice-Chair in October 2019. He brought in his valuable expertise regarding regional networks such as the African Competition Network and enhanced the ICN’s cooperation with regional networks. His term as Vice Chair ended automatically with the end of his term as Commissioner in August 2022.
### Roles in the ICN 2022/2023

#### Working Groups

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<td><strong>Subgroup 1</strong>: TCA Turkey; GVH Hungary</td>
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#### Special Projects and Responsibilities

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<td>Vice Chair</td>
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<td>Vice Chair</td>
<td>AdC Portugal***</td>
<td>NGA Liaison</td>
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<td>Vice Chair</td>
<td>FTC USA</td>
<td>Horizontal Coordinator</td>
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<td>Vice Chair</td>
<td>CCCS Singapore</td>
<td>Secretariat</td>
<td>CB Canada</td>
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- **Cooperation**
- **Intersection competition, consumer protection and privacy**
- **Competition concerns in agriculture and food markets**

**ICN Frameworks**

| Framework for Competition Agency Procedure (CAP) | ACCC Australia, BKartA Germany |
| Framework for the promotion of the sharing of non-confidential information | JFTC Japan |
| Framework for Merger Review Cooperation | JFTC Japan |

*Antitrust Division  **until 08/2022  ***until 3/2023
ICN Operations

The ICN is a “virtual” network, ruled by an Operational Framework. The ICN has no formal Secretariat or physical premises. However, the ICN’s operational workings and processes are supported, since its inception, by the Competition Bureau of Canada which provides centralized secretarial support services and administers the funds received by ICN members, in line with the provisions of the ICN Operational Framework (OF). The implementation of the OF and any revision process are under responsibility of the Operational Framework Working Group (OFWG), which provides recommendations on operational and governance issues of the ICN to the Steering Group. In 2022-2023, the Canadian Competition Bureau and the Competition Commission of India chaired the OFWG.

Maintaining continuity and fidelity to the ICN mission

The Horizontal Coordinator is responsible for promoting collaboration and coordination across ICN working groups by, inter alia,

- finding efficiencies by identifying and promoting cooperation and coordination between working groups who are working on similar topics
- identifying potential duplication, overlap or conflict of work between working groups
- promoting cross organisational topics and themes of interests to members, thereby enhancing international cooperation and convergence towards effectively coordinated competition policy principles

Since its introduction in 2011, the role has been fulfilled by the Australian Competition and Consumer Commission.

Becoming an ICN Member

The Membership Working Group, co-chaired by the Korea Fair Trade Commission and the Comisión Nacional de los Mercados y la Competencia of Spain in 2022-2023, processes applications for ICN membership from competition agencies around the world, examines them under the criteria for membership set out in the Operational Framework of the ICN and refers the individual cases to the Steering Group for the members’ review and consensus. As of October 2023, ICN members consist of 143 competition authorities from 132 jurisdictions.

Interaction with Other International Organizations

Over the past decade, the ICN has taken tangible steps as a network toward more active coordination with other organizations in order to minimize overlaps between the work of different organizations, both in terms of avoiding duplication, but also to help ensure and reinforce common or fundamental principles across the competition community. For these reasons, the ICN has set up liaisons for OECD and UNCTAD.

The joint ICN-OECD Report on International Enforcement Cooperation, which was coordinated by the OECD liaison, Margarida Matos Rosa (AdC, Portugal), is an excellent example of a fruitful cooperation. Reiko Aoki (JFTC, Japan), who succeeded Margarida Matos Rosa as OECD liaison in June 2023, will continue the successful cooperation with the OECD.

ICN-UNCTAD relations were driven forward in the ICN year 2022/2023 by the UNCTAD liaison Alessandra Tonazzi (AGCM, Italy). She was replaced during the year by Renato Ferrando, who agreed to take on this role on an interim basis.

Encouraging NGA participation

ICN members work closely with non-governmental advisors (NGAs), including private practitioners, academics, representatives of international organizations, and industry and consumer groups, resulting in work products that benefit from the input of a wide spectrum of perspectives. The NGA Liaison is a designated ICN member, whose mandate is to better engage NGAs (Non-Government Advisors) to participate in the ICN, so that the network can benefit from a wide spectrum of views and interests.

The NGA Liaison Alexandre Cordeiro, President of the Administrative Council for Economic Defense, invites agencies interested in knowing more about how to nominate NGAs and how to engage them, together with NGAs willing to engage within the ICN, to reach out to icn.ngaliaison@cade.gov.br and to use the ICN NGA toolkit for guidance.