

Agency Effectiveness Working Group – Work Plan 2025-2026

AEWG Mission

The mission of the ICN Agency Effectiveness Working Group (**AEWG**) is to identify key elements of a well-functioning competition agency and good practices for strategy and planning, operations, and enforcement tools and procedures. AEWG's mandate is to share experience among ICN members and NGAs and to develop and disseminate good practices for agency effectiveness.

AEWG Strategic Goals

1. Encourage agencies to evaluate their effectiveness and improve the quality of agency operations and procedures;
2. develop operational guidance for an effective agency, including investigative process, staff training and international cooperation;
3. promote implementation of the Working Group's work products; and
4. provide a forum for economists to share their experiences.

Current Co-chairs

Competition Agency	Agency representative names	Contact emails
AGCM Italy	Michele Pacillo	michele.pacillo@agcm.it
Hellenic Competition Commission	Mary Chamilou	mchamilou@epant.gr
Hong Kong Competition Commission	Matthew Wong	matthewwong@compcomm.hk
South Africa Competition Commission	Yongama Njisane	YongamaN@compcom.co.za

Pursuant to AEWG's strategic goals, the following projects (new project outputs) will be initiated in the 2025-26 ICN year:

Update of Existing Project: AEWG - Effective Training on Competition			
Description	Project Status and Total Duration	Upcoming work product activities and anticipated timings/dates	Lead contact
<p>The objective of this three-part, multi-year project is to strengthen the effectiveness of ICN members' in-house training programs on competition</p> <p>1. Creation of user-friendly “bundles” organized by general themes and specific topics, by using ICN materials (e.g. ICN Handbooks and Manuals and the ICN Training on Demand videos) and non, accompanied by interactive games, preparatory materials, ex post questionnaires that can be used to maximize the impact of training initiatives</p> <p>2. Checklist on good practices and methodology for effective training and capacity building for competition agencies.</p> <p>3. Competition Learning Hub - Effective Training on Competition (Potential Partnership with UNCTAD)</p>	<p>2nd year of 3-year project</p> <p>Output of the 1st year: a first draft of the bundle was circulated and discussed among participants</p>	<p>1. AC 2026: Webpage of the ICN and / or 'bundle' document. Bundles structured by experience levels (i.e. starter / advanced / expert), e.g. using colour coding to help differentiate the content; additionally, a recommended reading list for economists and lawyers was suggested. Exploring the suitability to add final quizzes and certificates of participation to engage and motivate participants</p> <p>2. AC 2026: Checklist on good practices and methodology for effective training and capacity building for competition agencies</p> <p>3. 2026 (dates tbc): Experience sharing webinars</p>	<p>Italy's AGCM Giulia Codacci Pisanelli (giulia.codaccipisanelli@agcm.it)</p> <p>Competition Commission Hong Kong (CC): Matthew Wong (matthewwong@compcomm.hk)</p> <p>Hellenic Competition Commission (HCC): Mary Chamilou (mchamilou@epant.gr)</p>

Update of Existing Project: Making Enforcement Cooperation Effective
<p>NEW Project Output: Joint AEWG and IEC project “Making Enforcement Cooperation Effective”</p> <p>This project aims at providing practical guidance on how to undertake different types of enforcement co-operation and showcase Enforcement Cooperation more effectively.</p>

Total Project Duration	Anticipated Final Work Product Output(s) anticipated Delivery Date(s)	Lead contacts
3-year project (currently in 2 nd year)	<p>In coordination with the ICN Special Project Group on International Enforcement Cooperation (IEC) and other ICN WGs, the project will:</p> <ul style="list-style-type: none"> During 2025-2026: Develop new cooperation facilitating tools (e.g. hypotheticals, case examples) for use in ICN workshops, capacity building initiatives, or in-house training During 2025-2026: Develop a checklist with lessons learnt and advise on how to make cooperation more effective. AC 2026: hold a BOS to promote meaningful discussions/advice on how to make cooperation more effective and present the AEWG's developed work 	<p>AEWG:</p> <p>AGCM Italy: Michele Pacillo michele.pacillo@agcm.it</p> <p>HCC Greece: Mary Chamilou mchamilou@epant.gr</p> <p>South Africa CC: Yongama Njisane YongamaN@compcom.co.za</p> <p>IEC Special Project Group:</p> <p>Portugal AdC: Catarina Tourais catarina.tourais@concorrencia.pt</p> <p>Hungary: Zorka Keszthelyi Keszthelyi.Zorka@gvh.hu; international@gvh.hu</p> <p>US FTC: Steven Couper scouper@ftc.gov</p>
Project Milestones: Joint AEWG and IEC project “Making Enforcement Cooperation Effective”		
Milestone Date	Work product deliverable	Description
February 2026	Effective Cooperation Checklist	Development of a document (Checklist) with lessons learnt and advise on how to make cooperation more effective and efficient
March 2026	Webinar on Enforcement Cooperation Tools	Discussion on the lessons learned based on actual cases and hypotheticals and on what went well or not, based on the existing cooperation tools and practice
May 2026	2026 ICN Annual Conference BOS session	Presentation of the work developed, and the lessons learned focusing on the ways to make cooperation more effective

Update of Existing Project: AEWG - Economics in Effective Competition Enforcement			
Description	Project Status and Total Duration	Upcoming work product activities and anticipated timings/dates	Lead contact
The aim of this project is to facilitate knowledge sharing and best practices among competition agency chief and senior economists working	This is a continuous project involving offline workshops every other year and 1 or 2 webinars in the year in between two workshops. The next workshop is planned for 2027.	Two webinars before the AC 2026: November 2025: “Presenting economic evidence before Courts” March 2026: topic to be decided	Hungarian Competition Authority (GVH): Zombor Berezvai Berezvai.Zombor@gvh.hu Competition Commission of South Africa: Yongama Njisane YongamaN@compcom.co.za

Update of Existing Project: Review and update of the AEWG work products			
Description	Project Status and Total Duration	Upcoming work product activities and anticipated timings/dates	Lead contact
Aim: to identify products in need of updating. This review could also help identify future areas of work which have not been covered yet by the AEWG.	Continuous project May include consultation with members to prioritize which work products to update and suggest possible changes	AC 2026: List of all AEWG work products including recommendations on which to update and suggested next steps	All AEWG co-chairs