

Advocacy Working Group – Work Plan 2025-2026

AWG Mission

The mission of the ICN Advocacy Working Group (**AWG**) is to develop practical tools and guidance, and to facilitate experience-sharing among ICN member agencies and existing and prospective NGAs, in order to improve the effectiveness of ICN members in advocating the dissemination of competition principles and to promote the development of a competition culture within society.

AWG Strategic Goals

1. Provide a forum for ICN members to share their experiences and practices in the area of competition advocacy
2. Provide practical tools and guidance in order to improve the effectiveness of members' advocacy activities
3. Promote the use of the ICN's existing work products and tools in the area of competition advocacy

Current co-chairs

Competition Agency	Agency representative names	Contact emails
Office of Competition and Consumer Protection (UOKiK) Poland	Martyna Derszniak, Hanna Koehler, Iryna Kokun	martyna.derszniak-noirjean@uokik.gov.pl ; hanna.koehler@uokik.gov.pl ; iryna.kokun@uokik.gov.pl
The Egyptian Competition Authority (ECA)	Ms. Toka Hesham; Ms. Ghada El Wakil; Ms. Menna Ayman	tokahesham@eca.org.eg ; ghadalelwekil@eca.org.eg ; mennaayman@eca.org.eg
Japan Fair Trade Commission	Hiroyuki Matsukaze, Katsutoshi Kataoka, Yuji Tanaka, Ken Sawayama	icn-advocacy@iftc.go.jp
Competition and Consumer Commission of Singapore	Yvette Yoong, Raymond Ng	Yvette_YOONG@cccs.gov.sg ; Raymond_NG@cccs.gov.sg

Pursuant to AWG's strategic goals, the following new projects will be initiated in the 2025-26 ICN year:

New Project Initiated in 2025-26: Advocacy Workshop (Armenia)			
Description	Total Project Duration	Final Work Product Output(s) and Anticipated Delivery Date(s)	Lead Contact Details
The ICN Advocacy Workshop brings together ICN member agencies to share insights and successful strategies in competition advocacy. This interactive workshop will enable agencies to strengthen their advocacy initiatives and develop more effective approaches to champion competition principles.	May 2025 – March 2026	17-18 March: Workshop in Armenia, with some sessions livestreamed	<p>Host: Competition Protection Commission of the Republic of Armenia</p> <p>Mrs. Anahit Mikaelyan – Head of International Cooperation and Public Relations Division a.mikaelyan@competition.am</p> <p>Mrs. Ani Hayrapetyan - Chief Specialist, International Cooperation and Public Relations Division ani.hayrapetyan@competition.am</p> <p>Mrs. Gohar Grigoryan - Chief Specialist, International Cooperation and Public Relations Division g.grigoryan@competition.am</p>
Project Milestones: Advocacy Workshop (Armenia)			
Milestone Date	Work product deliverable	Description	
[Q4/2025]	Invitations distributed	Send out invitations, information and EOI request to ICN members	
17-18 March 2026	ICN Advocacy Workshop	The ICN Advocacy Workshop brings together ICN member agencies to share insights and successful strategies in competition advocacy. This interactive workshop will enable agencies to strengthen their advocacy initiatives and develop more effective approaches to champion competition principles.	

New Project Initiated in 2025-26: Joint AWG and US DOJ Project: Corporate Compliance Programs Guidance Document			
Description	Total Project Duration	Final Work Product Output(s) and Anticipated Delivery Date(s)	Lead Contact Details
Building on the AWG's 2021 Report on Corporate Compliance, the project aims to:	One year project	AC 2026: Short guidance document	Project lead by US DOJ

<ol style="list-style-type: none"> 1. Develop a short guidance document to provide agencies and the competition community with materials to promote development of compliance programs as well as information to evaluate these programs 2. Sponsor 1-2 webinars on the topic and engage with a variety of ICN NGAs to obtain their views on compliance programs. 			<p>Patty Brink: Patricia.brink@usdoj.gov</p> <p>Bryan Serino: Bryan.serino@usdoj.gov</p>
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Project Milestones: Joint AWG and US DOJ Project: Competition Compliance Checklist

Milestone Date	Work product deliverable	Description
Sept, 2025	Information Gathering	Email sent to agencies and NGAs soliciting information and expressions of interest
Oct, 2025	Consultation	Members to review initial draft guidance paper
Nov, 2025	Webinar	Topic TBD
Feb, 2026	Consultation	Members to review 2nd draft paper
May, 2026	Guidance paper	Presentation and delivery of paper. BOS at Annual conference on topic TBD

Update of Existing Project: AWG - Worldwide Trends in Limiting Anti-competitive State Measures

Description	Project Status and Total Duration	Upcoming work product activities and anticipated timings/dates	Lead contact
<p>The final outcome of this project will be a comprehensive report on Worldwide Trends in Limiting Anti-Competitive State measures. It will:</p> <ul style="list-style-type: none"> Identify and Document Anti-Competitive State 	<p>In 2nd quarter of a 1-year and 6 months project.</p> <ul style="list-style-type: none"> Q4 2024: Prepared survey methodology and format. Q1 2025: Released survey for contributions. 	<ul style="list-style-type: none"> Q4 2025: New project output - Webinar on Advocating Against Anti-Competitive State Measures: Concepts, Strategies, and Survey Insights Q4 2025: Finalize the compilation of contributions into a draft report or publication. 	<p>ECA – Egypt</p> <p> ICNadvocacy@eca.org.eg; tokahesham@eca.org.eg; mennaayman@eca.org.eg; ghadalelwekil@eca.org.eg; </p>

Measures in Different Jurisdictions (Survey). <ul style="list-style-type: none"> Analyze the Impact of Anti-Competitive State Measures Compare Practices and Policies Across Jurisdictions Highlight the Importance of Competitive Neutrality. 	<ul style="list-style-type: none"> Q3 2025: Survey contributions compiled and reviewed. 	<ul style="list-style-type: none"> Q1 2026: draft report or publication out for 1st consultation Q1 2026: 2nd consultation Finalization and publication of the report. Estimated: March 2026. 	
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Update of Existing Project: **AWG - Worldwide Trends in Limiting Anti-competitive State Measures**

NEW Project Output: Webinar “Advocating Against Anti-Competitive State Measures: Concepts, Strategies, and Survey Insights”

As part of the ongoing Project “Worldwide Trends in Limiting Anti-competitive State Measures” this webinar will introduce key advocacy concepts around anti-competitive State measures/ interventions, present the project survey’s objectives and structure, and provide a space for experience sharing and open discussion.”

Total Project Duration	Anticipated Final Work Product Output(s) and anticipated Delivery Date(s)	Lead contacts
3 months	Webinar on Advocating Against Anti-Competitive State Measures: Concepts, Strategies, and Survey Insights to take place Q4 2025	ECA, Egypt ICNadvocacy@eca.org.eg ; tokahesham@eca.org.eg ; mennaayman@eca.org.eg ; ghadalelwekil@eca.org.eg

Project Milestones: AWG Webinar “Advocating Against Anti-Competitive State Measures: Concepts, Strategies, and Survey Insights”

Milestone Date	Work output deliverable	Description
Q4 2025	Webinar	As part of the ongoing Project “Worldwide Trends in Limiting Anti-competitive State Measures”, this webinar will introduce key advocacy concepts around anti-competitive State measures/ interventions, present the project survey’s objectives and structure, and provide a space for experience sharing and open discussion.

Update of Existing Project: AWG Explaining the benefits of competition to Government and Legislators		
NEW Project Output: “Showcasing AWG Report ‘ Explaining the benefits of competition to Government and Legislators (2017) ’ and recent developments”(Webinar) The project aims to showcase the recent AWG Report and provide updates on recent developments.		
Total Project Duration	Anticipated Final Work Product Output(s) and anticipated Delivery Date(s)	Lead contacts
7-8 months	Webinar(s): 24th November	UOKiK, Poland hanna.koehler@uokik.gov.pl ; martyna.derszniaknoirjean@uokik.gov.pl ; Iryna.kokun@uokik.gov.pl
Project Milestones: Showcasing AWG Report “Explaining the benefits of competition to Government and Legislators” and recent developments (Webinar)		
Milestone Date	Work output deliverable	Description
September 2025	Consultation	The speakers will be chosen, the invites will be sent out to them. If possible, the webinar will be held twice, with different speakers, to cover different time zones. The speakers will be asked in advance to prepare and circulate materials (e.g. slides, leaflets with case studies, practical examples) to be distributed after the webinar to disseminate key conclusions.
September - October 2025	Consultation	Preparation of the webinar i.e. agenda, topics, coordination of the webinar scenario with speakers. Sending out agenda and invites to other members.
24th November 2025	Webinar	The webinar aims to showcase the recent ICN AWG Report : Explaining the benefits of competition to Government and Legislators (2017) and update the topic on recent developments. If possible, the webinar will be held twice, with different speakers, to cover different time zones.
November 2025	Follow-up deliverables	Sending out follow up materials from the webinar to disseminate the conclusions and key learning points.

Update of Existing Project: AWG - Interactions between Sector Regulators and Competition Authorities		
NEW Project Output: Showcasing AWG Report “Interactions between Sector Regulators and Competition Authorities” (Webinar)		
This project aims to showcase the recent ICN AWG Report Interactions between Sector Regulators and Competition Authorities (2025)		
Total Project Duration	Anticipated Final Work Product Output(s) and anticipated Delivery Date(s)	Lead contacts
7-8 months	Webinar – January/February 2026	JFTC, Japan: icn-advocacy@jftc.go.jp
Project Milestones: AWG - Interactions between Sector Regulators and Competition Authorities		
Milestone Date	Work output deliverable	Description
November-December 2025	Consultation	Preparation of the webinar i.e. agenda, topics, coordination of the webinar scenario with speakers. Sending out agenda and invites to other members.
January/February 2026	Webinar	The webinar aims to showcase the recent ICN AWG Report: Interactions between Sector Regulators and Competition Authorities (2025).

Update of Existing Project: AWG – Competition Advocacy Contest (2026 edition)			
Description	Project Status and Total Duration	Upcoming work product activities and anticipated timings/dates	Lead contact
The project aims to highlight the key role competition agencies play in promoting competition through showcasing their advocacy success stories	Continuous yearly project, jointly carried out with the World Bank Group	<ul style="list-style-type: none"> • Definition of the Contest categories/themes (Oct / Nov) • Launch of the Contest (Dec) • Submission of advocacy stories by competition agencies (Jan 2026) • Review by Contest Judges: (March 2026) • Present awards: At 2026 ICN Annual Conference 	Italy AGCM (michele.pacillo@agcm.it)