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INTRODUCTION TO INTERNATIONAL ORGANIZATIONS

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HASSAN QAQAYA: Hello, my name is Hassan Qaqaya. I have worked formerly as head of the Competition and Consumer Policy Programs at UNCTAD. UNCTAD is an organization that tried to respond to the needs of developing countries and institutions. Most of them are newly emerging and setting up their own institutions.

During these years, the case of actually working with UNCTAD, I came across a number of -- and interacted with a large number of international organizations that also were competition law and policy. And many of the young agencies were somehow puzzled or unclear as to what roles and what activities and how they can make use of these institutions. So the purpose of this ICN Training of the Month module is to introduce the various work of all these organizations and see how they fit together.

So let's begin our tour of these institutions.

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International organizations fits into several categories. Some operate on a global basis, including the International Competition Network, the UNCTAD branch on -- work on competition and consumer policy including the intergovernmental group of experts, the OECD Committee on Law and Competition Policy, the World Bank base programs, as well as other regional institutions such as the African Competition Forum, the APEC work on competition policies, and the Latin American Forum, for example, just to name a few.

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Let's begin with the ICN. I would like to introduce Mr. Andreas Mundt, who is the president of Germany's Bundeskartellamt and head of the ICN steering group.

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So perhaps what we could do is begin the discussion with introducing first the ICN. And before doing that is introducing Mr. Andreas Mundt, who is the head of the Bundeskartellamt, the cartel office of Germany.

You have the floor, sir.

ANDREAS MUNDT: Thank you, Hassan. Well, to tell you a few things about the ICN, which today is a very mature and stable organization, I think what you should know first is that the ICN is truly a global organization. It is inclusive, so we really hope to include all agencies from all parts of the world. It is informal and it is, of course, voluntary, which means that you can contribute, but you don't have to.

You can listen, but if we -- if you provide input, that is even more valuable for our day-to-day work and for your day-to-day work as an agency.

It is true that the ICN is still a young agency. It was founded back in 2001. We started off with 16 competition agencies that have founded the ICN. Today, it represents the vast majority of existing competition agencies, that is 130 around the world.

All members of the ICN are encouraged to get involved in the work process of the ICN, and I think this broad membership, this diverse membership, the different legal traditions, the different size of competition agencies, the geographical aspects of competition agencies involved, different cultures, different languages, they pose challenges. But at the same time, they are the greatest asset also of the ICN because they make sure that really every aspect of competition regimes around the world are included in the ICN.

So how do we bridge the differences that we have, of course, if you have 130 members from around the world? Well, first, the ICN literally brings together all competition agencies, and not only competition agencies, also nongovernmental advisors from around the world.

So what we have to do in first place is that we build trust among each other in order to communicate, in order to cooperate, and that we share experience among each other. That is very important.

The second approach is we have a very pragmatic way to work and to take care of our work products. The ICN literally invites everyone to give input. By the way, not only competition agencies, also nongovernmental advisors, they sit together around the table and discuss papers and discuss the output of the ICN, but always driven, of course, by agencies. That is an important feature.

We have a new unique setting at the ICN, which you can experience at conferences, the annual conference that we hold once a year; that you can experience in teleseminars; that you can experience in town hall meetings, in teleconferences, in workshops around the world. I think that is also something unique that no other international organization provides around the world.

And this -- these features have helped us to create standards. What the ICN has produced over time -- I think we can really say it is the only and the biggest encyclopedia of competition law around the world, and it has an impact, this encyclopedia. We have created an impressive and steadily growing body of practical recommendations, recommended practices, other tools. We have high-quality written work products. It is really a comprehensive encyclopedia.

And all ICN members, and not only the members, have access to this encyclopedia, which also means that we can broaden the impact of this encyclopedia by keeping it open. We are not a closed shop. We are open to everyone.

And the products matter. We have seen in our survey that we have done recently about the impact of the ICN, we have seen that almost 80 percent of the responding agencies have stated that they have used ICN guidance to change internal agency application of the law and more than half of the respondents have stated that they have changed their rules and their legislation. So you can see that the ICN is a robust, broad, very lively, inclusive organization and it is really worth to join it, to be in it and to work with its work products.

I think it would take a complete module to describe and to scope out the ICN's work product and I think that can be much better done by Paul O'Brien from the U.S. FTC, who will quickly introduce the high points.

HASSAN QAQAYA: Thank you. Thank you very much, Andreas.

ANDREAS MUNDT: You're welcome.

HASSAN QAQAYA: Thank you.

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PAUL O'BRIEN: The International Competition Network offers a treasure trove of work product covering the full range of competition law and policy topics. ICN's work is grouped into five primary topic areas: Mergers, cartels, unilateral conduct, advocacy and agency effectiveness.

Think of ICN work product in terms of four basic types with different purposes. The first and foremost, ICN's most prominent work product category, is recommended practices and other guidance. These are consensus, aspirational recommendations for all members to consider. Examples include the ICN recommended practices on merger notification, on merger analysis, on dominance, on competition assessment, and on several other topics.

The second category of ICN work includes practical, case handler-focused, jurisdiction neutral manuals on day-to-day enforcement topics. Examples include the ICN's anti-cartel enforcement manual with chapters on topics such as leniency, searches, and digital evidence; the merger investigative techniques handbook with chapters on topics such as reliable evidence and the use of economics; the unilateral conduct workbook with chapters on topics such as the assessment of dominance and inclusive dealing; the market studies good practice handbook; and, finally, the agency practice manual with chapters on topics such as strategic planning and agency evaluation.

The third category of ICN work product, perhaps the largest volume of ICN's work, includes informative reports that compile, highlight, and compare enforcement practices and policy perspectives from around the world. These reports often cite examples from specific jurisdictions and include work on topics such as merger guidelines, various types of single firm conduct, and cartel settlements.

The fourth category of work out of the ICN involves a diverse collection of training style work in various formats and events, including regular ICN tele-seminars and workshops on specific enforcement areas and, notably, the ICN training on demand online videos that you're watching right now. We encourage you to explore ICN's vast and growing library of videos.

Now, I'd like to leave you with a few final thoughts on ICN work product. First, ICN work product is aspirational. Agencies decide for themselves whether and how to implement best practices they learn from colleagues around the world.

Second, ICN work is created for competition agencies, by competition agencies. Competition agencies are involved in the conception, discussion, drafting and approval of all ICN work, addressing the needs of agencies from agency experience.

ICN work product is accessible. All of it is online at the ICN website. As I hope even this brief introduction demonstrates, ICN work product is a tremendous resource covering all aspects of competition law and policy. If you're looking for one place where to find ICN work product, seek out the ICN work product catalog on the front page of ICN's website.

Finally, while ICN's existing work product is a valuable resource, you can help create ICN's work of tomorrow. Please contact working group chairs to get more involved in developing ICN's next work product.

Thank you for your attention. We encourage you to spread the word about ICN work throughout your agency and be inspired by ICN work product.

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HASSAN QAQAYA: I think it's also important to note that the ICN members are most of the world competition agencies by contrast, for example, with the OECD or the UNCTAD, the governmental group, are member states themselves. Of course, both the agencies and member states also participate in the work of the OECD and IGE, but a distinguishing feature that the ICN is exclusively made up of autonomous and independent competition agencies. However, in practice, member states are actually and usually represented by the competition agency, both at the OECD and the UNCTAD Intergovernmental Group of Experts.

Historically, the OECD has been more geared toward the developed countries and more advanced agencies, whereas the UNCTAD work has been geared toward the developing countries. However, the lines are not always clear. And I think most of the work over the last ten years between, let's say, the UNCTAD, ICN and OECD has been converging and they have been opening and involved in both.

So, let's turn next to the OECD.

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ANTONIO GOMES: The OECD is intergovernmental in nature, now with 35 member countries. It has a permanent secretariat and robust institutional structure that is built upon the substantive contributions of our member states and its wide-ranging economic and social objectives. Our mission at the OECD is to identify and develop better policies for better lives, and we do so by identifying best practices from across the OECD membership and then disseminating those findings broadly for better government.

As regards specifically competition, the competition committee is the engine of our work, driving competition policy forward, something it has been doing very successfully for more than five decades. It is composed of the OECD permanent secretariat, national delegations, invited experts, as well as regular participants from non-member economies and ad hoc invitees.

The role of the OECD secretariat is to develop in-depth policy research papers, counting on the secretariats of administrators, researchers, and an ensemble of external consultants. That is why the OECD is such a nice complement to the ICN.

More recently, the OECD has also been building its outreach and implementation initiatives. We are increasingly looking beyond our membership, regionally and globally, with growing success and reach, assisting non-members to move towards a well-functioning market-based economy.

Since 2001, we offer the Global Forum on Competition where we engage competition authorities all over the world, close to 90 competition agencies at the last count, on policy issues ranging from competition policy, to design of competition agencies, to the broader benefits of competition, such as economic growth and development, or how can competition contribute to poverty reduction and to foster employment.

We have also the LACF, a forum that engages Latin America and the Caribbean competition authorities.

We have very strong regional capacity- building activities as well, via two unique centers of competition that cater for Asian competition agencies and judges based out of our original center in Korea, and for Eastern Europe, based in our original center in Hungary.

To give you just an example and some idea of the numbers, in Asia, for example, the competition program of the OECD KPC has held a total of 74 workshops with more than 1,700 participants from 30 jurisdictions and nearly 400 speakers from 25 jurisdictions.

Our outreach program can also help countries in building a competition culture, establishing transparent regulatory frameworks and adopting laws and policies that will foster growth. Indeed, much of our outreach efforts are also built around two main projects or areas. The first one is helping competition agencies assist governments design and implement better laws and regulations, that are not unduly restricting competition or creating barriers to entry. And we do so using our competition assessment tool kit. So we try to help create a healthy regulatory environment, a pro-competitive regulatory framework.

The second is to help procurement agencies design better public procurement processes that can reduce the possibilities of bid-rigging in public procurements and also to help detect warning signals that public procurement officials can then -- can then signal to competition agencies so that they can further investigate and eventually open antitrust cases.

Finally, we do two more important functions that I think are worth mentioning. By undertaking comprehensive peer reviews of both members and non- member countries and also, finally, by helping countries in their process of developing competition guidelines and competition rules.

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HASSAN QAQAYA: My own history, as I noted earlier, I was at UNCTAD. My successor at the head of the Competition and Consumer Policy Branch is Mrs. Teresa Moreira.

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TERESA MOREIRA: I'm Teresa Moreira, the head of the Competition and Consumer Policies Branch of UNCTAD, the U.N. Conference for Trade and Development.

We have been doing our work mostly in the competition field through servicing annual Intergovernmental Group of Experts meeting, so doing what we call consensus building, and that is based on the research and analysis that we also do in all areas related to this field, and, finally, using the research and analysis to do technical assistance programs and capacity-building projects.

We have been doing this for over 15 years. And I would underline as the most successful cases are our program to reinforce capacities in both the competition and consumer policy area of Latin America. We are now in the third edition of this compound program.

We also have a very interesting regional program addressed at the Middle East and North African countries, so the MENA countries, ongoing since 2015. And that involves eight -- or targets eight countries also for both competition and consumer policy areas, and other regional partnerships could be illustrated by the Sofia Competition Forum that is organized twice annually with the Bulgarian Competition Authority and that gathers representatives from the Balkan countries.

We also do work with African countries, not only through regional economic organizations, such as UEAMU or SADC or COMESA, but with individual countries, and I

would underline the work that we have recently done with Zimbabwe and with Ethiopia, again, in both the competition and consumer policy fields.

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HASSAN QAQAYA: The World Bank has long been an active supporter of competition law and policy as part of economic reform and development strategies, but in its main role as a lender and not as an organization of competition agencies. Martha Licetti is the head of the competition group at the World Bank.

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MARTHA LICETTI: The World Bank Group supports government in three areas. First of all, in understanding what stifles effective competition dynamics in specific markets, how laws and policies shape incentive for firms to compete and invest; secondly, in designing and implementing more effective competition policies; and last but not least, in assessing the expected effects of competition policy interventions.

Based on the World Bank group markets and competition policy assessment tool, we offer our clients a tailored combination of models as analytical foundations for implementation. Implementation is key at the World Bank Group.

Those models include a model of analysis of market and competition dynamics, a model of market regulation and sectoral policies, an antitrust rules and enforcement model, and finally a model focused on the state aid, the state-owned enterprises and competitive neutrality.

With the help of all these standardized tools, each of the products can range from a rapid assessment, very specific, to a full-blown flagship report and typically includes implementation support and advisory services. The common focus of full products is on any undefined priority opportunities for improvements based on both feasibility and impact of reforms and enhancing

the effectiveness of existing and new competition policies. To implement the offering, we typically combine both lending and non-leading instruments.

We, at the World Bank Group, see capacity building not as an isolated stand-alone instrument, but as one of the tools to achieve effective implementation and, ultimately, ensure that the desired change takes effect in a specific market.

Based on the models mentioned before, the World Bank Group offers implementation support, technical advice, and capacity building. This includes, first of all, the strengthening of competition framework and its implementation through the design of anti-cartel programs, merger control, monopolization and abuse, market and competition analysis techniques, institutional effectiveness of competition authorities, and advocacy units. It really much depends on what's needed and demanded by the clients.

Secondly, it comprises a design of pro-competition market regulation that open specific markets to competition and reduce government interventions that may shelter less efficient firms, protecting government or facilitate collusion and cartels. Here, we also support sector-specific regulatory design.

Finally, we help embedding competition principals in broader public policies and in fostering competitive neutrality. This includes implementing competition advocacy strategies, competitive neutrality and private initiatives in sectors with a state-owned enterprise participation and we also encourage the engagement of civil society and the infusion of competition principles in broader public policies with the aim to actually elevate competition policy to the economic policy agenda.

We, at the World Bank Group, believe that young agencies do not only build capacities by listening to experts or more experienced practitioners, they also do through access to novel

data and knowledge, participation in innovative research, exchange among peers, or hearing of successful experience with competition advocacy. Therefore, we offer a realm of tools and research for young agencies to strengthen their implementation capacities.

First, we have learned that peer-to-peer events are a great resource for young agencies. We regularly organize events for agencies to exchange practical examples of challenges and cases of success in implementation of competition policy in key sectors.

Secondly, we implement global engagement and solid leadership for young agencies. For example, this year and for the fourth year in a row, we host a pre-ICN forum, jointly with partner organizations, to highlight the issues particularly relevant for competition policy in developing countries.

Moreover, each year, jointly with the international Competition network, we host an advocacy competition contest to honor and share successful examples of promoting competition through known enforcement tools in key markets. Again, a great opportunity for competition agencies to learn.

And, finally, we regularly host a global conference of the World Bank headquarters on topics such as competition advocacy and competition and shared prosperity.

Thirdly, we produce knowledge products that can be a resource, a learning opportunity at the same time for younger agencies. We regularly produce and update international databases. We also produce regional reports that help to define competition trends beyond the national border. For instance, jointly with the African Competition Forum, we have produced the first Africa-wide competition report, and now we're producing a flagship report on other regions.

This work includes applying our tools to key sectors, for example, telecom, fertilizers, and transport. We complement such regional reports with globally innovative research, for example, on the effects of competition on poverty.

Last, we organize tailor-made workshops for each authority that address a particular competition issue. This is important. They are very much tailor-made. These transmit the function of technical and behavioral capacities to effectively address questions such as how to tackle cartels, how to access in practice competition neutrality, how to identify and modify some national regulatory restrictions, how to conduct economic analysis in a particular market.

Capacity building at the World Bank Group is tailored to a specific problem and purpose and designed on the basis of further diagnostic assessment of the specific competition issues at hand. This means that it goes beyond the enforcement capacities of each specific competition authority and includes advocacy strategies as well as training for other important stakeholders, including the media, the academia, public sector bodies, such as regulators, central banks, treasury, and even the minister of finance.

Furthermore, our capacity-building strategy follows an integrated approach. In other words, capacity-building activities are part of a multi-stage approach, which includes diagnostics, reform design, and implementation support.

The capacity-building activities we offer are either of global interest and applicability or tailor-made for individual clients. For example, to help them understand real problems such as how to organize dawn raids in a particular country.

Finally, our capacity-building services build on partnerships through regional networks, which includes the Regional Center for Competition for Latin America, the African Competition

Forum, as well as global networks, such as International Competition Network, and our partners, such as the OECD and bilateral partnerships with agencies.

In sum, capacity building at the World Bank Group is not about one specific off-the-shelf workshop or class, but rather a combination of instruments to confer the necessary analytical and, more importantly, implementation tools to tackle the most important competition issues in key markets, consider political economic and real changes on the ground.

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HASSAN QAQAYA: In some cases, the regional development banks also play an important role, such as the American Development Bank and the Asian Development Bank.

Now, turning to regional competition organizations, there are a lot of variations and approaches. One of the most innovative has been the African Competition Forum, whose steering group is currently headed by Tembinkosi Bonakele, who is the commissioner of the South African Competition Commission.

One of the major regional forums handling competition issues and competition policies in the African continent is the African Competition Forum, and I have the pleasure to have with me Mr. Tembinkosi Bonakele, who is the commissioner for the South African Competition, but he's also the president of the African Competition Forum, and he will tell us how the African Competition Forum works.

You have the floor, sir.

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TEMBINKOSI BONAKELE: Thank you. The African Competition Forum was established as a result of the huge growth that we have seen in competition policy and proliferation of competition agencies within the African continent. So the first thing really was

about how to develop capacity and share experiences with and amongst these agencies, most of whom were fairly new, in an environment where even the skills required by these agencies often didn't exist in the countries. So there was a need for us to get together.

There were a few older agencies, more established agencies, and we got together and we started these capacity programs, sometimes partnering with international organizations. That really came in handy. We also had to find out initially who was supporting us with this. And we really started to see the operations of these agencies. And once that started, we then expanded cooperation to the area of research, which has been one of our most successful areas of operation so far. So we worked on certain markets and products where there was general concern across various countries and we did the first study there looking at commodities such as sugar, cement, and so on.

And we've got a report that's been published and is quite interesting for researchers, but also for authorities to understand the impact of lack of competition in some of these markets.

We then followed that up with a study we did with the World Bank, looking at the state of competition in the African continent. It's the most up-to-date study on what's happening in each country. And it also does a sort of -- a case study of some of the key markets, such as telecommunications and so on.

So our research is still continuing, as well as capacity building. We have decided that case cooperation would occur more at a sub-regional market, because the continent is very big. So cases are better handled, for an example, at COMESA level or SADC level, so you see a lot of case cooperation at those levels.

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HASSAN QAQAYA: Can you please tell us about the cooperation between the ACF and the ICN, for example? What kind of cooperation exists and how useful the work and the product of ICN has been to the ACF and member states?

TEMBINKOSI BONAKELE: Well, first of all, the very idea of ACF is inspired and modeled around the ICN. So it's a virtual organization, it's a voluntary organization of agencies, although we allow also government departments in countries that are still working on policy just so that they can also feel that they are part of the team.

But it's really an agency-driven organization. And it encourages the use of ICN programs. We have the ICN people coming to talk about those programs. Ourselves, as the chairs, all of the time, we encourage our members to also join and participate in the ICN.

And, recently, we've had a highly successful mergers workshop, joint workshop with the ICN, hosted by one of our members in Botswana, which attracted a lot of regional agencies. And so we have a very close cooperation with the ICN and we use their products quite extensively.

HASSAN QAQAYA: Another important group is the Asia-Pacific Economic Corporation, or APEC, which has a competition policy and law group that meets annually and which also organizes special events from time to time.

The Regional Competition Center for Latin America was also a home-grown initiative designed to meet the needs of Latin American countries.

In addition to the regional organization, I should point out that there are also regional enforcement bodies, such as COMESA, the European Commission and the CARICOM, whose activities may overlap with the international organization to some extent in terms of at least capacity building and support to young agencies.

So having introduced the key players, how do they interact with each other and how would one know who is to turn to and for what?

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Let us now turn to address how these organizations work effectively to build capacity in younger jurisdictions and where they may behoove to learn from one another and create synergy.

In my opinion, workshops are one of the most important and sometimes overused activities in capacity building. How does the ICN, OECD and UNCTAD design workshops or webinars to address, for example, learning complex technical skills, for example, defining relevant markets, let's say in the IT market, developing a new way of thinking, for example, to promote competition in the market as a tool for economic development, or fix a systematic problem, for example, address bid-rigging or price control by government.

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ANTONIO GOMES: I agree that capacity- building workshops are very important indeed and can really help new agencies, new officials, judges, procurement officials and government officers and others to kick start their competition law and policy knowhow. And from my own personal experience at the Portugese Competition Authority, I know how valuable these workshops can really be in helping agencies develop, first, their basic skills and then to develop this even further.

At the OECD, we take the utmost care in selecting the topics that agencies need and we try to ensure that we bring the right expertise from officials of our member countries to bear upon those agencies that need it. So we select, as I said, the topics very carefully, but we also select for each event the participants that we know that would benefit from participating in our workshop.

The criteria that we use to maximize the benefits of our workshops is to target those considering the functions, the roles, the knowhow, the previous experience of those in the group. For example, in our workshop for judges, only judges may attend, naturally, as this allows for a frank discussion and for sharing of experiences amongst peers who have a very fundamental and ultimate responsibility in the decision of cases.

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HASSAN QAQAYA: In your view, who actually needs to attend these workshops? Are there objective criteria to ensure maximum impact and benefit for the participants?

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TERESA MOREIRA: Capacity building is really at the core of the work that we do in UNCTAD. But, of course, every project and every program that we put in place needs to correspond to the requests and to be adjusted to the needs and concerns of member states-- authorities on member states governments. This means to say that it is difficult to have like a recipe that can be applied in every country. It depends very much on the stage of the development of the competition law or of the consumer protection law and policy, and it also depends very much on the stakeholders that we are trying to address.

For instance, for young agencies, we will have concerns in explaining and assuring that they are familiar with economic concepts in what concerns competition law. For instance, if we are dealing with other stakeholders, such as the judiciary or academia or other representatives of public bodies and the government, we may have to be concerned with more basic concepts in both areas in order to raise awareness and in order to make sure that they realize the benefits of competition for economic growth and development and, also, that they realize the importance of consumer protection to promote sustainable development goals.

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HASSAN QAQAYA: Now, turning to capacity building specifically and its effectiveness, one must first understand what capacity already exists. How do you assess the capacity level of young agencies and do you involve the young agencies in assessing the capacities and defining, quote, unquote competition in these areas before the workshop design?

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ANTONIO GOMES: Our ongoing and frequent outreach efforts allow us to have close and permanent contact with all of the jurisdictions that we serve. This is absolutely key and gives us a body of knowledge of many agencies and many competition jurisdictions. In the context of the two regional centers in Korea and Hungary, for instance, there are seven or eight workshops per year in each of the centers. It allows us to keep a close and permanent communication with competition agencies and officials from across those regions.

The case discussions that we have during our workshops also allows us to build our knowledge of the types of cases that are being brought about. At the end of each workshop, we also conduct a survey on the topics that participant agencies would like to have in the future with the reasons why they would like to discuss those topics. And we look and analyze these surveys very, very carefully.

Then, of course, we conduct our own research. A guidebook on competition laws and policies in Asia will come out later this year, which has really allowed us to dig deep into every jurisdiction in Asia and not only understand the laws, but also the practice all across the enforcement board.

Finally, we engage with heads of agencies regularly to understand what their needs are in terms of capacity building, both within the context of the centers, but also in the Global Forum and in the Latin American and Caribbean Competition Forum.

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TERESA MOREIRA: Young agencies, namely from developing countries and economies in transition are, of course, one of our major concerns because usually under our technical cooperation, we assist governments in drafting the legislation and in choosing the institutional framework to put in place the--a certain policy and, obviously, it is very important to make sure that there is an institution with the capacity to enforce effectively competition law or--and/or consumer protection law. So young agencies have specific needs.

We have organized discussions about topics that are relevant for those who are just starting in previous group of experts meeting, namely covering issues such as the independence, the information flows and the information knowledge, the communication strategies, so how to interact with other stakeholders, with other governmental bodies, how to raise awareness to the benefits of competition law and policy for the welfare of a certain country, and there may be specific needs regarding the content of the competition law in place.

For instance, young agencies may need specific training in economics or in the use of econometrics or they may need to get familiar with legal techniques and the use of investigative tools, such as dawn raids, such as interviews to companies.

So it depends very much on the content of the law, on the team that is available to start working and to make sure that the law is enforced. And, again, it will also be for the country or for the member state to indicate what is the request that they present to UNCTAD.

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ANTONIO GOMES: At the Competition Committee, we hold hearings and roundtables where the secretariat usually prepares background notes identifying the main policy issues that will then serve as the basis for discussion. These are very useful documents, as they lay out in a very comprehensive way the main topics and discussions in that particular field.

I would say that these documents are very useful for -- not only for experienced agencies, but also for younger agencies. And these documents, these background notes, cover an immense array of topics, such as identifying the benefits of competition or documents on specific situations and analysis on anti-competitive practices, such as abuse of dominance or cartel enforcement. We also have background notes on advocacy tools or tools for assessing the effects of competition agencies' impacts when they undertake enforcement actions.

These are public documents and you can find those in our website, and I would definitely encourage younger agencies to run through those. And I'm sure that they will find their body of knowledge that will prove invaluable for their development of competition law and their development of their competition skills.

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TERESA MOREIRA: UNCTAD is a new mandate in the area of consumer protection law and policy that was given by the General Assembly through a resolution of December 2015 that approved the revision of the U.N. guidelines of consumer protection that had been adopted 30 years earlier.

These new guidelines, among other things, cover timely issues of concern for consumer protection authorities all over the world, such as e-commerce financial services, but also encourage good business practices, and the resolution also created a new Intergovernmental

Group of Experts meeting that has met last year in 2016 for the first time, attracting a lot of attention and participation from agencies all over the world.

This new mandate, of course, allows us to do synergies with the work that we are already doing in the competition field, even though most of the agencies that deal with consumer protection will not necessarily have similar responsibilities for competition policy.

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HASSAN QAQAYA: What kind of capacities--capacity-building projects does the ICN, the OECD, the UNCTAD conduct and have conducted over the last--past few years or are planning in the coming few years?

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ANTONIO GOMES: Overall, I think that the OECD provides the reach unparalleled contribution to competition policy and the competition policy arena, not only for our member countries, but also and increasingly so, to non-member countries as well.

Alongside other organizations, such as UNCTAD and ICN, with our different strengths and areas of expertise and specialization, I believe that we will go from strength to strength in our common mission to drive better competition policies and implementation for many years to come across the globe.

And this goes not only for more experienced agencies, but also for younger agencies where we can help develop their competition regimes and promote economic development.

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