



International
Competition
Network

**Chair Andrea Marvan's
Vision for the ICN:
Beyond the Third Decade
(2025-2027)**



INTRODUCTION

After three decades, the International Competition Network (ICN) has firmly established itself as a mature and successful organization that has delivered significant benefits to all its members. The ICN has played a key role not only in fostering a sense of international community and shared challenges but also in creating a platform to exchange experiences, best practices and knowledge to develop common solutions.

However, like any other international organization or network, there is still room for growth. Fully harnessing the ICN's potential requires continuous improvement and strategic planification.

In this context, as Chair of the ICN Steering Group, my vision is to focus on three key areas where targeted short-term actions can yield significant benefits. Drawing from over a decade in experience in competition policy, I am committed to driving initiatives that will elevate the ICN to the next level.

Member engagement, communication and diverse participation

Issue

To varying extents, most ICN member agencies face resource constraints when contributing, engaging and participating in the ICN's wide range of activities, which limits their access to the Network's benefits.

Proposal

Work closely and coordinately with the ICN Secretariat, the Horizontal Coordinator and the Working Group Co-Chairs to carry out a comprehensive review of the work plan drafting process to ensure that the work of the ICN reflects the needs and priorities of the group, while encouraging and facilitating the active participation of members and NGAs.

Promote that Working Groups work closely with the Horizontal Coordinator and the ICN Secretariat to streamline workflows to reduce burdens for members in terms of deadlines, surveys and sending contributions to the Working Groups. When possible, Working Groups, with the help of the Horizontal Coordinator, could identify potential joint projects to reduce workload related burdens.

In coordination with the Secretariat and the Promotion and Implementation Group, explore new mechanisms to ensure active participation of all members across the network, with an emphasis in young or smaller agencies. These mechanisms should cover all aspects of ICN operations like providing input for

Member engagement, communication and diverse participation

work plans, participating in ICN events, drafting of materials or work products, accessing to leadership positions, among others.

Work with the Secretariat to increase transparency and inclusiveness in Working Group Co-Chair, Steering Group, Vice Chair and other leadership position rotation processes to provide opportunities to every agency willing to take on these roles, regardless of their size, age or experience. We recognize the work done so far by the Operational Framework Working Group to reflect this spirit in the amendments, we will continue collaborating with this endeavor and abide by the new rules derived from this process.

Work closely with the Secretariat to improve communications across the network with both members and external allies by ensuring a functional and update ICN website and other mechanisms to keep members informed about the network and its activities.



ICN's work agenda and its role in changing competition environment

Issue

There is a worldwide evolution of competition law and policy, which calls for the ICN to help members to reassess their approaches to competition enforcement, the types of tools available for agencies and how to engage with emerging and cross-cutting competition topics, such as, digitization, gender, sustainability and its relationship with industrial policy. Additionally, many jurisdictions are continuously reviewing their competition regimes, which calls for agencies to be able to respond to these changes. Hence, the work of the ICN should continue to provide members with the tools to be better prepared to respond to the challenges.

Proposal

Continue pursuing the ICN's goal of promoting international antitrust enforcement convergence by establishing an informal mechanism for tracking and assessing reforms in national competition regimes. This will allow the ICN to help, should the members require it, in the process of adopting or implementing changes in competition policy landscapes. The ICN's experience and the joint knowledge of its members may prove instrumental in that context, or in any case, it may also provide the member a platform to share with the network the changes in their regulatory landscape, further fostering the exchange of best practices.

Work closely with the Working Group Co-Chairs and the ICN Secretariat to initiate or prioritize within their work plans a comprehensive process to review WG work

ICN's work agenda and its role in changing competition environment

products with the objective of maximizing their usefulness, relevance and impact by detecting and adopting best practices, national trends, and innovative ideas.

The Chair, Vice-Chairs and Special Project Leads can work together to promote more activities focused on emerging competition issues. Collaborating with the Focus Group, the Bridging Project, and the Promotion and Implementation team will be crucial for incorporating the views of young or small agencies into the discussions. Previous efforts made by the French Autorité on sustainability, the US FTC and the UK CMA with the Technologists Group should be further developed.

The inclusion of these new matters also calls for the ICN to keep a balance between 'novel/emerging' and 'traditional' topics in the network's agenda, catering to the needs of all members. To proactively discuss and address emerging competition topics and issues intersecting with competition policy, the ICN needs increased interaction and collaboration with external actors, such as academics, international organizations and NGAs.



Cooperation, Global Advocacy and the Future of the ICN

Issue

Changes in the political landscape and global markets demand vigilant enforcement cooperation, improved competition advocacy, and a forward-thinking Network that promotes consensus-building. Furthermore, the state of the global economy and the role of competition in its dynamics have the potential to impact the way in which the ICN operates for the benefit of its members. In this context, the ICN should continue and reinforce its role in the international arena as a vanguard network in which members can have access to cooperation and knowledge to improve their competition regimes.

Proposal

Maintain and grow the ICN's influential voice on the international stage through advocacy, e.g., with statements on subjects of special saliency, by engaging new audiences or promoting antitrust compliance. This will grant the Network with opportunities to engage with other international organizations, governments or regulators and selected audiences.

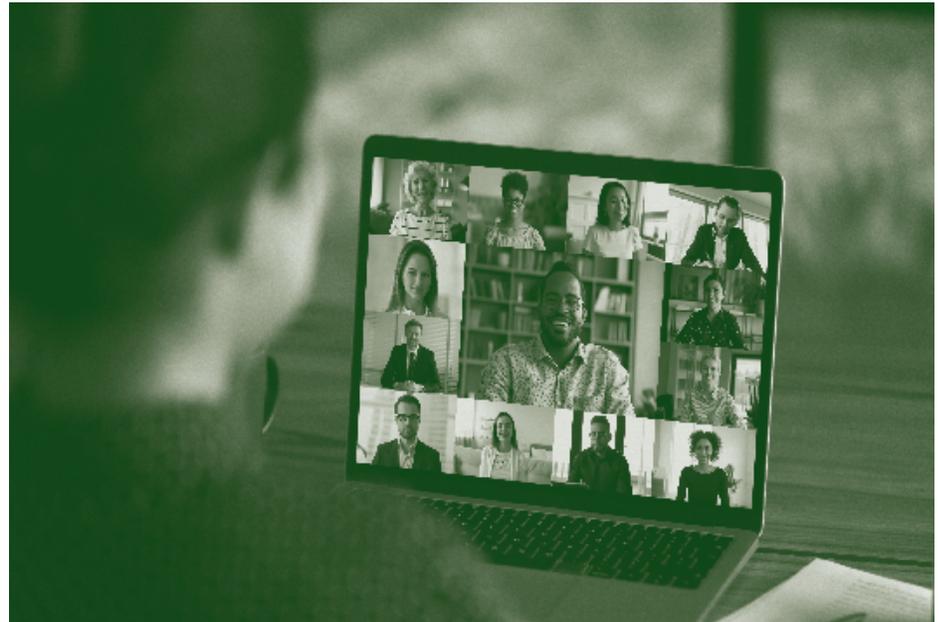
Reinforce cooperation and collaboration with the OECD and UNCTAD, with the help of the Liaisons, to identify ways in which the ICN can contribute to the discussions on those fora.

Explore further collaboration opportunities with regional forums and fellow international organizations to promote competition through special projects that can maximize the impact of international cooperation. Regional mechanisms that

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share the ICN's focus on technical antitrust dialogue can include, among others, APEC-Competition Policy and Law Group (CPLG), Group of Competition Agencies of the Americas (GrACA), European Competition Network (ECN), or the African Competition Forum, ASEAN experts' group on Competition, to mention a few.

Reinforce and increase the promotion of existing enforcement cooperation mechanisms within the ICN: the Framework for Competition Agency Procedure (CAP), the Framework for Sharing Non-Confidential Information for Cartel Enforcement and the Framework for Merger Review Cooperation to exploit their full potential for the cooperation between members.





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