



**SURVEY REPORT
ON MEASURING AGENCY EFFECTIVENESS**

**INTERNATIONAL COMPETITION NETWORK
AGENCY EFFECTIVENESS WORKING GROUP**

10.03.2025

Content

1	Introduction and main findings	2
2	Sample	5
3	Monitoring and evaluating effectiveness before court(s)	6
4	Monitoring and evaluating the effectiveness of implementation	9
5	Simplified calculations of expected consumer benefits/savings	12
6	Evaluation of the actual effects of individual interventions	17
7	Other approaches/methods to measure agency effectiveness	21
8	External assessments	24
9	Cumulative overview of engagement	26
	References to publicly available work products	28
	List of respondents.....	39

Annex: the questionnaire

1 Introduction and main findings

1 This report presents the results of the survey of the ICN Agency Effectiveness Working Group (AEWG), which collected key information on the practices and experience of ICN members regarding the measurement of agency effectiveness.¹ It aimed to provide an overview of whether and how competition agencies measure the effectiveness of their activities, with a primary focus on enforcement and advocacy.

2 For the purposes of this survey, the term “agency effectiveness” was defined as achieving the intended results concerning the core mission (as opposed to broader objectives, such as ESG). In other words, an agency is effective if it delivers.

3 This can vary depending on the context, ranging from the practical realization of agency decisions (such as winning in court or actual implementation) to the achievement of the expected outcome, whether in terms of the conditions of competition or welfare (e.g., less collusion, more market players, lower prices for consumers, more innovation).

4 Agency effectiveness can be viewed in a bottom-up way, as a mere aggregation of effectiveness across individual cases/actions/projects, or their categories (such as cartel cases or the design and enforcement of remedies), which may vary across different areas. It can also be viewed in a top-down way, given that agency-level factors, such as managerial and professional skills, are important common components of effectiveness in individual cases/actions/projects. Therefore, agency effectiveness seems to be conceivable (and measurable) at multiple levels.

5 Our survey covered all these possible notions of agency effectiveness by examining four pre-identified measurement approaches, as well as any other meaningful approaches agencies may use to assess their own effectiveness, structured as follows:

- Monitoring and evaluating effectiveness before court(s),
- Monitoring and evaluating the effectiveness of implementation,
- Simplified calculation of expected consumer benefits/savings,
- Evaluation of the actual effects of individual interventions,
- Other notable approaches/methods to measure agency effectiveness,
- Notable external assessments/measurements.

6 Our objective was not to conduct an in-depth study of each (or any) of these very different types of assessments, nor a detailed comparative analysis. This would have been well beyond our means. Instead, our survey was designed to gather basic information from agencies in a simple and robust manner, one that we believed would be applicable across all plausible contexts for measuring agency effectiveness, ultimately providing meaningful results for an overview.

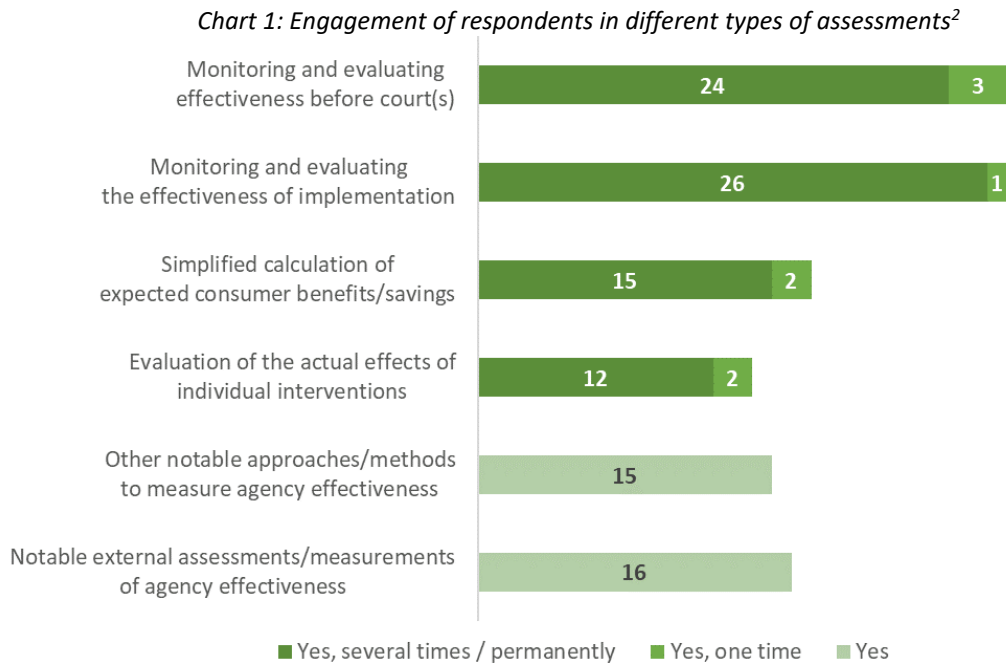
7 For each type of assessment, we asked ICN AEWG members a consistent set of questions regarding agency practices and experiences over the past five years (2019–2023). The survey was conducted online from 16 January to 31 May 2024.

¹ It is part of the AEWG’s multiyear project called “Planning, Monitoring and Measuring Effectiveness”. The first year of the project, 2023, focused on the planning part, and its work product, “[Report on ICN Agencies’ Experiences in Gathering and Using Information for Effective Strategic Planning](#)”, is available on the website of the ICN. The second year of the project, 2024, focused on monitoring and measuring effectiveness, and its work product is this report.

The work product of a previous, related ICN AEWG project “[Competition Agency Evaluation, ICN Agency Practice Manual](#)”, April 2016, is also available on the ICN website.

Main findings

8 A total of 35 competition agencies worldwide participated in the survey, resulting in a 24% overall response rate. Nearly all respondents had experience with one or more types of assessments in the past five years, and the survey provided valuable insights, even though it was neither fully representative nor covering all experiences. Chart 1 shows the engagement of respondents in various types of assessments.



N=35. The frequency of engagement was not asked in the same manner for “other” and for external assessments.

9 **Monitoring and evaluating effectiveness before court(s)** is one of the two most widespread types of assessment according to this survey. Most often, it involves simple descriptive statistics and success rates, accompanied with qualitative analysis. Its relative prevalence may be partly explained by the presumably common attitude that being aware of court judgements and adapting to them is an imperative for a competition agency. In any event, most (active) respondents perform it completely voluntarily, and outsourcing is negligible.

10 The overall experience with this type of assessment is overwhelmingly positive among (active)³ respondents, reported challenges are rare.

11 About half of the (active) respondents make the results of this type of assessment(s) publicly available, and results are often further utilised in a wide range of agency activities (most frequently in competition enforcement, in general advocacy / PR / raising general awareness, and in proceedings before courts).

12 **Monitoring and evaluating the effectiveness of implementation** is the other one of the two most widespread types of assessments in this survey. Our results indicate that it may concern various levels of implementation, ranging from the implementation of specific measures (or proposals) to the general application of competition law. Its relative prevalence may be partly explained by the presumably widely held belief that knowing whether measures have been implemented – and understanding the

² Or awareness, in case of external assessments.

³ The term “active respondents” in this report refers to respondents that have been engaged in the particular type of measurement discussed. Here it refers to those respondents who have been engaged in monitoring and evaluating effectiveness before court(s).

reasons for any shortcomings in implementation – is essential for effective enforcement. Indeed, this type of monitoring is often an integral part of the agencies' normal enforcement operation, even when not formally viewed as "measurement". In addition, more than half of the (active) respondents are required to carry out some form of monitoring or evaluation due to statutory obligations and/or external commitments or pressure. Outsourcing is limited to a few stand-alone reviews.

13 The overall experience with this type of assessment is overwhelmingly positive among (active) respondents, while reported challenges being relatively infrequent and mostly related to data and resource/time issues.

14 About half of the (active) respondents make the results of this type of assessment(s) publicly available, and the findings are frequently used in a variety of agency activities, most frequently in competition enforcement and in general advocacy / PR / raising general awareness).

15 **Simplified calculation of expected consumer benefits/savings** (*ex-ante* impact assessments) have been conducted by about half of (all) respondents, often following the respective OECD guide. Typically, they capture static, direct price effects, but not – at least in principle – non-price effects, dynamic effects, and deterrence. They usually cover competition enforcement, and only rarely cover market studies, sector inquiries, advocacy proposals and related public policy measures. Most (active) respondents carry out these assessments completely voluntarily, and outsourcing is negligible.

16 The overall experience with *ex-ante* impact assessments is almost unanimously positive among (active) respondents, making it the most favourable result among the types of assessments involved in this survey. However, challenges are reported to be relatively frequent. They are mainly related to data and methodological issues, although interpretation and communication, including communication within the agency, also requires care.

17 Results are typically made publicly available, and almost all (active) agencies further utilise the results in general advocacy / PR / raising general awareness, by far the most prominent area for the further utilisation of *ex-ante* impact assessments.

18 Few non-active respondents have *considered* conducting *ex-ante* impact assessments recently but decided against it for various reasons.

19 **Evaluation of the actual effects of individual interventions** (*ex-post* evaluations or retrospectives) is the least widespread category of assessment in this survey, although several respondents reported plans and ongoing projects (which are not taken into account in this survey). Retrospectives most frequently concern merger cases, but all other competition-related agency actions or activities are also reported by (active) respondents, though (sometimes much) less frequently. Most (active) respondents carry out these evaluations fully voluntarily, while outsourcing plays a considerable role, and it can be instrumental in developing non-outsourced evaluations.

20 The overall experience with *ex-post* evaluations is largely positive among (active) respondents, although challenges are reported to be relatively frequent. These challenges mainly relate to resources/time, data, and methodology, with outsourcing also presenting difficulties.

21 About half of the (active) respondents make the results of this type of assessment(s) publicly available, and agencies further utilise the results in nearly all their main activities, consistent with the fact that *ex-post* evaluations can pertain to any major agency activities or actions.

22 Numerous non-active respondents have *considered* conducting retrospectives recently but decided against it, mainly due to resource and time constraints. Therefore, the relatively low prevalence of retrospectives may be explained by the quality and quantity of analytical capacity they typically require (at least in the view of respondents), while competition enforcement itself arguably competes for the same capacities.

23 About half of (all) respondents have applied one or more **other approaches/methods** to measure agency effectiveness, mainly for accountability, management, and advocacy purposes. Also, about half of (all) respondents have reported one or more **external assessments/measurements**, such as international reviews and governmental supervisory audits. Given the diversity of both “other” and external assessments, their characteristics, treatment, and primary areas of further utilisation vary significantly.

24 No ultimate way to measure agency effectiveness has emerged from this survey. Instead, we found assessments aimed at measuring various *aspects* of agency effectiveness, using a range of methods, which are usually chosen and adjusted to fit the purposes and circumstances of the particular agency.

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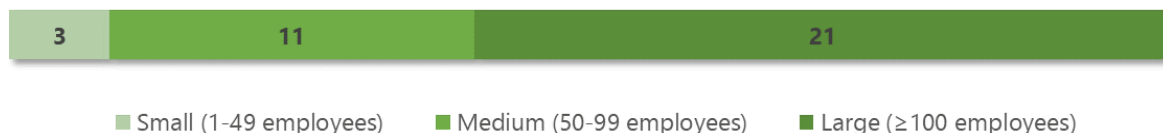
25 The rest of this report first describes the sample and then presents the results of the survey, following the same order of assessment types as previously outlined. Each chapter on a specific assessment type largely adheres, though not entirely, to the structure of the questionnaire. Results for single-choice and multiple-choice questions are presented through various bar charts, while responses to open ended questions are summarised, highlighting illustrative examples and insights when appropriate.⁴ Only aggregated and anonymised results are presented. The substantive part of the report concludes with a brief cumulative review of engagement, followed by technical sections, namely references to publicly available work products identified in the responses and a list of respondents. The questionnaire is enclosed as an Annex.

26 The survey was managed, and this report was prepared by the Hungarian Competition Authority (GVH), on behalf of its fellow co-chairs of the AEWG: the Italian Competition Authority (AGCM), the Hellenic Competition Commission (HCC), the Mexican Federal Economic Competition Commission (COFECE), and the Competition Commission Hong Kong (CCHK). The AEWG co-chairs are grateful to all respondents for their time and participation in this survey. The GVH also appreciates the feedback provided by AEWG members and other stakeholders on earlier versions of this report. Any errors in the report are the sole responsibility of the GVH.

2 Sample

27 A total of 35 competition agencies – of various size and from various continents – responded to the questionnaire, resulting in a 24% overall response rate.⁵ While this survey is neither fully representative nor comprehensive in covering all experiences,⁶ it provides valuable insights. The distribution of the sample by agency size and continent is displayed in Charts 2 and 3, respectively, while response rates by continent are displayed in Chart 4.

Chart 2: Size of agency in terms of professional personnel



N=35

⁴ Some comments from the respondents may be outliers compared to the typical experience. However, this alone does not imply that they deserve less attention or that their presentation is “disproportionate”. First, they were deemed significant enough by respondents to be included (and sometimes elaborated upon) in their responses. Second, they may provide valuable insights.

⁵ The number of responses compared to the number of ICN members (rather than that of ICN AEWG members).

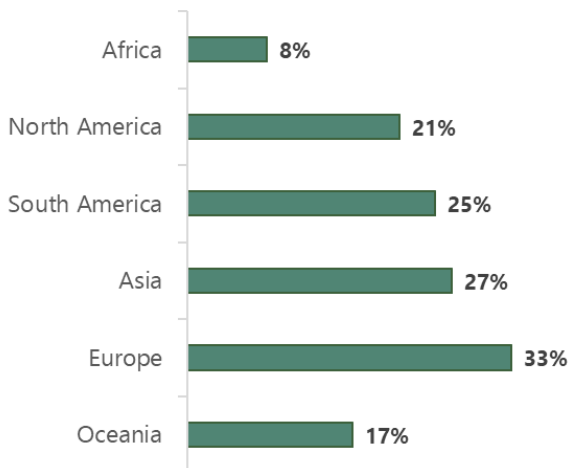
⁶ Not all agencies with relevant experience took part in the survey.

Chart 3: Region of agency



N=35

Chart 4: Response rates by continent

N=35⁷

3 Monitoring and evaluating effectiveness before court(s)

28 Monitoring and evaluating effectiveness before court(s) may include statistics, such as success rates, as well as qualitative accounts on what went wrong or right and why. Depending on the legal context, it may involve judicial review of the agency's decisions or whether the court(s) granted the agency's request.

Engagement and methods

29 Out of the 35 respondents, 27 (77%) have engaged in monitoring and evaluating their effectiveness before court(s) in the past five years. Three of them did so on one occasion, while 24 respondents engaged in it either multiple times or on a permanent basis.

30 Engaged (or active) agencies mainly report simple statistics and qualitative analyses of relevant court judgements. Responses show that simple statistics may go beyond win-loss ratios. For example, one agency calculates "the percentage change of administrative monetary sanctions compared to those imposed by the [name of agency]."

31 Even success rates have some complexity. One reason is that the agency may win one part or aspect of a case while losing another. For example, the court may confirm the agency's position on the substance of the case, but dismiss it on procedural grounds, or it may rule in favour of the agency on certain substantive points while ruling against it on others. As a result, one agency uses "four categories: total win, mostly win, mostly loss, total loss" in its statistics. Another agency applies the

⁷ For each continent, 100% represents the number of ICN member agencies in that continent, as categorised on the ICN website <https://www.internationalcompetitionnetwork.org/members/> at the time of the survey.

following categories: *“appeals rejected in full, appeals accepted in full, appeals partially rejected with and without sanction reduction, »other«, that is, appeals inadmissible or withdrawn.”*

32 A further complexity emerges when courts play multiple roles, such as making substantive decisions and imposing sanctions at the agency’s request, or performing judicial reviews of the agency’s administrative decisions. One agency calculates *“the number of litigation cases filed and the results by year; the rate of litigation against administrative measures issued by year; the results of litigation against administrative measures as of the year when the measures were issued, the results of litigation against administrative measures as of the year when the court(s) handed down a ruling; and the results of litigation by year of termination.”*

33 Finally, several agencies indicated that success rates concern various agency activities. Indeed, it may be reasonable to calculate separate success rates for various types of cases, such as cartel or unilateral conduct cases, and to handle judicial consent for dawn raids as a separate category.

34 In most cases, simple statistics are accompanied by qualitative analysis of court judgements to assess and adjust legal strategies. The details of these analyses were not revealed in the responses, and their importance, compared to quantitative metrics, appears to depend on the number, size, and complexity of the cases. For example, one agency reported that *“[a]s appeal proceedings against decisions of the [name of agency] often involve extensive and lengthy proceedings with a strong focus on individual cases, no separate statistical evaluation is carried out in this respect. Instead, experience from the court proceedings and the case law of the competent courts are evaluated directly and taken into account in the [name of agency]’s application practice and further legal representation.”*

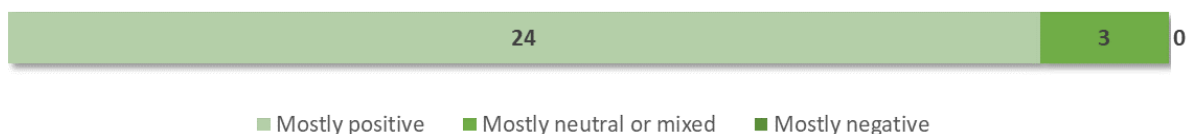
35 One could argue that in many cases, the purpose of this type of monitoring is simply to ensure informed competition law enforcement and representation in court proceedings, with measuring agency effectiveness being either inseparable from this process or its by-product. Nevertheless, at least two agencies reported conducting comprehensive stand-alone analysis. One of these employed (a) *“a thorough legal analysis of court processes,”* which *“involved an in-depth examination of available documents from court proceedings and interviews with staff members at the [name of agency];”* (b) *“discussions with employees from the [name of agency],”* focusing *“on internal processes regarding investigations and decision-making in court proceedings, from the investigative phase to the court process;”* (c) engagement with *“a reference group consisting of experts in the field,”* providing *“valuable insights into the project’s structure and draft report, along with contributing important information;”* and (d) *“an examination of specific cases (the eight cases which were subject to the study) and an evaluation of them in light of the [name of agency]’s procedural objectives, strategic considerations, and perceptions of what went right or wrong in the process.”*

36 One argument for more complex approaches is that making real sense of success rates requires considering other factors, such as the degree and background of taking calculated risk by the agency (in general or concerning the underlying agency request), and the litigation strategy.

Experiences and challenges

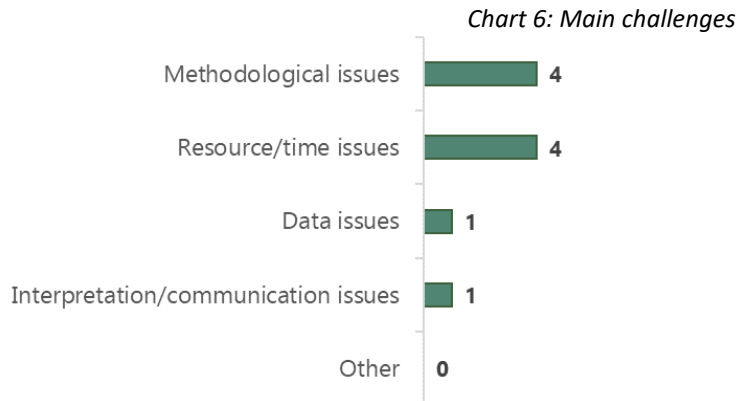
37 The overall experience of the respondents is displayed in Chart 5.

Chart 5: Overall experience



N=27

38 Out of the 27 active respondents, six (22%)⁸ encountered one or more challenges when monitoring and evaluating their effectiveness before court(s). The reported frequencies of various possible challenges are displayed in Chart 6.



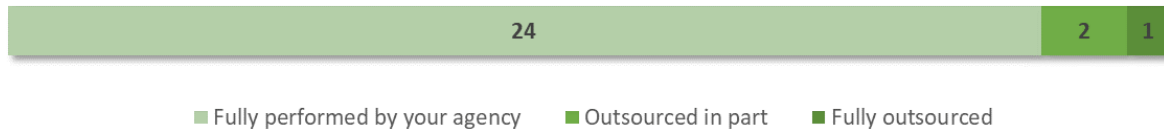
N=6

Institutional aspects and transparency

39 For 21 active respondents (78%), monitoring and evaluating their effectiveness before court(s) is a completely voluntary exercise, and 13 respondents (48%) indicated that the results and/or work products of the assessment(s) are publicly available.

40 The role of outsourcing is displayed in Chart 7.

Chart 7: Outsourcing



N=27

Utilisation

41 Beyond measuring effectiveness, the results were utilised by 23 respondents (85%) in one or more other areas. The primary areas of such utilisation and their frequency of occurrence in the responses are displayed in Chart 8.

⁸ 100% represents the 27 active respondents. The same applies to the rest of this chapter, except for when it is indicated otherwise.

Chart 8: Primary areas of further utilisation

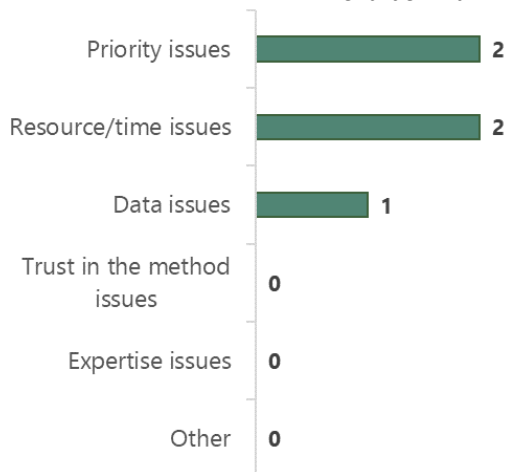


N=23

Perspectives of the non-engaged

42 In addition to the 27 active respondents, two non-active respondents (6%)⁹ also *considered* the possibility of monitoring and evaluating their effectiveness before court(s) in the past five years but ultimately decided not to engage. The reported frequencies of various possible reasons are displayed in Chart 9 (respondents were allowed to report multiple reasons).

Chart 9: Main reasons of non-engagement



N=2

4 Monitoring and evaluating the effectiveness of implementation

43 Implementation, in this context, refers to the actual realisation of measures adopted by the agency (or by the court(s) at the agency's request), by parties involved, such as payment of fines, compliance with cease-and-desist orders, adherence to commitments /remedies, and completion of divestitures.

⁹ 100% represents the 35 respondents in total.

44 It also refers to the actual realisation of the agency’s advocacy proposals, including their adoption by government or other key stakeholders. Monitoring and evaluation of implementation may vary from the technical recording of accomplishments (or their absence) to forming an aggregated overview, as well as analysing what works, what does not, and why.

Engagement and methods

45 Out of the 35 respondents, 27 (77%) have engaged in monitoring and evaluating the effectiveness of implementation over the past five years. One of them did so on one occasion, while 26 respondents engaged in it either multiple times or on a permanent basis.

46 The responses describing the methods can be categorised as follows:

- (a) methods referring to the implementation of specific measures (the originally intended scope of this chapter);
- (b) methods referring to the general application of competition law;
- (c) methods aimed at capturing the impact of either the general application of competition law or specific measures. This third group overlaps with the simplified calculations of expected consumer benefits and the evaluation of the actual effects of individual interventions, which are discussed in subsequent chapters of this report.

47 Group (a) methods are often formally integrated into law enforcement and case management and rely on the specific procedural powers of the agencies, such as obtaining accurate information on actual implementation, which reflects the legal and institutional traditions and characteristics (and sometimes complexities) of each agency and enforcement regime.

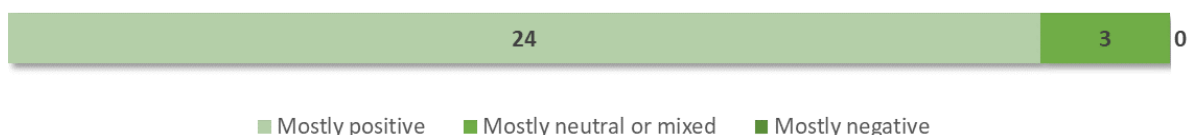
48 Even when integration is less formal and/or complete, this type of monitoring typically focuses on directly identifying and potentially resolving implementation issues in an enforcement context. Measuring agency effectiveness is a by-product of the process, similarly to the approach discussed in the previous chapter on monitoring and evaluation agency effectiveness before courts.

49 Accordingly, several agencies indicated that one or more questions in our questionnaire were difficult or impossible to answer due to their decentralised monitoring processes. For instance, monitoring may be managed by multiple enforcement divisions of the agency, depending on which division initially dealt with the case), or may not be managed by a single unit (e.g., monitoring the payment of fines is carried out separately by a distinct unit within the agency). As such, an overall picture of agency performance is not necessarily formed at the agency level.

Experiences and challenges

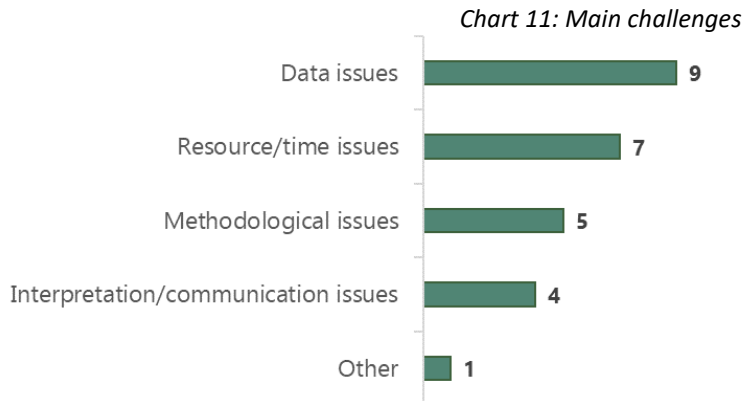
50 The overall experience of the respondents is displayed in Chart 10.

Chart 10: Overall experience



N=27

51 Out of the 27 active respondents, 13 (48%)¹⁰ encountered one or more challenges when monitoring the effectiveness of implementation. The reported frequencies of various potential challenges are displayed in Chart 11.



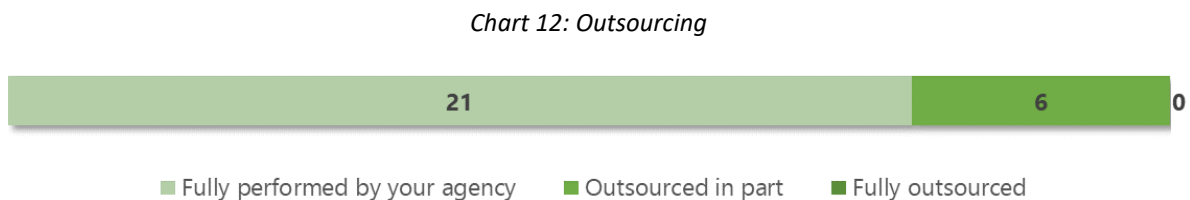
N=13

52 One agency noted that “[v]erifying compliance with commitments and obligations may be challenging when they are not verifiable in nature or when they allow for formal compliance without merit. Such findings can provide useful feedback; however, such feedback does not eliminate other constraints in designing commitments and obligations.” Similarly, another agency mentioned “challenges with interpretation of some remedies in abuse of dominance cases regarding central heating market given the complex nature of the market and heat production technologies.”

Institutional aspects and transparency

53 For 11 active respondents (41%), monitoring and evaluating the effectiveness of implementation is a completely voluntary exercise, and 13 respondents (48%) indicated that the results and/or work products of the assessment(s) are publicly available.

54 The role of outsourcing is displayed in Chart 12.



N=27

Utilisation

55 Beyond measuring effectiveness, the results were utilised by 25 respondents (93%) in one or more other areas. The primary areas of such utilisation and their frequency of occurrence in the responses are displayed in Chart 13.

¹⁰ 100% represents the 27 active respondents. The same applies to the rest of this chapter, except for when it is indicated otherwise.

Chart 13: Primary areas of further utilisation

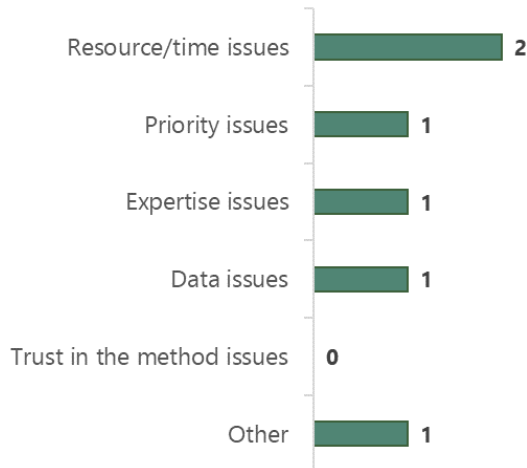


N=25

Perspectives of the non-engaged

56 In addition to the 27 active respondents, 4 non-active respondents (11%)¹¹ also *considered* the possibility of monitoring and evaluating the effectiveness of implementation in the past five years but ultimately decided not to engage. The reported frequencies of various possible reasons are displayed in Chart 14 (respondents were allowed to report multiple reasons).

Chart 14: Main reasons of non-engagement



N=4

5 Simplified calculations of expected consumer benefits/savings

57 Also known as *ex-ante* impact assessments, these rough-and-ready calculations of the expected benefits typically concern a set of substantive decisions taken over one or more years by the agency (or by court(s) at the agency's request), though they may also involve advocacy actions and informal

¹¹ 100% represents the 35 respondents in total.

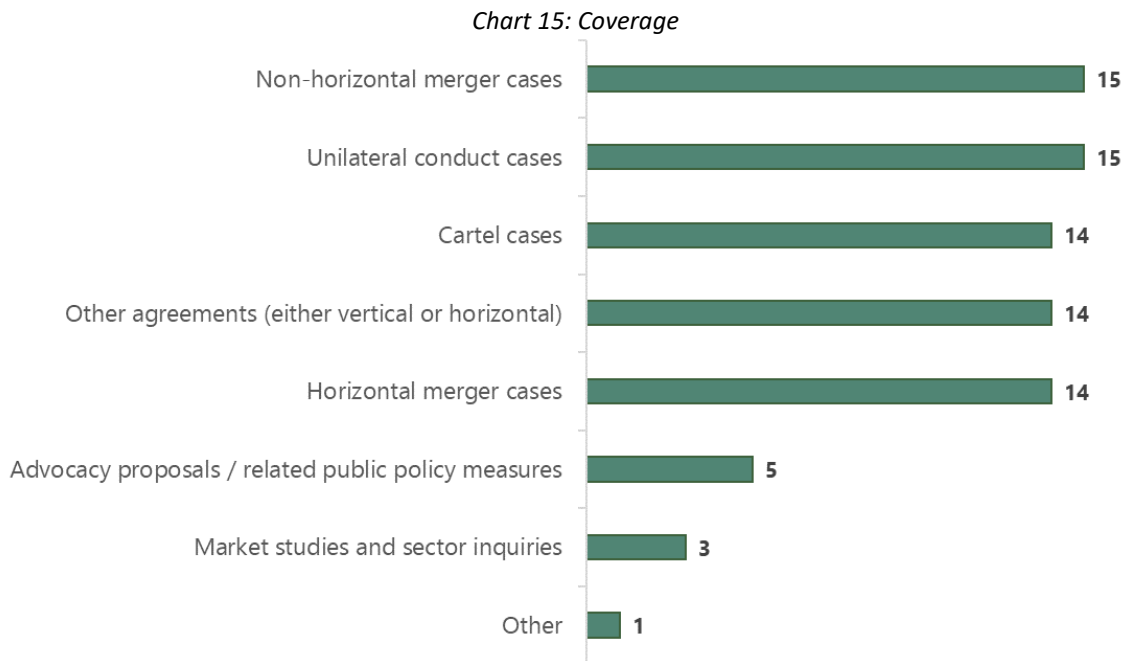
interventions. They are highly simplified, usually limited to capturing direct price effects (consumer savings), and tend to rely on conservative assumptions based on economic literature regarding how the restriction of competition – and, by the same token, the elimination of that restriction – affects key variables. Accordingly, these assessments aim to provide lower-bound estimates.

58 The benefits or savings quantified in this manner may then be compared to the agency’s budget, or an appropriate part of it, to obtain a cost-benefit or rate of return type of measure. Such measures can be especially relevant in jurisdictions where competition policy is intended to promote consumer welfare.¹²

Engagement and methods

59 Out of the 35 respondents, 17 (49%) have engaged in simplified calculations of expected consumer benefits/savings over the past five years. Two of them did so on one occasion, while 15 respondents engaged in it multiple times. Numerous responses referred to the respective OECD guide.¹³

60 The reported occurrences of agency activities in those assessments are displayed in Chart 15.



N=17

61 The responses confirm that this type of assessment typically captures static, direct price effects, but not non-price effects, dynamic effects (such as positive effects on innovation), or deterrence. Indeed, no respondent reported assessing deterrence over the past five years (2019-2023). Several agencies emphasized this kind of limitation, and noted that, as a result, the benefits calculated are outsized by actual benefits. However, one agency has launched a study to assess the importance of deterrence through a survey among competition practitioners (lawyers and in-house company counsel), the results of which are expected to be released in the first half of 2025.

62 A few respondents indicated that they would close these gaps if possible. For example, one agency noted that *“if possible, we do consider the preventive effect of the warnings issued by the [name of agency], the preventive effect of the conducted negotiation procedures, the positive effect from the performed market monitoring, the positive effect from the violations of public bodies and state-owned*

¹² More information on this type of assessment can be found in [“Communication by Competition Authorities: Objectives and Tools”](#), OECD Competition Policy Roundtable Background Note, Chapter 3.5, pp. 17-19, OECD, 2023.

¹³ [“Guide for helping competition authorities assess the expected impact of their activities”](#), OECD, 2014.

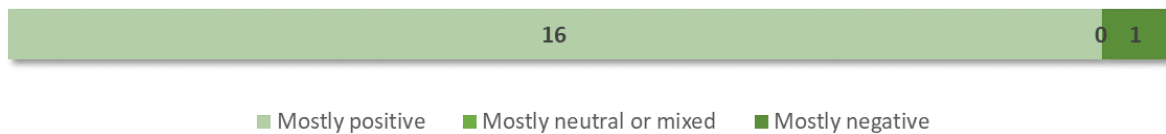
enterprises, positive effects from effective changes proposed by the [name of agency], in its own and newly developed regulatory acts. However, these types of benefits are hard to quantify and usually they are not included in the calculations.”

63 Regarding non-price and dynamic effects, one agency explained that although they are not captured in principle, the situation is more complex in practice due to the way the simplified calculation works: “Cases with a known zero price effect end up with a zero calculated benefit (or are excluded from the calculation in the first place), even if they had a likely non-price effect. However, the frequent reliance on a presumed price difference means that we tend to translate any restriction of competition into a price effect. For example, in the absence of case specific information on the price difference, the same [x]% default value would be applied not only to price cartels, but also to market allocation agreements and any other restrictive agreement involving non-price parameters of competition.”

Experiences and challenges

64 The overall experience of the respondents is displayed in Chart 16.

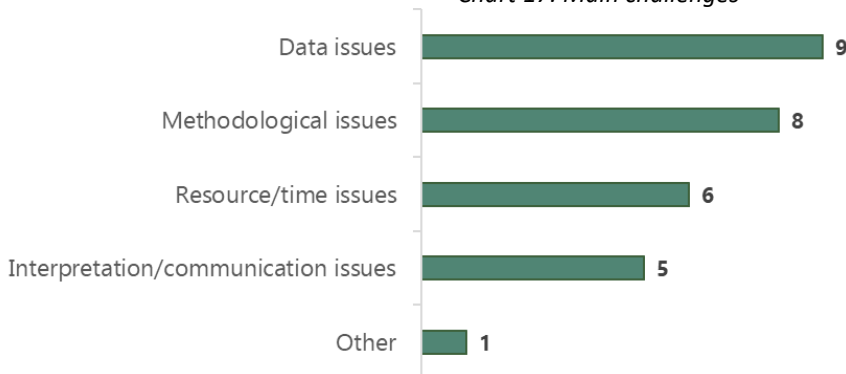
Chart 16: Overall experience



N=17

65 Out of the 17 active respondents, 12 (71%)¹⁴ encountered one or more challenges when calculating expected consumer benefits/savings. The reported frequencies of various possible challenges are displayed in Chart 17.

Chart 17: Main challenges



N=12

66 The (only) agency that has mostly negative experience noted that “[o]ne of the issues we have difficulty with is with managing expectations as critics frame it as ‘[name of agency] propaganda’. Assumptions made are vulnerable to criticism and the focus on price effects ignores the fact that competition enforcement is more than low prices. Quality, choice and innovation are more difficult to measure. Also, there are natural peaks and dips in the measurement depending on the stage of or type of cases dealt with by the agency. Different agency departments may be uncomfortable with having a high outcome one year and a low outcome the next, simply because of the type of instrument chosen as an effective solution to a particular competition problem. It may feel as if we are being assessed on

¹⁴ 100% represents the 17 active respondents. The same applies to the rest of this chapter, except for when it is indicated otherwise.

whether the effect of the chosen instrument is easy to measure, rather than whether the instrument itself is effective.”

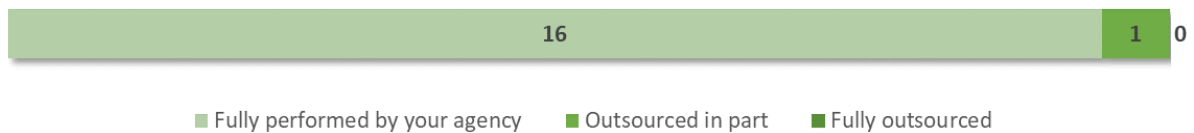
67 It seems that, for all advantages of simplicity, intuitiveness and conservativeness of the method, the other side of the coin are blind spots and the potential distortions they cause in the results or in their interpretation. Indeed, one agency noted, “[t]here are obvious upsides to calculating expected benefits, but methodological challenges need to be addressed, such as the risk of only focusing on the value of interventions while missing the value of the deterrent effect of competition authorities’ work.” This agency also notes that “[f]or smaller jurisdictions with fewer cases, the methodological challenge of changes in case numbers from year to year must also be addressed,” a remark that is relevant for many ICN members.

Institutional aspects and transparency

68 For 14 respondents (82%), the simplified calculation of consumer benefits/savings is a completely voluntary exercise, and 16 respondents (94%) indicated that the results and/or work products of the assessment(s) are publicly available.

69 The role of outsourcing is displayed in Chart 18.

Chart 18: Outsourcing



N=17

Utilisation

70 Beyond measuring effectiveness, the results were utilised by 15 respondents (88%) in one or more other areas. The primary areas of such utilisation and their frequency of occurrence in the responses are displayed in Chart 19.

Chart 19: Primary areas of further utilisation



N=15

71 Among respondents, by far the most prominent area of utilisation is general advocacy / PR / and raising general awareness. Indeed, the simplified calculation of expected consumer benefits/savings is specifically designed for this purpose: it is simple and intuitive, making it easy to communicate. Even though it does not cover all possible benefits, this is not a disadvantage in this context, as it provides a lower-bound estimate of the positive impact's magnitude. Thus, communicating the results can be a highly effective advocacy tool.

72 The challenge emerges when the results of these simplified calculations are regarded, either explicitly or implicitly, as overall performance indicators, because in that context blind spots and distortions caused by them matter. As a result, the interpretation and communication of the results may become less straightforward. There is a risk that the results are perceived and interpreted by the media and political stakeholders in the context of performance evaluation, regardless of the original purpose of the assessment or the agency.

73 This does not imply that the results of simplified calculations of consumer benefits/savings cannot play a limited and meaningful role within a more complex system of performance evaluation and strategic planning (such as priority setting and case selection). The risk lies in their simplistic, stand-alone use in these contexts, which may be tempting due to their simplicity, intuitiveness, and focus on outcomes (rather than mere outputs).

74 All in all, it seems crucial to exercise caution when communicating the results of simplified calculations of expected consumer benefits/savings.

75 While the results of the simplified calculation of expected consumer benefits/savings are typically aggregated across multiple cases and agency activities, three responses also identified their use in targeted competition advocacy. Indeed, a fourth agency noted that it has an ongoing project to calculate (in the same simplified manner) the consumer savings stemming from a policy measure triggered by an advocacy proposal of the agency, based on a sector inquiry, as a stand-alone exercise. Depending on the circumstances, such calculations may sometimes be appropriate to be made public separately and to be used in targeted advocacy.

76 Additionally, one agency indicated that they use the customer savings estimates as an input for modelling the macroeconomic impact of competition policy enforcement.¹⁵

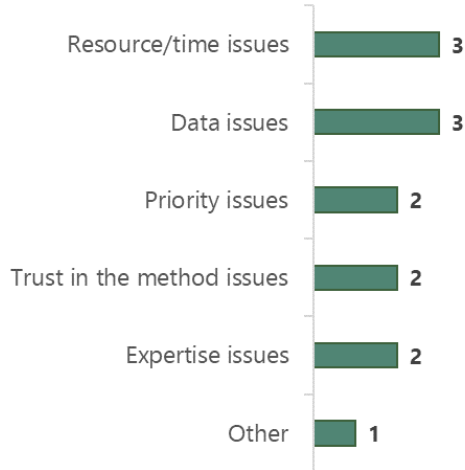
Perspectives of the non-engaged

77 In addition to the 17 active respondents, six non-active respondents (17%)¹⁶ also *considered* the possibility of simplified calculations of consumer benefits/savings over the past five years but ultimately decided not to engage. The reported frequencies of various possible reasons are displayed in Chart 20 (respondents were allowed to report multiple reasons).

¹⁵ See chapter 7 "Other approaches/methods to measure agency effectiveness".

¹⁶ 100% represents the 35 respondents in total.

Chart 20: Main reasons of non-engagement



N=6

6 Evaluation of the actual effects of individual interventions

78 Also known as *ex-post* evaluations or retrospectives, these assessments refer to individual cases or interventions (enforcement or advocacy) that were made in the past, and aim to identify their actual effects in order to draw lessons. They are in-depth empirical studies conducted years after the intervention, once the effects have had time to materialise. These evaluations pursue accuracy, often requiring sophisticated quantitative analysis, and are designed and performed on a case-by-case basis.¹⁷

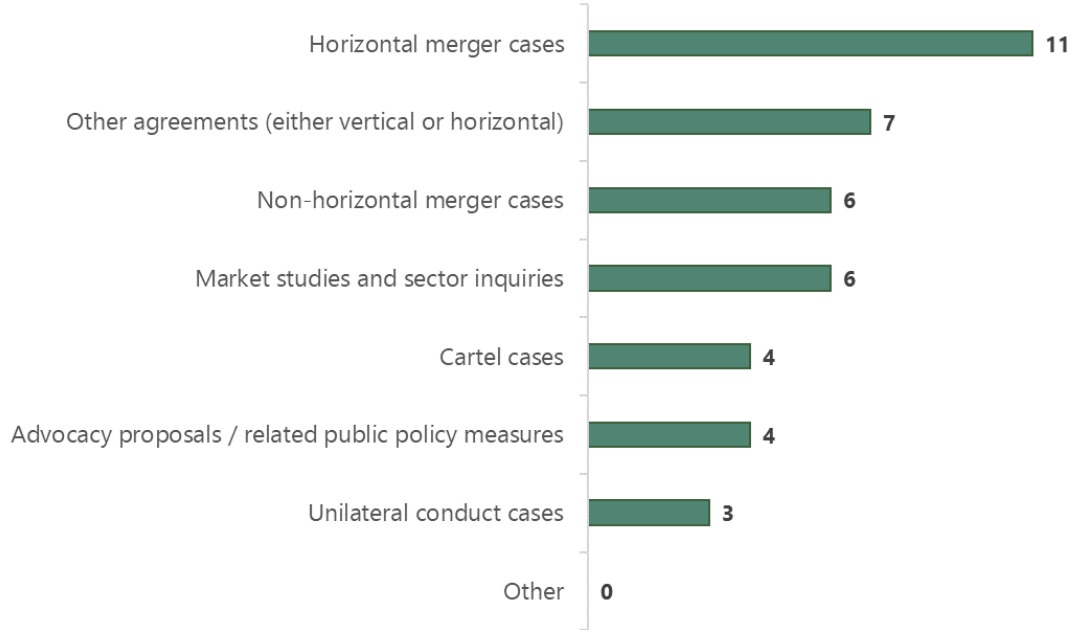
Engagement and methods

79 Out of the 35 respondents, 14 (40%) have engaged in *ex-post* evaluations over the past five years. Two of the respondents did so on one occasion, while 12 respondents engaged in it multiple times. In addition, several agencies reported ongoing projects or plans to engage in this type of evaluations.

80 The reported occurrences of agency activities in those assessments and their nature are displayed in Charts 21 and 22, respectively.

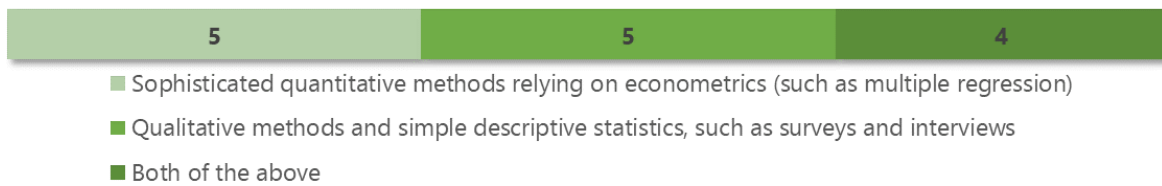
¹⁷ More information on this type of evaluations can be found in "[Communication by Competition Authorities: Objectives and Tools](#)", OECD Competition Policy Roundtable Background Note, Chapter 3.5, pp. 17-19, OECD, 2023, and in "[Reference guide on ex-post evaluation of competition agencies' enforcement decisions](#)", OECD, 2016.

Chart 21: Coverage



N=14

Chart 22: Type of methods

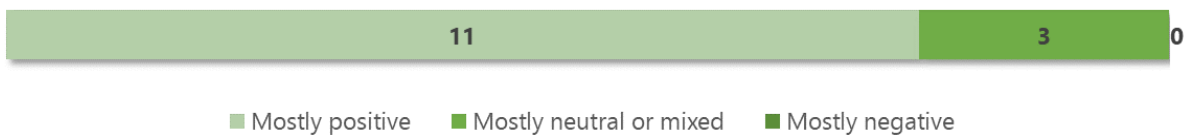


N=14

Experiences and challenges

81 The overall experience of the respondents is displayed in Chart 23.

Chart 23: Overall experience

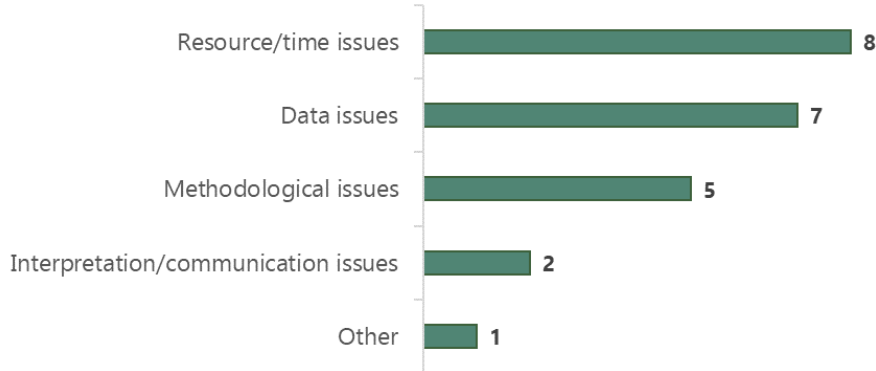


N=14

82 Out of the 14 active respondents, ten (71%)¹⁸ encountered one or more challenges when evaluating the actual effects of individual interventions. The reported frequencies of various possible challenges are displayed in Chart 24.

¹⁸ 100% represents the 14 active respondents. The same applies to the rest of this chapter, except for when it is indicated otherwise.

Chart 24: Main challenges



N=10

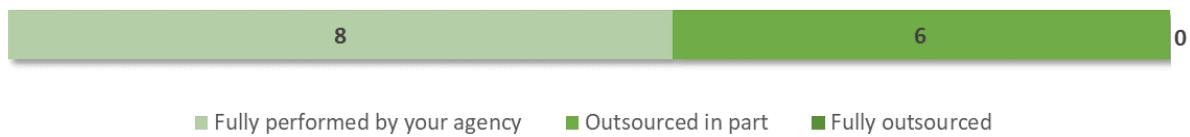
83 One agency noted that *“it is not always easy to find contractors which are both knowledgeable and not subject to actual or perceived conflicts of interest. It is therefore important, to design procurement processes and safeguards during the contract performance which cater for this inherent tension.”*

Institutional aspects and transparency

84 For 12 respondents (86%), the evaluation of the actual effects of individual interventions is a completely voluntary exercise, and eight respondents (57%) indicated that the results and/or work products of the assessment(s) are publicly available.

85 The role of outsourcing is displayed in Chart 25.

Chart 25: Outsourcing



N=14

86 One agency also reported conducting a peer review of two *ex-post* evaluations by independent experts. Another agency indicated that some of its own, non-outsourced evaluations rely on a set of methodological templates. Those templates were originally developed and used by an external consultant for the agency (financed by the European Union), as part of a large and complex assessment package, which included *“[a] compliance report, a handbook for the impact methodology, and its implementation for twelve distinct selected cases”*.

Utilisation

87 Beyond measuring effectiveness, the results were utilised by nine respondents (64%) in one or more other areas. The primary areas of such utilisation and their frequency of occurrence in the responses are displayed in Chart 26.

Chart 26: Primary areas of further utilisation

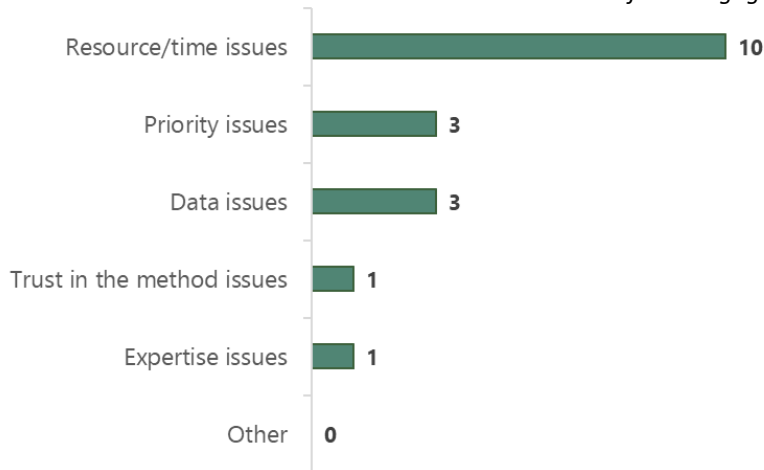


N=9

Perspectives of the non-engaged

88 In addition to the 14 active respondents, ten non-active respondents (29%)¹⁹ also *considered* the possibility of evaluating the actual effects of individual interventions over the past five years but ultimately decided not to engage. The reported frequencies of various possible reasons are displayed in Chart 27 (respondents were allowed to report multiple reasons).

Chart 27: Main reason of non-engagement



N=10

¹⁹ 100% represents the 35 respondents in total.

7 Other approaches/methods to measure agency effectiveness

Engagement and methods

89 Out of the 35 respondents, 15 (43%) reported engaging in other approaches or methods to measure agency effectiveness.²⁰ Most of them (13) mentioned only one other type of approach, while one agency mentioned two other approaches, and another described four other approaches. In total, 19 assessments (=13+2+4) were described. The remaining part of this chapter concerns all these 19 assessments, as the same agency may have different experiences with different approaches.²¹

90 The responses mainly mention the following kinds of assessments:

- (a) performance evaluations, including sets of key performance indicators (KPIs), such as the number of cases and the duration of cases;
- (b) stakeholder satisfaction/perception surveys and other stakeholder engagements (sometimes part of performance evaluations);
- (c) data-rich annual reports or yearbooks that detail the activities of the agency in question and its output, including enforcement and advocacy, research, education, and stakeholder engagements;
- (d) data-rich reports documenting the state and evolution of competition within the country or jurisdiction and attempting to establish correlations with the agency's enforcement efforts.

91 One agency reported conducting a study prepared by an independent legal expert at the agency's request, reviewing its merger review processes. This project was triggered by the agency losing two merger prohibitions before court.

92 Another agency reported conducting simulations to quantify the macroeconomic impacts of its competition policy interventions by incorporating the results of the simplified calculation of expected consumer savings from those interventions into a standard macroeconomic forecasting model.²² According to the results of this macroeconomic modelling, competition enforcement by the agency in question *"may trigger an increase of real [name of jurisdiction] GDP relative to the baseline in the range of 0.6–1.1% in the medium to long term [...] a 0.3–0.7% reduction in the overall price level and an increase in consumption (0.5%) and investment (1.1%)."*

93 Most of these assessments are quantitative and conducted continuously or at regular intervals, as displayed in Charts 28 and 29.

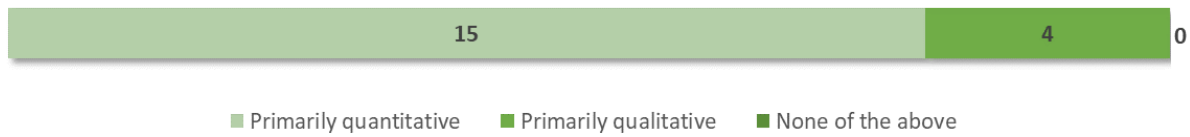
²⁰ We asked respondents to report "notable" assessments.

²¹ In other words, in this chapter, the population of interest is the approaches themselves, rather than the respondents. Therefore, in the rest of this chapter, the sum of answers is typically 19 (or 17, as noted in the next paragraph of this footnote), except for when a particular issue concerns a subset of methods.

Two methods were reported as "external assessments" by the respondents but were recategorized as "other approaches/methods to measure agency effectiveness," based on their descriptions in the responses. Certain questions in the "other approaches/methods to measure agency effectiveness" section of the questionnaire were not included in the "external assessments" section. As a result, the total number of methods is 17, rather than 19, for these questions.

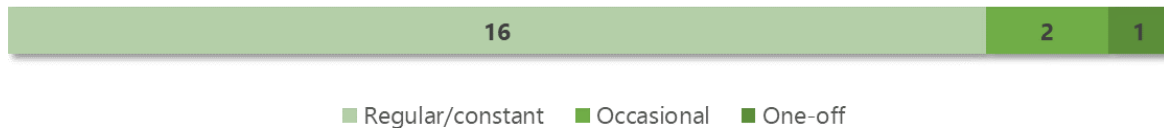
²² The direct customer savings are combined with estimates of the indirect deterrence effects of competition interventions, based on previously conducted surveys among competition practitioners. Together, these savings can be translated into a price and markup effect, which can then be used in a macroeconomic model to simulate the effect on GDP.

Chart 28: Type of method



N=19 (number of assessments)

Chart 29: Regularity

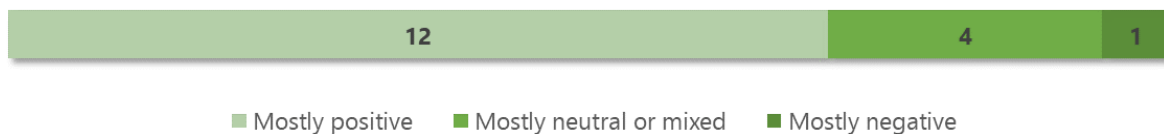


N=19 (number of assessments)

Experiences and challenges

94 The overall experience of the respondents is displayed in Chart 30.

Chart 30: Overall experience



N=17 (number of assessments)

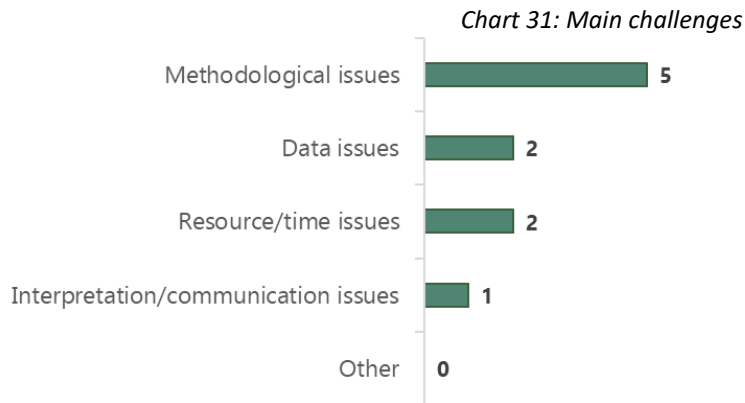
95 The (only) agency with mostly negative experience characterised its – later abandoned – method as too ambitious, with obvious drawbacks. *“The large number of detailed indicators were supposed to form the objective scientific metrics for defining the [name of agency]’s medium-term strategy and to measure the extent to which the strategy was realised and what results it delivered.”* However, *“[i]t soon became clear that the idea was far-fetched and disconnected with the realities of agency operation and management. Many indicators were not considered meaningful or were twisted to fit the abstract ideas of the project. Thus, it never became a truly relevant scoreboard, but remained an isolated exercise and an administrative burden on the [name of agency]’s staff.”* Moreover, *“due to institutional inertia, regular updates continued”* for several years.

96 It may be better to accept that scoreboards do not provide complete and perfect metrics and adjust accordingly. For example, another agency noted that while the average duration of case handling *“can serve as one measure of efficiency year on year [...], these numbers are of course very dependable on the number of cases which are registered the specific year and the complexity of the cases from year to year, and the average given should, thus, always be interpreted with caution.”*

97 At this point, it is worth mentioning that performance indicators are often designed to measure the efficiency rather than the effectiveness of the agency.²³

²³ While “effectiveness” and “efficiency” are often used interchangeably, they are not identical concepts. An operation is more effective if it achieves more of its intended goals, while it is more efficient if it produces the same (or greater) level of achievement while consuming fewer resources or less time. Therefore, it is possible for an operation to be effective without being efficient, and vice versa.

98 Out of the 19 “other” assessments, six (35%)²⁴ posed one or more challenges for the respondents. The reported frequencies of various possible challenges are displayed in Chart 31.

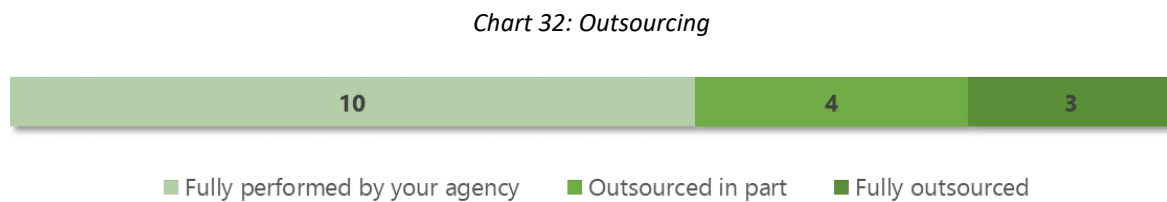


N=6 (number of assessments).

Institutional aspects and transparency

99 Performing 11 “other” assessments (65%)²⁵ was a completely voluntary exercise, and respondents indicated that, in the case of 11 assessments (58%),²⁶ the results and/or work products are publicly available.

100 The role of outsourcing is displayed in Chart 32.



N=17 (number of assessments)

Utilisation

101 Beyond measuring effectiveness, the results of 16 “other” assessments (84%)²⁷ were utilised by the agency in one or more other areas. The primary areas of such utilisation and their frequency of occurrence in the responses are displayed in Chart 33.

²⁴ 100% represents the 19 methods/assessments reported by the 15 active respondents, after excluding the two methods/assessments initially categorised as external assessments, as this question was not included in the “external assessments” section of the questionnaire.

²⁵ 100% represents the 19 methods/assessments reported by the 15 active respondents, after excluding the two methods/assessments initially categorised as external assessments, as this question was not included in the “external assessments” section of the questionnaire.

²⁶ 100% represents the 19 methods/assessments reported by the 15 active respondents.

²⁷ 100% represents the 19 methods/assessments reported by the 15 active respondents.

Chart 33: Primary areas of further utilisation



N=16 (number of assessments).

8 External assessments

Engagement and methods

102 Out of the 35 respondents, 16 (46%) reported conducting external assessments of measuring agency effectiveness.²⁸ Most of them (10) were aware of only one external assessment, five respondents were aware of two, and one respondent was aware of three external assessments. In total, 23 assessments (=10+10+3) were identified, and the remaining part of this chapter concerns all 23 assessments; the same agency may have different experiences with different assessments.²⁹

103 Responses most frequently mention international assessments and comparisons, including the OECD Country Competition Law and Policy Reviews (also known as peer reviews or country reviews of competition policy frameworks),³⁰ the annual Enforcement Rating of the Global Competition Review (GCR),³¹ and the EU Justice Scoreboard.³²

104 Several agencies mentioned supervisory or impact assessments conducted by national audit authorities or the relevant ministry (or commissioned by them), concerning certain areas of enforcement. *Ex-post* evaluations of merger cases carried out by external experts, as well as a more general impact assessment study by the World Bank, were also mentioned.

105 The nature of these external assessments and their regularity are displayed in Charts 34 and 35, respectively.

²⁸ We asked respondents to report “notable” assessments they are aware of.

²⁹ In other words, in this chapter, the population of interest is the methods themselves, rather than the respondents. Therefore, in the rest of this chapter, the sum of answers is typically 22, except for when a particular issue concerns the subset of assessments.

³⁰ https://www.oecd-ilibrary.org/governance/competition-law-and-policy-reviews_22209158

³¹ <https://globalcompetitionreview.com/survey/rating-enforcement/2023>

³² https://commission.europa.eu/document/db44e228-db4e-43f5-99ce-17ca3f2f2933_en

Chart 34: Type of method



■ Primarily quantitative ■ Primarily qualitative ■ None of the above ■ Do not know / no answer

N=23 (number of assessments)

Chart 35: Regularity



■ Regular/constant ■ Occasional ■ One-off ■ Do not know / no answer

N=23 (number of assessments)

Utilisation

106 Beyond measuring effectiveness, the results of 17 external assessments (74%)³³ were utilised in one or more other areas. The primary areas of such utilisation and their frequency of occurrence in the responses are displayed in Chart 36.

Chart 36: Primary areas of further utilisation



N=17 (number of assessments).

Transparency

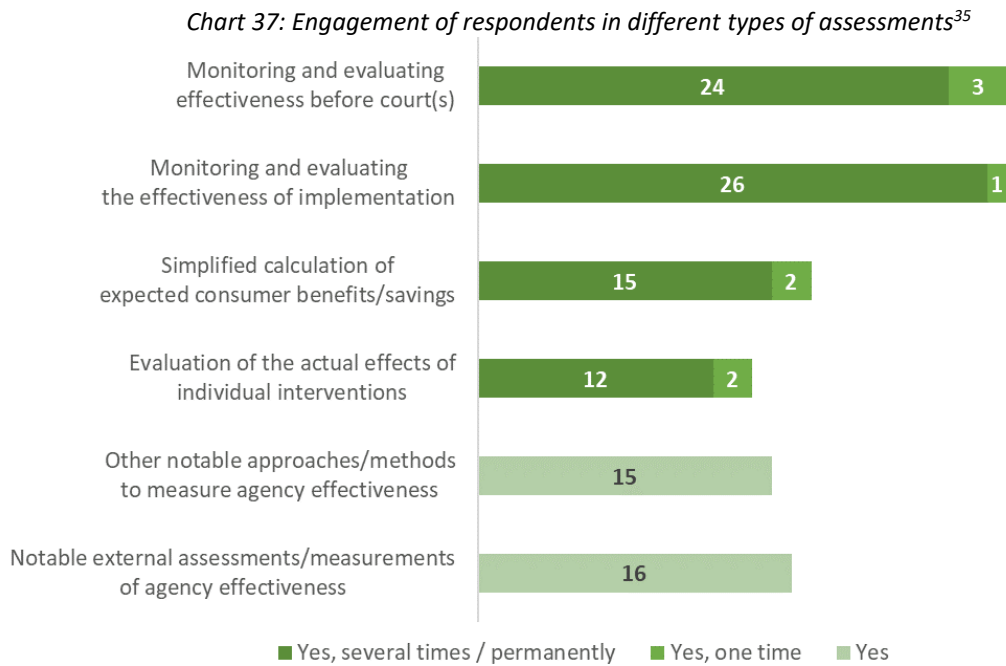
107 Respondents indicated that, in the case of 19 external assessments (83%)³⁴, the results and/or work products are publicly available.

³³ 100% represents the 23 methods/assessments reported by the 16 active respondents.

³⁴ 100% represents the 23 methods/assessments reported by the 16 active respondents.

9 Cumulative overview of engagement

108 This survey asked respondents to share their experiences with six types of measurements. The engagement of respondents in each type of method is displayed in Chart 37.

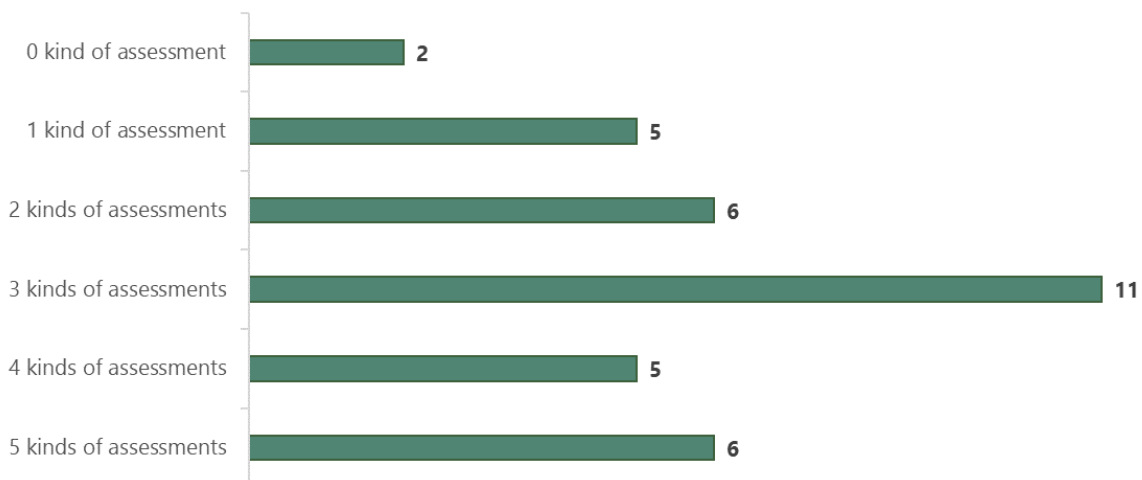


N=35. The frequency of engagement was not asked in the same manner for "other" and for external assessments.

109 Apparently, some of those agencies that were active in a particular assessment area wished to be even more active, e.g., they considered to extend the coverage of their *ex-ante* impact assessments or to perform additional *ex-post* evaluations, but eventually found them too challenging.

110 Chart 38 shows the distribution of respondents based on the number of types of effectiveness measurements they are engaged in (excluding external assessments).

Chart 38: How many respondents engaged in how many types of assessments (excluding external assessments)

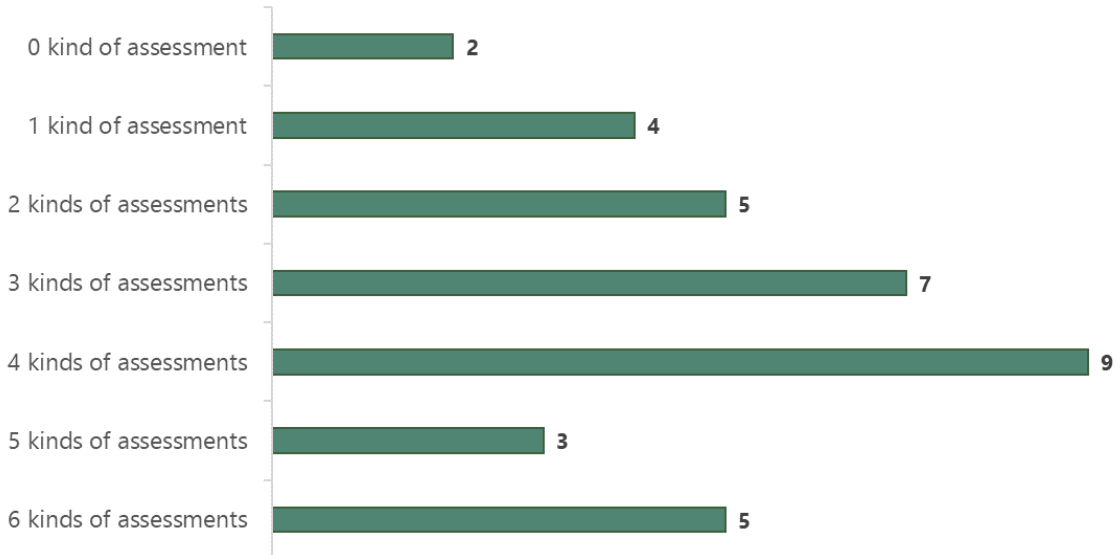


N=35

³⁵ Or awareness, in case of external assessments.

111 All in all, 33 respondents (94%) engaged in at least one type of effectiveness measurement, with 28 of them (80%) engaging in multiple types, and six (17%) engaging in all five types of measurement. A more complete picture is displayed in Chart 39, which also includes external assessments.

Chart 39: How many respondents engaged in how many types of assessments (including external assessments)³⁶



N=35

112 The numbers would be higher if the approaches themselves were counted, rather than just the types of measurements, a category that can sometimes be very broad. For example, as we saw, external assessments include several various kinds of assessments. Comments suggest that several agencies applied multiple approaches and methods within the same type of measurement, possibly even more than those who explicitly indicated it. Additionally, some measurements reported by agencies as *other methods* and *external assessments* are potentially more widespread, both within and outside of our sample (or even confirmed to be), but other respondents may not have considered them to be notable measurements from their perspective or even relevant for the purposes of this survey.

113 At the same time, a method-based counting would not have provided a clearer picture in all respects. For example, when it comes to monitoring and evaluating agency effectiveness before court(s) or the effectiveness of implementation, what counts as one method is questionable – one agency may consider a complex monitoring process, consisting of several elements, as a single method, while another may break it down into several measurements, depending on the nuances of their internal structures and operations. The more aggregated approach of this survey largely helped to avoid such confusions and distortions, although more complex and comprehensive assessments may still be difficult to be categorised.

114 Finally, we have not found any perfect or complete method to measure agency effectiveness. Instead, many agencies assess various *aspects* of their effectiveness and utilise the results in several activity fields. Each of these assessments have their own advantages and disadvantages, and to make them more useful, their methods are usually selected and adjusted to fit not only the substantive purpose, but also the legal and institutional context, including the agency's capacity to perform and utilise them.

³⁶ Or were aware of, in case of external assessments.

References to publicly available work products³⁷

Monitoring and evaluating effectiveness before court(s)

<p>Albanian Competition Authority (ACA)</p> <p>Annual report</p> <p>https://caa.gov.al/en/publications/annual-report-2019/</p> <p>https://caa.gov.al/en/publications/annual-report-2020/</p> <p>https://caa.gov.al/en/publications/annual-report-2021/</p> <p>https://caa.gov.al/en/publications/annual-report-2022-executive-summary/</p>
<p>Austrian Federal Competition Authority</p> <p>Annual report</p> <p>https://www.bwb.gv.at/en/factual_information/annual_reports</p>
<p>Conselho Administrativo de Defesa Econômica / CADE (Administrative Council for Economic Defence) (Brazil)</p> <p>CADE's Yearbook (section "ÊXITO NO JUDICIÁRIO" ("Success in the judiciary"))</p> <p>https://www.gov.br/cade/pt-br/centrais-de-conteudo/publicacoes-institucionais/anuarios-do-cade</p>
<p>Croatian Competition Agency</p> <p>Annual report</p> <p>https://www.aztn.hr/en/about-us/annual-reports/</p>
<p>Hungarian Competition Authority (in Hungarian: Gazdasági Versenyhivatal – GVH)</p> <p>Simple statistics on the judicial review of the decisions of the GVH are available on the GVH's website</p> <p>https://www.gvh.hu/pfile/file?path=/kozerdeku_adatok/tevekenysegre-mukodesre-vonatkozo-adatok/gvh-eljarasok/GVH_eljarasok_240307.xlsx1&inline=true</p> <p>Some simple statistics on the judicial review of the decisions of the Agency can also be found in the Annual Reports of the Agency, which are available on the GVH's website (the Hungarian versions may be more detailed)</p> <p>https://www.gvh.hu/gvh/orszaggyulesi_beszamolok/2321_hu_orszaggyulesi_beszamolok</p> <p>https://www.gvh.hu/en/gvh/annual_reports</p> <p>The judgements themselves are also available on the GVH's website (only in Hungarian)</p> <p>https://www.gvh.hu/dontesek/birosagi_dontesek</p>
<p>Japan Fair Trade Commission</p> <p>Annual report</p> <p>https://www.jftc.go.jp/en/about_jftc/annual_reports/index.html</p>

³⁷ As identified by the respondents. Work products are listed topic by topic, organised by the name of the agencies as specified in their responses. These agencies are listed in alphabetical order according to their respective jurisdictions. In cases where the agency name does not directly refer to the jurisdiction, the name of the agency is followed by the jurisdiction in brackets.

<p>CNMC annual activity reports</p> <p>https://www.cnmc.es/sobre-la-cnmc/memorias</p> <p>For an example of the English summary of an annual activity report see (on page 4, reference is made to the CNMC's judicial review of competition cases)</p> <p>https://www.cnmc.es/sites/default/files/editor_contenidos/CNMC/action_plan_2015.pdf</p> <p>CNMC statistical reports on court rulings concerning appeals against its decisions (example) (only in Spanish):</p> <p>https://www.cnmc.es/node/368434</p> <p>CNMC ex post análisis</p> <p>https://www.cnmc.es/evaluacion-impacto/analisis-expost-actuaciones-2013-2019</p> <p>Informe CIJA-UAM 2023</p> <p>https://cija-uam.org/informe-cija-uam/</p>
<p>Swedish Competition Authority</p> <p>Report (a summary in English is available on page 7)</p> <p>https://www.konkurrensverket.se/informationsmaterial/rapportlista/konkurrensverkets-domstolsprocesser/</p>

Monitoring and evaluating the effectiveness of implementation

<p>Albanian Competition Authority (ACA)</p> <p>https://caa.gov.al/en/home-en/</p>
<p>The Competition Protection Commission (Armenia)</p> <p>Annual report</p> <p>https://competition.am/wp-content/uploads/2023/11/2022_Annual_report.pdf</p> <p>https://competition.am/wp-content/uploads/2022/06/%D5%8E%D5%A5%D6%80%D5%BB%D5%B6%D5%A1%D5%AF%D5%A1%D5%B6%E2%80%94%D5%84%D5%8A%D5%80_%D5%8F%D5%A1%D6%80%D5%A5%D5%AF%D5%A1%D5%B6_%D5%80%D5%A1%D5%B7%D5%BE%D5%A5%D5%BF%D5%BE%D5%B8%D6%82%D5%A9%D5%B5%D5%B8%D6%82%D5%B6_2021.pdf</p> <p>https://competition.am/wp-content/uploads/2022/03/Annual_Report_2020_last.pdf</p> <p>https://competition.am/wp-content/uploads/2022/03/Annual_Report_2019.pdf</p>
<p>Austrian Federal Competition Authority</p> <p>Annual report</p> <p>https://www.bwb.gv.at/en/factual_information/annual_reports</p>
<p>Conselho Administrativo de Defesa Econômica/CADE (Administrative Council for Economic Defence) (Brazil)</p> <p>CADE's Yearbook</p>

<p>https://www.gov.br/cade/pt-br/centrais-de-conteudo/publicacoes-institucionais/anuarios-do-cade</p>
<p>Bundeskartellamt (Germany)</p> <p>Annual report</p> <p>https://www.bundeskartellamt.de/SharedDocs/Publikation/EN/Jahresbericht/Jahresbericht_2022-2023.pdf?__blob=publicationFile&v=4</p> <p>https://www.bundeskartellamt.de/SharedDocs/Publikation/EN/Jahresbericht/Jahresbericht_2021-2022.pdf?__blob=publicationFile&v=3</p> <p>https://www.bundeskartellamt.de/SharedDocs/Publikation/EN/Jahresbericht/Jahresbericht_2020-2021.pdf?__blob=publicationFile&v=4</p> <p>https://www.bundeskartellamt.de/SharedDocs/Publikation/DE/Taetigkeitsberichte/Bundeskartellamt%20-%20T%C3%A4tigkeitsbericht%202019_2020.html?nn=48888</p>
<p>European Commission/DG Competition (European Union)</p> <p>Annual report: Report on Competition Policy</p> <p>https://competition-policy.ec.europa.eu/publications/annual-reports_en</p>
<p>Hellenic Competition Commission (Greece)</p> <p>Annual report</p> <p>https://www.epant.gr/en/enimerosi/publications/annual-reports.html</p> <p>https://www.epant.gr/enimerosi/dimosieyseis/ektheseis-pepragmenon/item/2755-ekthesi-pepragmenon-tou-2022.html</p>
<p>Hungarian Competition Authority (in Hungarian: Gazdasági Versenyhivatal – GVH)</p> <p>Decisions in follow-up inspections are available on the Agency’s website (only in Hungarian)</p> <p>https://www.gvh.hu/dontesek/versenyhivatali_dontesek</p> <p>Simple statistics on collection of fines can be found in the Annual Reports of the Agency, which are available on the Agency’s website (the Hungarian versions may be more detailed)</p> <p>https://www.gvh.hu/gvh/orszaggyulesi_beszamolok/2321_hu_orszaggyulesi_beszamolok</p> <p>https://www.gvh.hu/en/gvh/annual_reports</p>
<p>Autorità Garante della Concorrenza e del Mercato (AGCM) (Italy)</p> <p>Report on <i>ex-post</i> assessment of merger remedies (2019)</p> <p>https://one.oecd.org/document/DAF/COMP/GF/WD(2023)47/en/pdf</p> <p>Outcomes of competition advocacy decisions in 2021-2022</p> <p>https://www.agcm.it/dotcmsdoc/monitoraggio-advocacy/Esiti_attivit%C3%A0_advocacy_2021-2022_EN.pdf</p>
<p>Japan Fair Trade Commission</p> <p>Report on the Follow-up Survey on Fintech-based Services</p> <p>https://www.jftc.go.jp/en/pressreleases/yearly-2023/March/230301.html</p>
<p>Federal Economic Competition Commission (COFECE) (Mexico)</p>

<p>The Commissions publishes all of its reports on strategic planning and evaluation (monthly and quarterly reports) in Spanish</p> <p>https://www.cofece.mx/publicaciones/documentos-de-planeacion-y-evaluacion/</p>
<p>Netherlands Authority for Consumers and Markets</p> <p>Annual report</p> <p>https://www.acm.nl/nl/publicaties/jaarverslag-acm-2023</p> <p>https://www.acm.nl/en/publications/acm-annual-report-markets-do-not-automatically-work-well#:~:text=In%20its%202022%20Annual%20Report,volatility%20on%20the%20energy%20market.</p> <p>Welfare of today's chicken and that of the 'Chicken of Tomorrow', an account of a 2020 study into a 2015 decision by the ACM</p> <p>https://www.acm.nl/en/publications/welfare-todays-chicken-and-chicken-tomorrow</p> <p>Adviesrapport Gyselen over proces fusies en overnames</p> <p>https://www.acm.nl/system/files/documents/Adviesrapport%20Gyselen%20over%20proces%20fusies%20en%20overnames.pdf</p> <p>Reactie ACM rapport Gyselen</p> <p>https://www.acm.nl/system/files/documents/Reactie%20ACM%20rapport%20Gyselen.pdf</p> <p>"The Dutch Competition Authority pledges improvements to merger review procedure following the annulment decisions of Rotterdam court" – Concurrences</p> <p>https://www.concurrences.com/en/bulletin/news-issues/september-2023/the-dutch-competition-authority-pledges-improvements-to-merger-review-procedure</p>
<p>Comisión Nacional de los Mercados y la Competencia (CNMC) / Spanish National Markets and Competition Commission</p> <p>Compliance Report</p> <p>https://www.cnmc.es/sites/default/files/editor_contenidos/Promocion/Evaluacion_impacto/Compliance%20Report%20(EN).pdf</p> <p>Impact of Competition Advocacy and Market Unity Reforms in Spain</p> <p>https://www.cnmc.es/en/evaluacion-impacto/analisis-expost-actuaciones-2013-2019</p>
<p>Swedish Competition Authority</p> <p>2020 enforcement report</p> <p>https://www.konkurrensverket.se/informationsmaterial/rapportlista/konkurrensverkets-tillsynsverksamhet-2020/</p> <p>2018 enforcement report</p> <p>https://www.konkurrensverket.se/globalassets/dokument/informationsmaterial/rapporter-och-broschyrer/rapportserie/rapport_2019-1.pdf</p>

Simplified calculations of expected consumer benefits/savings

<p>Conselho Administrativo de Defesa Econômica/CADE (Administrative Council for Economic Defence) (Brazil)</p> <p>Working papers on the expected benefits of CADE's performance can be found at our DEE's Working Papers section</p> <p>https://www.gov.br/cade/pt-br/centrais-de-conteudo/publicacoes-institucionais/estudos-economicos/documentos-de-trabalho</p>
<p>Competition Superintendence (El Salvador)</p> <p>https://www.sc.gob.sv/index.php/buscador/?_palabra_clave=impacto</p>
<p>European Commission/DG Competition (European Union)</p> <p>Annual report: Report on Competition Policy.</p> <p>https://competition-policy.ec.europa.eu/publications/annual-reports_en</p> <p>https://commission.europa.eu/publications/annual-activity-report-2022-competition_en</p> <p>For more elaborate information, see also the EU contribution to the OECD Roundtable 2023</p> <p>https://one.oecd.org/document/DAF/COMP/WP2/WD(2023)16/en/pdf</p> <p>Overview paper: Competition Policy Brief - Customer savings, a 10-year perspective (2022)</p> <p>https://op.europa.eu/en/publication-detail/-/publication/dbfa0d39-5350-11ed-92ed-01aa75ed71a1/language-en/format-PDF/source-273802603</p>
<p>Hellenic Competition Commission (Greece)</p> <p>Annual report</p> <p>https://www.epant.gr/en/enimerosi/publications/annual-reports.html</p> <p>https://www.epant.gr/enimerosi/dimosieyseis/ektheseis-pepragmenon/item/2755-ekthesi-pepragmenon-tou-2022.html</p>
<p>Hungarian Competition Authority (in Hungarian: Gazdasági Versenyhivatal – GVH)</p> <p>All <i>ex-ante</i> impact assessments performed by the Agency are available on the Agency's website</p> <p>https://www.gvh.hu/en/gvh/analyses/ex_ante_impact_assessment</p>
<p>The Competition and Consumer Protection Commission (Ireland)</p> <p>CCPC publishes Impact Assessment Report 2017-2020</p> <p>https://www.ccpc.ie/business/ccpc-publishes-impact-assessment-report-2017-2020/</p> <p>CCPC Impact Assessment Report 2017-2020</p> <p>https://www.ccpc.ie/business/wp-content/uploads/sites/3/2022/06/2022.06.02-CCPC-Competition-Impact-Assessment.pdf</p>
<p>Autorità Garante della Concorrenza e del Mercato (AGCM) (Italy)</p> <p>The AGCM contribution to the 2023 OECD Roundtable on Assessing and Communicating the Benefits of Competition Interventions (section 2, in particular paragraphs 9-12)</p> <p>https://one.oecd.org/document/DAF/COMP/WP2/WD(2023)6/en/pdf</p>

<p>Japan Fair Trade Commission</p> <p>https://www.jftc.go.jp/soshiki/kyotsukoukai/seisaku/index_files/hyokashor1.pdf</p> <p>https://www.jftc.go.jp/soshiki/kyotsukoukai/seisaku/index_files/hyokashor4_2.pdf</p> <p>https://www.jftc.go.jp/soshiki/kyotsukoukai/seisaku/index_files/jissekisokuteir1.pdf</p> <p>https://www.jftc.go.jp/soshiki/kyotsukoukai/seisaku/index_files/jissekisokuteir2.pdf</p> <p>https://www.jftc.go.jp/soshiki/kyotsukoukai/seisaku/index_files/jissekisokuteir3.pdf</p> <p>https://www.jftc.go.jp/soshiki/kyotsukoukai/seisaku/index_files/jissekisokuteir4.pdf</p>
<p>Competition Authority of Kenya</p> <p>Annual report (pages 72-73)</p> <p>https://cak.go.ke/sites/default/files/annual-reports/FY_2019-2020_CAK_Annual_Report.pdf</p>
<p>Competition Council of Latvia</p> <p>Methodology</p> <p>https://www.kp.gov.lv/sites/kp/files/media_file/2023_si_metodika.pdf</p> <p>Press releases, podcasts</p> <p>https://www.kp.gov.lv/lv/jaunums/konkurences-padomes-darbs-rada-sabiedribas-ieguvumu-512-milj-eiro-gada</p> <p>https://www.kp.gov.lv/lv/jaunums/konkurences-padomes-raditais-sabiedribas-ieguvums-turpina-pieaugt</p> <p>https://www.kp.gov.lv/lv/jaunums/konkurences-padomes-darbs-rada-sabiedribas-ieguvumu-kas-teju-27-reizes-parsniedz-tas-finansejumu</p> <p>https://www.kp.gov.lv/lv/jaunums/kp-darbs-rada-sabiedribas-ieguvumu-kas-24-reizes-parsniedz-iestades-budzetu</p> <p>https://www.kp.gov.lv/lv/jaunums/kp-darba-raditais-sabiedribas-ieguvums-teju-20-reizes-parsniedz-iestades-budzetu-0</p> <p>https://www.kp.gov.lv/lv/podkasts-par-konkurenci#9-saruna-ar-konkurences-padomes-ekonomiskas-analizes-nodalas-vecako-ekonomisti-kristu-priedi-par-sabiedribas-ieguvumu-no-konkurences-padomes-darbibas</p>
<p>Competition Council (Lithuania)</p> <p>Impact assessment for 2021-2023 and earlier years (in Lithuanian only), including the methodology used</p> <p>https://kt.gov.lt/lt/administracine-informacija/veiklos-vertinimas</p>
<p>Federal Economic Competition Commission (COFECE) (Mexico)</p> <p>The Commissions publishes all of its reports on strategic planning and evaluation (monthly and quarterly reports) in Spanish</p> <p>https://www.cofece.mx/publicaciones/documentos-de-planeacion-y-evaluacion/</p>
<p>Netherlands Authority for Consumers and Markets</p>

<p>Annual report</p> <p>https://www.acm.nl/nl/publicaties/jaarverslag-acm-2023</p> <p>https://www.acm.nl/en/publications/acm-annual-report-markets-do-not-automatically-work-well#:~:text=In%20its%202022%20Annual%20Report,volatility%20on%20the%20energy%20market.</p>
<p>Comisión Nacional de los Mercados y la Competencia (CNMC) / Spanish National Markets and Competition Commission</p> <p>Estimating the impact of competition enforcement by the Spanish Competition Authority (Revised methodology) Document AE-01/20(0529)</p> <p>https://www.cnmc.es/sites/default/files/editor_contenidos/CNMC/DocumentosReferencia/Document%20AE-0120(0529).pdf</p>
<p>Turkish Competition Authority</p> <p>Report 2021-2022</p> <p>https://www.rekabet.gov.tr/Dosya/2021-2022-etki-analizi-raporu.pdf</p> <p>Report 2019-2020</p> <p>https://www.rekabet.gov.tr/Dosya/geneldosya/etki-analizi-ea-rapor-pdf</p>

Evaluation of the actual effects of individual interventions

<p>Conselho Administrativo de Defesa Econômica/CADE (Administrative Council for Economic Defence) (Brazil)</p> <p>These assessments can be found at our DEE's Working Papers section</p> <p>https://www.gov.br/cade/pt-br/centrais-de-conteudo/publicacoes-institucionais/estudos-economicos/documentos-de-trabalho</p>
<p>European Commission/DG Competition (European Union)</p> <p>Ex Post Economic Evaluation of Competition Policy (website)</p> <p>https://competition-policy.ec.europa.eu/publications/ex-post-economic-evaluations_en</p> <p>Ex Post Economic Evaluation of Competition Policy. The EU experience (F. Ilzkovitz and A. Dierx, eds.), Kluwer Law International, 2020</p>
<p>Japan Fair Trade Commission</p> <p>https://www.jftc.go.jp/soshiki/kyotsukoukai/ebpm_torikumi/jigohyoka_coleman.html</p> <p>https://www.jftc.go.jp/soshiki/kyotsukoukai/ebpm_torikumi/jigokensyo_seihuku.html</p>
<p>Federal Economic Competition Commission (COFECE) (Mexico)</p> <p>What does Mexico gain when there is competition? Economic benefit from eight interventions of COFECE</p> <p>https://www.cofece.mx/wp-content/uploads/2022/12/PE-ExPost-eng-28112022.pdf</p>
<p>Netherlands Authority for Consumers and Markets</p>

<p>Welfare of today's chicken and that of the 'Chicken of Tomorrow', an account of a 2020 study into a 2015 decision by the ACM</p> <p>https://www.acm.nl/en/publications/welfare-todays-chicken-and-chicken-tomorrow</p>
<p>Commerce Commission (New Zealand)</p> <p><i>Ex-post</i> review of NZCC merger decisions</p> <p>https://comcom.govt.nz/business/merging-or-acquiring-a-company/ex-post-review-of-nzcc-merger-decisions</p>
<p>Comisión Nacional de los Mercados y la Competencia (CNMC) / Spanish National Markets and Competition Commission</p> <p>Impact of Competition Advocacy and Market Unity Reforms in Spain</p> <p>https://www.cnmec.es/en/evaluacion-impacto/analisis-expost-actuaciones-2013-2019</p> <p>Evaluación de impacto de las recomendaciones emitidas en el informe relativo a las ayudas concedidas mediante el Plan MOVES III (PRO/CNMC/003/21)</p> <p>https://www.cnmec.es/evaluacion-impacto/recomendaciones-plan-moves-iii</p>

Other approaches/methods to measure agency effectiveness

<p>Albanian Competition Authority (ACA)</p> <p>Annual report</p> <p>https://caa.gov.al/en/publications-category/annual-reports/</p>
<p>Conselho Administrativo de Defesa Econômica/CADE (Administrative Council for Economic Defence) (Brazil)</p> <p>CADE's Yearbook</p> <p>https://www.gov.br/cade/pt-br/centrais-de-conteudo/publicacoes-institucionais/anuarios-do-cade</p>
<p>European Commission/DG Competition (European Union)</p> <p>https://competition-policy.ec.europa.eu/index_en</p> <p>(See under the respective instruments.)</p> <p>DG Competition staff report: <i>Protecting competition in a changing world – Evidence on the evolution of competition in the EU during the past 25 years</i>, Publications Office of the European Union, 2024</p> <p>https://data.europa.eu/doi/10.2763/089949</p> <p>Modelling of macroeconomic effects of competition enforcement</p> <p>European Commission (Dierx, A., Fedotenkov, I. et al.), <i>Modelling the macroeconomic impact of competition policy – 2023 update and further development</i>, Publications Office of the European Union, 2024</p> <p>https://data.europa.eu/doi/10.2763/959314</p>
<p>Eurobarometer surveys</p>

https://ec.europa.eu/commission/presscorner/detail/en/ip_22_6374
Japan Fair Trade Commission https://www.jftc.go.jp/soshiki/kyotsukoukai/seisaku/index.html https://www.jftc.go.jp/soshiki/kyotsukoukai/review/index.html
Federal Economic Competition Commission (COFECE) (Mexico) Planning and strategic documents https://www.cofece.mx/publicaciones/documentos-de-planeacion-y-evaluacion/
Competition and Consumer Commission of Singapore Stakeholder perception survey www.cccs.gov.sg/resources/publications/cccs-stakeholder-perception-survey
Netherlands Authority for Consumers and Markets Adviesrapport Gyselen over proces fusies en overnames (acm.nl) https://www.acm.nl/system/files/documents/Adviesrapport%20Gyselen%20over%20proces%20fusies%20en%20overnames.pdf Reactie ACM rapport Gyselen https://www.acm.nl/system/files/documents/Reactie%20ACM%20rapport%20Gyselen.pdf The Dutch Competition Authority pledges improvements to merger review procedure following the annulment decisions of Rotterdam court – Concurrences https://www.concurrences.com/en/bulletin/news-issues/september-2023/the-dutch-competition-authority-pledges-improvements-to-merger-review-procedure
Swedish Competition Authority Annual report 2022 https://www.konkurrensverket.se/informationsmaterial/rapportlista/konkurrensverkets-tillsynsverksamhet-2022/

External assessments

International and comparative work products, referred to by multiple respondents (are listed here and not below at individual agencies to avoid redundancy)
OECD Competition Law and Policy Reviews https://www.oecd-ilibrary.org/governance/competition-law-and-policy-reviews_22209158
Global Competition Review Rating Enforcement https://globalcompetitionreview.com/survey/rating-enforcement/2023
EU Justice Scoreboard (pages 15-17) https://commission.europa.eu/document/db44e228-db4e-43f5-99ce-17ca3f2f2933_en
Superintendence of Economic Competition (Ecuador)

<p>Accountability reports</p> <p>https://www.sce.gob.ec/sitio/transparencia/</p>
<p>European Union, European Court of Auditors (ECA)</p> <p>Link to ECA Special report</p> <p>https://op.europa.eu/webpub/eca/special-reports/eu-competition-24-2020/en/</p>
<p>Federal Economic Competition Commission (COFECE) (Mexico)</p> <p>Cartels, Antitrust Enforcement, and Industry Performance Evidence from Mexico (by Tristan Reed, Mariana Pereira López, Ana Urrutia Arrieta, Leonardo Iacovone). World Bank Group Policy Research Working Paper 10269</p> <p>https://documents1.worldbank.org/curated/en/09945501222225128/pdf/IDU009a70f1c0ab620479f08661086cfcf04be88.pdf</p>
<p>Netherlands Authority for Consumers and Markets</p> <p>Eindrapport AEF Evaluatie van de ACM</p> <p>https://open.overheid.nl/documenten/ronl-d7b0dbcf-68b7-496f-ad8f-9eafb4d00b92/pdf</p> <p>ACM: more protection needed for raising confidence in the digital economy</p> <p>https://www.acm.nl/en/publications/acm-more-protection-needed-raising-confidence-digital-economy</p> <p>Abuse of a Dominant Position: Cases and Experiments — Tilburg University Research Portal</p> <p>https://research.tilburguniversity.edu/en/publications/abuse-of-a-dominant-position-cases-and-experiments-2</p>
<p>Swedish Competition Authority</p> <p>The Swedish Competition Authority's supervision – conditions for effective use of resources</p> <p>www.riksrevisionen.se/download/18.40ad16a116e35998eebd40e1/1573549109295/RIR_2019_26_ENG.pdf</p>

List of respondents³⁸

Albanian Competition Authority (ACA)

The Competition Protection Commission (Armenia)

Austrian Federal Competition Authority

Bangladesh Competition Commission

Conselho Administrativo de Defesa Econômica/CADE (Administrative Council for Economic Defence) (Brazil)

Croatian Competition Agency

Office for the Protection of Competition (Czech Republic)

Superintendence of Industry and Commerce (Colombia)

Superintendence of Economic Competition (Ecuador)

Competition Superintendence (El Salvador)

Eurasian Economic Commission, EEC

European Commission/DG Competition (European Union)

Bundeskartellamt (Germany)

Hellenic Competition Commission (Greece)

Hungarian Competition Authority (in Hungarian: Gazdasági Versenyhivatal – GVH)

The Competition and Consumer Protection Commission (Ireland)

Autorità Garante della Concorrenza e del Mercato (AGCM) (Italy)

Japan Fair Trade Commission

Competition Authority of Kenya

Competition Council of Latvia

Competition Council (Lithuania)

Federal Economic Competition Commission (COFECE) (Mexico)

Netherlands Authority for Consumers and Markets

Commerce Commission (New Zealand)

Federal Competition and Consumer Protection Commission (Nigeria)

INDECOPI (Peru)

Philippine Competition Commission

Office of Competition and Consumer Protection (UOKiK) (Poland)

General Authority for Competition (Saudi Arabia)

³⁸ Responding agencies are listed in alphabetical order, according to their respective jurisdictions, under the name they specified in their response. Where agency names do not refer to the jurisdiction, the name of the agency is complemented with that of the jurisdiction in brackets.

Competition and Consumer Commission of Singapore

Korea Fair Trade Commission (South Korea)

Comisión Nacional de los Mercados y la Competencia (CNMC) / Spanish National Markets and Competition Commission

Swedish Competition Authority

Trinidad and Tobago Fair Trading Commission

Turkish Competition Authority



QUESTIONNAIRE ABOUT MEASURING AGENCY EFFECTIVENESS

INTERNATIONAL COMPETITION NETWORK
AGENCY EFFECTIVENESS WORKING GROUP

2024

This survey of the ICN Agency Effectiveness Working Group (AEWG) is to collect basic information on the practices and experience of ICN members related to the measurement of agency effectiveness. It aims to provide a general picture of whether and how competition agencies measure the effectiveness of their activity, primarily enforcement and advocacy. The survey would also help to identify practices and issues that merit further investigation.

For the purposes of our survey, the term “agency effectiveness” is synonymous with getting the intended result concerning the core mission (as opposed to broader objectives, such as ESG). In other words, an agency is effective if it delivers.

This can mean different things depending on the context, from the practical realization of agency decisions (such as winning at court, or actual implementation), to the achievement of the expected outcome either in terms of the conditions of competition or in terms of welfare (such as less collusion, more market players, lower prices for consumers, more innovation, etc.)

Agency effectiveness can be viewed in a bottom-up way, as a mere aggregation of effectiveness in individual cases/actions/projects, or of their classes (such as cartel cases, or designing and enforcing remedies), which may vary from one area to another. It can be viewed in a top-down way as well, given that agency-level factors, such as managerial and professional skills, are important common components of effectiveness in individual cases/actions/projects. Thus, agency effectiveness seems to be conceivable (and measurable) at various levels.

Our survey aims to cover all these possible notions of agency effectiveness by examining 4 pre-identified approaches to measurement, as well as any other serious approaches your agency may use to assess its own effectiveness, in the following structure:

- Technical information
- Monitoring and evaluating effectiveness before court
- Monitoring and evaluating the effectiveness of implementation
- Simplified calculation of expected consumer benefits/savings
- Evaluation of the actual effects of individual interventions
- Other notable approaches/methods your agency is engaged in to measure its effectiveness
- Notable external assessments/measurements of your agency’s effectiveness which your agency is aware of
- Final comments

For each approach, we ask the same or a similar set of questions about your practice and experience over the previous 5 years (2019-2023).

You can report on up to 3 approaches and 3 external assessments via this questionnaire – should you have additional ones to report on, please contact us.

Please note that possible additional responsibilities, such as consumer protection and public procurement, fall outside the scope of this survey.

Only aggregated and anonymised results will be made publicly available without further notice.

This version of the questionnaire is only to facilitate the internal process of co-ordination and approval of your agency, please submit your answers online on the following webpage:

<https://forms.office.com/e/LXPHxpYHmp?origin=lprLink>

You will be able to review and modify your answers before we close the survey. After completing the survey, you will also be able save or print your response from the browser for your records.

For technical help you can consult the following webpage:

<https://support.microsoft.com/en-us/office/respond-to-a-survey-e8cc6fda-c36f-4f96-9980-48e48b8d2d4c>

Please complete the survey by 15 March 2024.

Should you have any questions, please contact: icn_aewg_2024survey@gvh.hu

Questions

Types of measurements/assessments

A. Technical information.....	4
B. Monitoring and evaluating effectiveness before court(s).....	5
C. Monitoring and evaluating the effectiveness of implementation	8
D. Simplified calculations of expected consumer benefits/savings	11
E. Evaluation of the actual effects of individual interventions.....	15
F. Other approaches/methods to measure agency effectiveness – No. 1	19
G. Other approaches/methods to measure agency effectiveness – No. 2.....	21
H. Other approaches/methods to measure agency effectiveness – No. 3.....	24
I. External assessments – No. 1	27
J. External assessments – No. 2	28
K. External assessments – No. 3.....	30
Z. Closing remarks (if any).....	33

A. Technical information

1. Agency name

[BOX]

2. Jurisdiction / country name

[BOX]

3. Size of agency in terms of professional personnel

Choose one option!

- Small (1-49 employees)
- Medium (50-99 employees)
- Large (≥ 100 employees)

4. Region of agency

Please use the categorisation available at the ICN website:

<https://www.internationalcompetitionnetwork.org/members/>

Choose one option!

- Africa
- North America
- South America
- Asia
- Europe
- Oceania

5. Contact phone number and e-mail address

Our privacy policy is available here:

<https://www.gvh.hu/en/footer/privacy-policies>

[BOX]

B. Monitoring and evaluating effectiveness before court(s)

6. Has your agency monitored and/or evaluated its effectiveness before court(s) in competition cases in the previous 5 years (2019-2023)?

Monitoring and evaluating effectiveness before court(s) may include statistics, such as success rates, as well as qualitative accounts on what went wrong/right and why. Depending on the legal context, it may refer to judicial review of the agency's decisions or whether the court(s) granted what the agency had requested.

Please only consider assessments performed either by your agency or at the request of your agency. (We will ask about external assessments/measurements later.)

Choose one option!

- Yes, one time
- Yes, several times / permanently
- No [go to question No. 17]

7. Please briefly describe your practice(s)/method(s)!

[BOX]

8. Please describe your overall experience!

Choose one option!

- Mostly positive
- Mostly negative
- Mostly neutral or mixed

9. Were the results / work product(s) made publicly available?

Choose one option!

- Yes
- No [go to question No. 11]

10. Please insert the reference(s) and weblink(s) to the publicly available results / work product(s) in the box below!

English versions are preferred.

[BOX]

11. Has your agency encountered with notable challenges, when evaluating its effectiveness before court(s)?

Choose one option!

- Yes
- No [go to question No. 13]

12. What were the main challenges?

Both teething problems (caused by the novelty of the method) or challenges of a more permanent nature may be relevant here.

Choose one or more options!

- Methodological issues
- Data issues
- Interpretation/communication issues
- Resource/time issues
- Other issues, please specify [BOX]

13. Was/were the assessment(s)/measurement(s) performed solely by your agency or did outsourcing play a role?

Choose one option!

- Fully performed by your agency
- Fully outsourced
- Outsourced in part

14. Was/were the assessment(s)/measurement(s) voluntary or in some way mandatory?

Choose one option!

- Undertaken fully voluntarily, based purely on autonomous internal decision(s) of your agency
- At least in part based on statutory obligation(s) or on external commitment(s)/pressure

15. Were the results also utilised in other activities of your agency?

Choose one option!

- Yes
- No [go to question No.19]

16. Primarily where?

Choose one or more options!

- In competition law enforcement (such as case management, analysis and designing remedies)
- In competition law proceedings before court(s) (such as how the case of your agency is promoted in the judicial review)
- In general advocacy / PR / raising general awareness
- In targeted competition advocacy (such as formulating and managing specific proposals and the underlying substantive analysis, with the aim of making the design and implementation of government policies more competition friendly and/or markets more competitive)

- In resource allocation / case selection / priority setting
- In research / capacity building
- In stakeholder engagements
- In other area(s), please specify [BOX]

[go to question No. 19]

17. Has your agency considered monitoring and/or evaluating its effectiveness before court(s) in competition cases in the previous 5 years (2019-2023)?

Choose one option!

- Yes
- No [go to question No. 19]

18. What were the main reasons for not engaging in the assessment?

Choose one or more options!

- Priority issues
- Resource/time issues
- Trust in the method issues
- Expertise issues
- Data issues
- Other issues, please specify [BOX]

19. Should you have any additional comments concerning the monitoring and/or evaluating agency effectiveness before court(s), please provide them in the box below.

Short remarks to help better understand the thinking of your agency, the context of its practice, and the nature of its method(s) are welcome. For example, you can indicate if there was any major change over the previous 5 years (2019-2023) and why.

If you do not have any comments, please insert "No comment".

[BOX]

C. Monitoring and evaluating the effectiveness of implementation

20. Has your agency monitored and/or evaluated the effectiveness of competition-related implementation in the previous 5 years (2019-2023)?

Implementation here refers to the actual realisation of measures adopted by the agency (or by court(s) at the request of the agency), by parties, such as payment of fines, compliance with cease-and-desist orders, and with commitments/undertakings, completion of divestitures. It also refers to the actual realisation of advocacy proposals of the agency, such as their adoption by government or other key stakeholders. Its monitoring and evaluation may vary from technically recording accomplishments (or their absence), to forming an aggregated picture, to analysing what works, what does not work and why.

Please only consider assessments performed either by your agency or at the request of your agency. (We will ask about external assessments/measurements later.)

Choose one option!

- Yes, one time
- Yes, several times / permanently
- No [go to question No. 31]

21. Please briefly describe your practice(s)/method(s)!

[BOX]

22. Please describe your overall experience!

Choose one option!

- Mostly positive
- Mostly negative
- Mostly neutral or mixed

23. Were the results / work product(s) made publicly available?

Choose one option!

- Yes
- No [go to question No. 25]

24. Please insert the reference(s) and weblink(s) to the publicly available results / work product(s) in the box below!

English versions are preferred.

[BOX]

25. Has your agency encountered with notable challenges, when evaluating the effectiveness of implementation?

Choose one option!

- Yes
- No [go to question No. 27]

26. What were the main challenges?

Both teething problems (caused by the novelty of the method) or challenges of a more permanent nature may be relevant here.

Choose one or more options!

- Methodological issues
- Data issues
- Interpretation/communication issues
- Resource/time issues
- Other issues, please specify [BOX]

27. Was/were the assessment(s)/measurement(s) performed solely by your agency or did outsourcing play a role?

Choose one option!

- Fully performed by your agency
- Fully outsourced
- Outsourced in part

28. Was/were the assessment(s)/measurement(s) voluntary or in some way mandatory?

Choose one option!

- Undertaken fully voluntarily, based purely on autonomous internal decision(s) of your agency
- At least in part based on statutory obligation(s) or on external commitment(s)/pressure

29. Were the results also utilised in other activities of your agency?

Choose one option!

- Yes
- No [go to question No. 33]

30. Primarily where?

Choose one or more options!

- In competition law enforcement (such as case management, analysis and designing remedies)
- In competition law proceedings before court(s) (such as how the case of your agency is promoted in the judicial review)
- In general advocacy / PR / raising general awareness
- In targeted competition advocacy (such as formulating and managing specific proposals and the underlying substantive analysis, with the aim of making the design and implementation of government policies more competition friendly and/or markets more competitive)

- In resource allocation / case selection / priority setting
- In research / capacity building
- In stakeholder engagements
- In other area(s), please specify [BOX]

[go to question No. 33]

31. Has your agency considered monitoring and/or evaluating the effectiveness of implementation in the previous 5 years (2019-2023)?

Choose one option!

- Yes
- No [go to question No. 33]

32. What were the main reasons for not engaging in the assessment?

Choose one or more options!

- Priority issues
- Resource/time issues
- Trust in the method issues
- Expertise issues
- Data issues
- Other issues, please specify [BOX]

33. Should you have any additional comments concerning the monitoring and/or evaluation of the effectiveness of implementation, please provide them in the box below.

Short remarks to help better understand the thinking of your agency, the context of its practice, and the nature of its method(s) are welcome. For example, you can indicate if there was any major change over the previous 5 years (2019-2023) and why.

If you do not have any comments, please insert "No comment".

[BOX]

D. Simplified calculations of expected consumer benefits/savings

34. Has your agency quantified the expected consumer benefits/savings generated by its competition-related activities in the previous 5 years (2019-2023)?

Also known as ex-ante impact assessments, these rough-and-ready calculations of the expected benefits typically concern a set of substantive decisions taken over one or several years by the agency (or by court(s) at the request of the agency) but may also involve advocacy actions. They are highly simplified, usually limited to capturing direct price effects (consumer savings), tend to rely on conservative assumptions about key variables and seek to get lower-bound estimates.

More: OECD (2023), Communication by Competition Authorities: Objectives and Tools, OECD Competition Policy Roundtable Background Note, Chapter 3.5, pp. 17-19.

www.oecd.org/daf/competition/communication-by-competition-authorities-objectives-and-tools-2023.pdf

OECD (2014), Guide for helping competition authorities assess the expected impact of their activities.

<https://www.oecd.org/daf/competition/guide-impact-assessment-competition-activities.htm>

Please only consider assessments performed either by your agency or at the request of your agency. (We will ask about external evaluations later.)

Choose one option!

- Yes, one time
- Yes, several times
- No [go to question No. 46]

35. Coverage of your assessment(s).

Choose one or more options!

- Cartel cases
- Other agreements (either vertical or horizontal)
- Horizontal merger cases
- Non-horizontal merger cases
- Unilateral conduct cases
- Market studies and sector inquiries
- Advocacy proposals / related public policy measures
- Other, please specify [BOX]

36. Please briefly describe what kind of effects are addressed by your assessment(s)!

In particular, please specify whether your practice goes beyond direct price effects (for example by involving dynamic effects and/or deterrence in some way), and how. Both complete and partial extensions matter.

[BOX]

37. Please describe your overall experience!

Choose one option!

- Mostly positive
- Mostly negative
- Mostly neutral or mixed

38. Were the results / work product(s) made publicly available?

Choose one option!

- Yes
- No [go to question No. 40]

39. Please insert the reference(s) and weblink(s) to the publicly available results / work product(s) in the box below!

English versions are preferred.

[BOX]

40. Has your agency encountered with notable challenges, when calculating expected benefits/savings?

Choose one option!

- Yes
- No [go to question No. 42]

41. What were the main challenges?

Both teething problems (caused by the novelty of the method) or challenges of a more permanent nature may be relevant here.

Choose one or more options!

- Methodological issues
- Data issues
- Interpretation/communication issues
- Resource/time issues
- Other issues, please specify [BOX]

42. Was/were the assessment(s)/measurement(s) performed solely by your agency or did outsourcing play a role?

Choose one option!

- Fully performed by your agency
- Fully outsourced
- Outsourced in part

43. Was/were the assessment(s)/measurement(s) voluntary or in some way mandatory?

Choose one option!

- Undertaken fully voluntarily, based purely on autonomous internal decision(s) of your agency
- At least in part based on statutory obligation(s) or on external commitment(s)/pressure

44. Were the results also utilised in other activities of your agency?

Choose one option!

- Yes
- No [go to question No. 48]

45. Primarily where?

Choose one or more options!

- In competition law enforcement (such as case management, analysis and designing remedies)
- In competition law proceedings before court(s) (such as how the case of your agency is promoted in the judicial review)
- In general advocacy / PR / raising general awareness
- In targeted competition advocacy (such as formulating and managing specific proposals and the underlying substantive analysis, with the aim of making the design and implementation of government policies more competition friendly and/or markets more competitive)
- In resource allocation / case selection / priority setting
- In research / capacity building
- In stakeholder engagements
- In other area(s), please specify [BOX]

[go to question No. 48]

46. Has your agency considered calculating expected benefits/savings in the previous 5 years (2019-2023)?

Choose one option!

- Yes
- No [go to question No. 48]

47. What were the main reasons for not engaging in the assessment?

Choose one or more options!

- Priority issues
- Resource/time issues
- Trust in the method issues

- Expertise issues
- Data issues
- Other issues, please specify [BOX]

48. Should you have any additional comments concerning the simplified calculation of expected benefits/savings, please provide them in the box below.

Short remarks to help better understand the thinking of your agency, the context of its practice, and the nature of its method(s) are welcome. For example, you can indicate if there was any major change over the previous 5 years (2019-2023) and why.

If you do not have any comments, please insert "No comment".

[BOX]

E. Evaluation of the actual effects of individual interventions

49. Has your agency assessed the actual effects of its past individual competition policy interventions in the previous 5 years (2019-2023)?

Also known as ex-post evaluations or retrospectives, these assessments refer to individual cases/interventions (enforcement or advocacy) and aim to identify their actual effects in order to draw lessons. They are in-dept empirical studies that are performed years after the intervention, when the effects have already had time to materialise. They pursue accuracy, often requiring sophisticated quantitative analysis, and are designed and performed on a case-by-case basis.

More: OECD (2023), Communication by Competition Authorities: Objectives and Tools, OECD Competition Policy Roundtable Background Note, Chapter 3.5, pp. 17-19.

OECD (2016), Reference guide on ex-post evaluation of competition agencies' enforcement decisions.

www.oecd.org/daf/competition/communication-by-competition-authorities-objectives-and-tools-2023.pdf

<https://www.oecd.org/daf/competition/reference-guide-on-ex-post-evaluation-of-enforcement-decisions.htm>

Please only consider assessments performed either by your agency or at the request of your agency. (We will ask about external assessments/measurements later.)

Choose one option!

- Yes, one time
- Yes, several times
- No [go to question No. 61]

50. Coverage of your assessment(s).

Choose one or more options!

- Cartel cases
- Other agreements (either vertical or horizontal)
- Horizontal merger cases
- Non-horizontal merger cases
- Unilateral conduct cases
- Market studies and sector inquiries
- Advocacy proposals / related public policy measures
- Other, please specify [BOX]

51. What type of methods were used in the core substantive part of the assessment(s)?

Choose one option!

- Sophisticated quantitative methods relying on econometrics (such as multiple regression)
- Qualitative methods and simple descriptive statistics, such as surveys and interviews

- Both of the above

52. Please describe your overall experience!

Choose one option!

- Mostly positive
- Mostly negative
- Mostly neutral or mixed

53. Were the results / work product(s) made publicly available?

Choose one option!

- Yes
- No [go to question No. 55]

54. Please insert the reference(s) and weblink(s) to the publicly available results / work product(s) in the box below!

English versions are preferred.

[BOX]

55. Has your agency encountered with notable challenges, when evaluating the actual effects of individual competition interventions?

Choose one option!

- Yes
- No [go to question No. 57]

56. What were the main challenges?

Both teething problems (caused by the novelty of the method) or challenges of a more permanent nature may be relevant here.

Choose one or more options!

- Methodological issues
- Data issues
- Interpretation/communication issues
- Resource/time issues
- Other issues, please specify [BOX]

57. Was/were the assessment(s)/measurement(s) performed solely by your agency or did outsourcing play a role?

Choose one option!

- Fully performed by your agency
- Fully outsourced
- Outsourced in part

58. Was/were the assessment(s)/measurement(s) voluntary or in some way mandatory?

Choose one option!

- Undertaken fully voluntarily, based purely on autonomous internal decision(s) of your agency
- At least in part based on statutory obligation(s) or on external commitment(s)/pressure

59. Were the results also utilised in other activities of your agency?

Choose one option!

- Yes
- No [go to question No. 63]

60. Primarily where?

Choose one or more options!

- In competition law enforcement (such as case management, analysis and designing remedies)
- In competition law proceedings before court(s) (such as how the case of your agency is promoted in the judicial review)
- In general advocacy / PR / raising general awareness
- In targeted competition advocacy (such as formulating and managing specific proposals and the underlying substantive analysis, with the aim of making the design and implementation of government policies more competition friendly and/or markets more competitive)
- In resource allocation / case selection / priority setting
- In research / capacity building
- In stakeholder engagements
- In other area(s), please specify [BOX]

[go to question No. 63]

61. Has your agency considered evaluating the actual effects of one or more individual competition interventions in the previous 5 years (2019-2023)?

Choose one option!

- Yes
- No [go to question No. 63]

62. What were the main reasons for not engaging in the assessment?

Choose one or more options!

- Priority issues
- Resource/time issues
- Trust in the method issues

- Expertise issues
- Data issues
- Other issues, please specify [BOX]

63. Should you have any additional comments concerning the evaluations of actual effects of individual competition interventions, please provide them in the box below.

Short remarks to help better understand the thinking of your agency, the context of its practice, and the nature of its method(s) are welcome. For example, you can indicate if there was any major change over the previous 5 years (2019-2023) and why.

If you do not have any comments, please insert "No comment".

[BOX]

F. Other approaches/methods to measure agency effectiveness – No. 1

64. Has your agency used any other approach/method to measure its effectiveness in the previous 5 years (2019-2023)?

Both quantitative and qualitative approaches/methods matter, provided that they are systematic, applied with some rigour and concern the core competition-related mission of your agency, such as competition law enforcement and competition advocacy.

Please only consider assessments performed either by your agency or at the request of your agency. (We will ask about external assessments/measurements later.)

Choose one option!

- Yes
- No [go to question No. 106]

65. Please briefly describe this approach/method!

In particular, please specify what kind of agency effectiveness it is supposed to measure/capture and how (e.g.: what kind of result(s)/indicator(s) it produces).

[BOX]

66. Is it a quantitative or a qualitative approach/method?

Choose one option!

- Primarily quantitative
- Primarily qualitative
- None of the above

67. Was/is it a regular/constant endeavour or a one-off?

Choose one option!

- Regular/constant
- Occasional
- One-off

68. Please describe your overall experience!

Choose one option!

- Mostly positive
- Mostly negative
- Mostly neutral or mixed

69. Were the results / work product(s) made publicly available?

Choose one option!

- Yes
- No [go to question No. 71]

70. Please insert the reference(s) and weblink(s) to the publicly available results / work product(s) in the box below!

English versions are preferred.

[BOX]

71. Has your agency encountered with notable challenges, when designing/using this method?

Choose one option!

- Yes
- No [go to question No. 73]

72. What were the main challenges?

Both teething problems (caused by the novelty of the method) or challenges of a more permanent nature may be relevant here.

Choose one or more options!

- Methodological issues
- Data issues
- Interpretation/communication issues
- Resource/time issues
- Other issues, please specify [BOX]

73. Was/were the assessment(s)/measurement(s) performed solely by your agency or did outsourcing play a role?

Choose one option!

- Fully performed by your agency
- Fully outsourced
- Outsourced in part

74. Was/were the assessment(s)/measurement(s) voluntary or in some way mandatory?

Choose one option!

- Undertaken fully voluntarily, based purely on autonomous internal decision(s) of your agency
- At least in part based on statutory obligation(s) or on external commitment(s)/pressure

75. Were the results also utilised in other activities of your agency?

Choose one option!

- Yes
- No [go to question No. 77]

76. Primarily where?

Choose one or more options!

- In competition law enforcement (such as case management, analysis and designing remedies)
- In competition law proceedings before court(s) (such as how the case of your agency is promoted in the judicial review)
- In general advocacy / PR / raising general awareness
- In targeted competition advocacy (such as formulating and managing specific proposals and the underlying substantive analysis, with the aim of making the design and implementation of government policies more competition friendly and/or markets more competitive)
- In resource allocation / case selection / priority setting
- In research / capacity building
- In stakeholder engagements
- In other area(s), please specify [BOX]

77. Should you have any additional comments concerning this approach/method, please provide them in the box below.

Short remarks to help better understand the thinking of your agency, the context of its practice, and the nature of its method(s) are welcome. For example, you can indicate if there was any major change over the previous 5 years (2019-2023) and why.

If you do not have any comments, please insert "No comment".

[BOX]

G. Other approaches/methods to measure agency effectiveness – No. 2

78. Has your agency used also a second "other" approach/method to measure its effectiveness in the previous 5 years (2019-2023)?

Both quantitative and qualitative approaches/methods matter, provided that they are systematic, applied with some rigour and concern the core competition-related mission of your agency, such as competition law enforcement and competition advocacy.

Please only consider assessments performed either by your agency or at the request of your agency. (We will ask about external assessments/measurements later.)

Choose one option!

- Yes
- No [go to question No. 106]

79. Please briefly describe this approach/method!

In particular, please specify what kind of agency effectiveness it is supposed to measure/capture and how (e.g.: what kind of result(s)/indicator(s) it produces).

[BOX]

80. Is it a quantitative or a qualitative approach/method?

Choose one option!

- Primarily quantitative
- Primarily qualitative
- None of the above

81. Was/is it a regular/constant endeavour or a one-off?

Choose one option!

- Regular/constant
- Occasional
- One-off

82. Please describe your overall experience!

Choose one option!

- Mostly positive
- Mostly negative
- Mostly neutral or mixed

83. Were the results / work product(s) made publicly available?

Choose one option!

- Yes
- No [go to question No. 85]

84. Please insert the reference(s) and weblink(s) to the publicly available results / work product(s) in the box below!

English versions are preferred.

[BOX]

85. Has your agency encountered with notable challenges, when designing/using this method?

Choose one option!

- Yes
- No [go to question No. 87]

86. What were the main challenges?

Both teething problems (caused by the novelty of the method) or challenges of a more permanent nature may be relevant here.

Choose one or more options!

- Methodological issues
- Data issues
- Interpretation/communication issues
- Resource/time issues
- Other issues, please specify [BOX]

87. Was/were the assessment(s)/measurement(s) performed solely by your agency or did outsourcing play a role?

Choose one option!

- Fully performed by your agency
- Fully outsourced
- Outsourced in part

88. Was/were the assessment(s)/measurement(s) voluntary or in some way mandatory?

Choose one option!

- Undertaken fully voluntarily, based purely on autonomous internal decision(s) of your agency
- At least in part based on statutory obligation(s) or on external commitment(s)/pressure

89. Were the results also utilised in other activities of your agency?

Choose one option!

- Yes
- No [go to question No. 91]

90. Primarily where?

Choose one or more options!

- In competition law enforcement (such as case management, analysis and designing remedies)
- In competition law proceedings before court(s) (such as how the case of your agency is promoted in the judicial review)
- In general advocacy / PR / raising general awareness
- In targeted competition advocacy (such as formulating and managing specific proposals and the underlying substantive analysis, with the aim of making the design and implementation of government policies more competition friendly and/or markets more competitive)
- In resource allocation / case selection / priority setting
- In research / capacity building
- In stakeholder engagements
- In other area(s), please specify [BOX]

91. Should you have any additional comments concerning this approach/method, please provide them in the box below.

Short remarks to help better understand the thinking of your agency, the context of its practice, and the nature of its method(s) are welcome. For example, you can indicate if there was any major change over the previous 5 years (2019-2023) and why.

If you do not have any comments, please insert "No comment".

[BOX]

H. Other approaches/methods to measure agency effectiveness – No. 3

92. Has your agency used a third “other” approach/method to measure its effectiveness in the previous 5 years (2019-2023)?

Both quantitative and qualitative approaches/methods matter, provided that they are systematic, applied with some rigour and concern the core competition-related mission of your agency, such as competition law enforcement and competition advocacy.

Please only consider assessments performed either by your agency or at the request of your agency. (We will ask about external assessments/measurements later.)

Choose one option!

- Yes
- No [go to question No. 106]

93. Please briefly describe this approach/method!

In particular, please specify what kind of agency effectiveness it is supposed to measure/capture and how (e.g.: what kind of result(s)/indicator(s) it produces).

[BOX]

94. Is it a quantitative or a qualitative approach/method?

Choose one option!

- Primarily quantitative
- Primarily qualitative
- None of the above

95. Was/is it a regular/constant endeavour or a one-off?

Choose one option!

- Regular/constant
- Occasional
- One-off

96. Please describe your overall experience!

Choose one option!

- Mostly positive
- Mostly negative
- Mostly neutral or mixed

97. Were the results / work product(s) made publicly available?

Choose one option!

- Yes

- No [go to question No. 99]

98. Please insert the reference(s) and weblink(s) to the publicly available results / work product(s) in the box below!

English versions are preferred.

[BOX]

99. Has your agency encountered with notable challenges, when designing/using this method?

Choose one option!

- Yes
- No [go to question No. 101]

100. What were the main challenges?

Both teething problems (caused by the novelty of the method) or challenges of a more permanent nature may be relevant here.

Choose one or more options!

- Methodological issues
- Data issues
- Interpretation/communication issues
- Resource/time issues
- Other issues, please specify [BOX]

101. Was/were the assessment(s)/measurement(s) performed solely by your agency or did outsourcing play a role?

Choose one option!

- Fully performed by your agency
- Fully outsourced
- Outsourced in part

102. Was/were the assessment(s)/measurement(s) voluntary or in some way mandatory?

Choose one option!

- Undertaken fully voluntarily, based purely on autonomous internal decision(s) of your agency
- At least in part based on statutory obligation(s) or on external commitment(s)/pressure

103. Were the results also utilised in other activities of your agency?

Choose one option!

- Yes
- No [go to question No. 105]

104. Primarily where?

Choose one or more options!

- In competition law enforcement (such as case management, analysis and designing remedies)
- In competition law proceedings before court(s) (such as how the case of your agency is promoted in the judicial review)
- In general advocacy / PR / raising general awareness
- In targeted competition advocacy (such as formulating and managing specific proposals and the underlying substantive analysis, with the aim of making the design and implementation of government policies more competition friendly and/or markets more competitive)
- In resource allocation / case selection / priority setting
- In research / capacity building
- In stakeholder engagements
- In other area(s), please specify [BOX]

105. Should you have any additional comments concerning this approach/method, please provide them in the box below.

Short remarks to help better understand the thinking of your agency, the context of its practice, and the nature of its method(s) are welcome. For example, you can indicate if there was any major change over the previous 5 years (2019-2023) and why.

If you do not have any comments, please insert "No comment".

[BOX]

I. External assessments – No. 1

106. Is your agency aware of an external assessment/measurement of its effectiveness from the previous 5 years (2019-2023)?

Both quantitative and qualitative approaches/methods matter, provided that they are systematic, applied with some rigour and concern the competition-related core mission of your agency, such as competition law enforcement and competition advocacy.

Choose one option!

- Yes
- No [go to question No. 133]

107. Please briefly describe this approach/method!

In particular, please specify who performs this assessment, what kind of agency effectiveness it is supposed to measure/capture and how (e.g.: what kind of result(s)/indicator(s) it produces).

[BOX]

108. Is it a quantitative or a qualitative approach/method?

Choose one option!

- Primarily quantitative
- Primarily qualitative
- None of the above
- Do not know / no answer

109. Was/is it a regular/constant endeavour or a one-off?

Choose one option!

- Regular/constant
- Occasional
- One-off
- Do not know / no answer

110. Were the results / work product(s) made publicly available?

Choose one option!

- Yes
- No [go to question No. 112]
- Do not know / no answer [go to question No. 112]

111. Please insert the reference(s) and weblink(s) to the publicly available results / work product(s) in the box below!

English versions are preferred.

[BOX]

112. Were the results also utilised by your agency?

Choose one option!

- Yes
- No [go to question No. 114]
- No answer [go to question No. 114]

113. Primarily where?

Choose one or more options!

- In competition law enforcement (such as case management, analysis and designing remedies)
- In competition law proceedings before court(s) (such as how the case of your agency is promoted in the judicial review)
- In general advocacy / PR / raising general awareness
- In targeted competition advocacy (such as formulating and managing specific proposals and the underlying substantive analysis, with the aim of making the design and implementation of government policies more competition friendly and/or markets more competitive)
- In resource allocation / case selection / priority setting
- In research / capacity building
- In stakeholder engagements
- In other area(s), please specify [BOX]

114. Should you have any additional comments concerning this approach/method, please provide them in the box below.

Short remarks to help better understand the thinking of your agency, the context of its practice, and the nature of its method(s) are welcome. For example, you can indicate if there was any major change over the previous 5 years (2019-2023) and why.

If you do not have any comments, please insert "No comment".

[BOX]

J. External assessments – No. 2

115. Is your agency aware of a second external assessment/measurement of its effectiveness from the previous 5 years (2019-2023)?

Both quantitative and qualitative approaches/methods matter, provided that they are systematic, applied with some rigour and concern the competition-related core mission of your agency, such as competition law enforcement and competition advocacy.

Choose one option!

- Yes
- No [go to question No. 133]

116. Please briefly describe this approach/method

In particular, please specify who performs this assessment, what kind of agency effectiveness it is supposed to measure/capture and how (e.g.: what kind of result(s)/indicator(s) it produces).

[BOX]

117. Is it a quantitative or a qualitative approach/method?

Choose one option!

- Primarily quantitative
- Primarily qualitative
- None of the above
- Do not know / no answer

118. Was/is it a regular/constant endeavour or a one-off?

Choose one option!

- Regular/constant
- Occasional
- One-off
- Do not know / no answer

119. Were the results / work product(s) made publicly available?

Choose one option!

- Yes
- No [go to question No. 121]
- Do not know / no answer [go to question No. 121]

120. Please insert the reference(s) and weblink(s) to the publicly available results / work product(s) in the box below!

English versions are preferred.

[BOX]

121. Were the results also utilised by your agency?

Choose one option!

- Yes
- No [go to question No. 123]
- No answer [go to question No. 123]

122. Primarily where?

Choose one or more options!

- In competition law enforcement (such as case management, analysis and designing remedies)
- In competition law proceedings before court(s) (such as how the case of your agency is promoted in the judicial review)
- In general advocacy / PR / raising general awareness
- In targeted competition advocacy (such as formulating and managing specific proposals and the underlying substantive analysis, with the aim of making the design and implementation of government policies more competition friendly and/or markets more competitive)
- In resource allocation / case selection / priority setting
- In research / capacity building
- In stakeholder engagements
- In other area(s), please specify [BOX]

123. Should you have any additional comments concerning this approach/method, please provide them in the box below.

Short remarks to help better understand the thinking of your agency, the context of its practice, and the nature of its method(s) are welcome. For example, you can indicate if there was any major change over the previous 5 years (2019-2023) and why.

If you do not have any comments, please insert "No comment".

[BOX]

K. External assessments – No. 3

124. Is your agency aware of a third external assessment/measurement of its effectiveness from the previous 5 years (2019-2023)?

Both quantitative and qualitative approaches/methods matter, provided that they are systematic, applied with some rigour and concern the competition-related core mission of your agency, such as competition law enforcement and competition advocacy.

Choose one option!

- Yes
- No [go to question No. 133]

125. Please briefly describe this approach/method!

In particular, please specify who performs this assessment, what kind of agency effectiveness it is supposed to measure/capture and how (e.g.: what kind of result(s)/indicator(s) it produces).

[BOX]

126. Is it a quantitative or a qualitative approach/method?

Choose one option!

- Primarily quantitative

- Primarily qualitative
- None of the above
- Do not know / no answer

127. Was/is it a regular/constant endeavour or a one-off?

Choose one option!

- Regular/constant
- Occasional
- One-off
- Do not know / no answer

128. Were the results / work product(s) made publicly available?

Choose one option!

- Yes
- No [go to question No. 130]
- Do not know / no answer [go to question No. 130]

129. Please insert the reference(s) and weblink(s) to the publicly available results / work product(s) in the box below!

English versions are preferred.

[BOX]

130. Were the results also utilised by your agency?

Choose one option!

- Yes
- No [go to question No. 132]
- No answer [go to question No. 132]

131. Primarily where?

Choose one or more options!

- In competition law enforcement (such as case management, analysis and designing remedies)
- In competition law proceedings before court(s) (such as how the case of your agency is promoted in the judicial review)
- In general advocacy / PR / raising general awareness
- In targeted competition advocacy (such as formulating and managing specific proposals and the underlying substantive analysis, with the aim of making the design and implementation of government policies more competition friendly and/or markets more competitive)
- In resource allocation / case selection / priority setting

- In research / capacity building
- In stakeholder engagements
- In other area(s), please specify [BOX]

132. Should you have any additional comments concerning this approach/method, please provide them in the box below.

Short remarks to help better understand the thinking of your agency, the context of its practice, and the nature of its method(s) are welcome. For example, you can indicate if there was any major change over the previous 5 years (2019-2023) and why.

If you do not have any comments, please insert "No comment".

[BOX]

Z. Closing remarks (if any)

133. Should you have any additional comments concerning the subject matter of this survey (measuring the effectiveness of your agency), please provide them in the box below.

If you do not have any comments, please insert "No comment".

[BOX]

End of questionnaire, thank you for taking part in this survey.