

ICN Kick-off Call

**Presentation of activities and events for the
ICN year 2025-2026**

**September 17, 2025
8 am & 4 pm Rome time (UTC+2)**

Intro to ICN

- **A virtual network:** informal, accessible and open to all of competition community.
- **Project oriented** – working collaboration
- **Purpose:** experience sharing, converge and cooperation.
- **What the ICN does:**
 - Work Prodcuts (see full list [here](#))
 - Events (AC, Workshops, Seminars)
 - Implementation assistance/Capacity building
 - Network of resources

Chair and Vice Chairs



Andrea Marván

Mexican Competition Authority



Sarah Cardell

UK CMA



Nuno Cunha

Portugal AdC



Alvin Koh

Singapore CCCS

ICN Work Plans

- **Process:** increased engagement & input gathering opportunities, more integrated approach
- **Recommendations:**
 - Need for more practical tools or guidance documents
 - Earlier involvement of NGAs
 - Greater accessibility to ICN webinars (different time zones & recordings)

Work plans are now available on the ICN website in the news section:

<https://www.internationalcompetitionnetwork.org/featured/icnworkplans2526/>

- 1. Corporate Compliance Programs Guidance Document
(Joint AWG & US DOJ Project)**
- 2. Worldwide Trends in Limiting Anti-competitive State Measures
(Egyptian Competition Authority) – Webinar (23 Oct 2025) + Survey
Report**
- 3. Webinar: Explaining the benefits of competition to Government and
Legislators (24 Nov 2025)
(Polish Competition Authority)**
- 4. Webinar: Interactions between Sector Regulators and Competition
Authorities (Feb 2026)
(Japan Fair Trade Commission)**
- 5. Competition Advocacy Contest (2026 edition)
(AWG, AGCM & World Bank Group) – Launch Dec 2025**

Co-chairs:

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Project lead:

US, DOJ: Patricia.brink@usdoj.gov, Bryan.serino@usdoj.gov

New Project Outputs

Effective Training on Competition

- ❖ To create a user-friendly **training “bundles”** organized by general themes and specific topics, together with interactive assessment tools
- ❖ To develop **Checklist on good practices and methodology** for effective training and capacity building for competition agencies
- ❖ To develop a **Competition Learning Hub in partnership with UNCTAD**

CONTACT:

AGCM Italy giulia.codaccipisanelli@agcm.it;
renato.ferrandi@agcm.it (for UNCTAD collaboration)
CC Hong Kong matthewwong@compcomm.hk
HCC Greece mchamilou@epant.gr

Making Enforcement Cooperation Effective

(w/International Enforcement Cooperation (IEC) Special Project Group)

- ❖ To develop **new cooperation facilitating tools** (e.g. hypotheticals, case examples) for use in ICN workshops or in-house training
- ❖ To develop a **checklist with lessons learnt and advice** on how to make cooperation more effective
- ❖ To hold a **BOS at 2026 Annual Conference** to promote meaningful discussion on how to make cooperation more effective

AEWG CONTACT:

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IEC CONTACT:

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Ongoing Projects

Economics in Effective Competition Enforcement

- ❖ Next in-person Chief & Senior Economist **Workshop is planned for 2027**
- ❖ **Two webinars**
 - **Nov 2025:** “Presenting economic evidence before courts”
 - **Mar 2026:** topic to be decided

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Review & update of the AEWG work products

- ❖ Aim to identify products in need of updating. The review could also help identify future areas of work which have not been covered by AEWG yet
- ❖ To list of all AEWG work products including recommendations on which to update and suggested next steps

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Existing CWG Projects

- **Proactive Detection Toolkit project and Back to Basics program**
 - Handling whistleblowers and informants (Webinar in December)
 - Proactive detection and/or evidence review using new technologies/data (Webinar)
- **CWG Anti-Cartel Enforcement Manual (ACEM)**
 - Chapter on Raids
 - Review of Best Practices in the ACEM and ICN CWG webpage



- **New CWG Projects**

- 2025 CWG Workshop, Seoul 12-14 November
- Under consideration - CWG Webinar on algorithmic collusion and tackling cartels involving AI

- **CWG co-chairs**

- New Zealand NZCC - Grant.Chamberlain@comcom.govt.nz
- UK CMA - Louise.baner@cma.gov.uk
- Hungary GVH - Horvath.Botond@gvh.hu
- India CCI - cci-kdsingh@cci.gov.in



- **Update of the “*ICN Recommended Practices*” chapter on failing firm and exiting assets reflecting the more recent practices from NCAs (*UK CMA*)**
 - In the final steps of the update – To be presented for approval by the SG in autumn 2025
- **Update of the “*ICN Recommended Practices*” chapter on market definition with more recent practice from NCAs (*Canada CCB*)**
 - First written consultation on-going (agency only)
- **Update of the “*ICN Recommended Practices*” on the Use of Market Shares: Thresholds & Presumptions with more recent practice from NCAs (*Autorité de la concurrence, France*)**
 - Late 2025 – Outline of revised chapter for initial comments
- **Report on Tools and practices for effective and timely management of merger cases as implemented by various NCAs (*Competition Commission of Mauritius*)**
 - September 2025 – First consultation on draft report

New Project Outputs

- **MWG webinar on call-in powers** *(UK CMA)*
 - Discuss **CMA's experience of calling-in cases** in the context of a voluntary regime and a **comparison with other mandatory regimes with call-in powers**
 - Winter 2025 call for EoI – Webinar early 2026
- **MWG webinar on Mergers analysis and FDI screening** *(Spain CNMC)*
 - Exploring the **interface** between competition review and national interest, and how these **two frameworks may intersect**, including how authorities manage concurrent assessments, what analytical **synergies or tensions** may arise, and how coordination or information sharing can enhance coherence and predictability
 - Webinar Spring 2026
- **Merger workshop in Mauritius** *(15-17 October 2025)*

MWG co-chaired by: Canadian Competition Bureau (Canada), Competition Commission of Mauritius, Autorité de la concurrence (France), Comisión Nacional de los Mercados y la Competencia (Spain) . Project lead: Competition and Markets Authority (UK)



New projects

- Evidence used in the enforcement against unilateral conduct (led by DG COMP)
- Stocktaking of existing UCWG work products (led by Swedish Competition Authority)

Upcoming webinars

- Data related remedies (October 2025 - CADE)
- Evidence used in the enforcement against unilateral conduct (Q4 2025 – DG COMP)
- Exclusive dealing (February 2026 - Rekabet)

Existing projects

- Update of 'Chapter on Exclusive Dealing' in the UCWG Handbook (led by Swedish Competition Authority)
- Checklist on urgency enforcement tools in abuse of dominance proceedings (led by French Competition Authority)
- Report on theories of harm and design of remedies concerning unilateral conduct with dominance/substantial market power in digital markets (led by Spanish CNMC)



The Unilateral Conduct Working Group at a glance

Co-chaired by:

- Administrative Council for Economic Defense (CADE) - (international@cade.gov.br)
- European Commission (DG COMP)- (COMP-ICN-UCWG@ec.europa.eu)
- Swedish Competition Authority (Konkurrensverket) – (internationella@kkv.se)
- Turkish Competition Authority (Rekabet Kurumu) – (international@rekabet.gov.tr)



Steering Group Projects and ICN Frameworks

Special Project on Food and Agriculture Markets

- **Mission of the Special Project**
 - Initiated as a response to rising global food prices in 2023.
 - Capturing and sharing lessons between authorities on the lessons learnt in food and agricultural markets.
 - Elevating these markets as a priority enforcement area.
- **Strategic Goals**
 - Develop the knowledge base.
 - Strengthen capacity
 - Encourage monitoring and market studies.
 - Encourage co-operation.
 - Identify areas for advocacy.
- **2025 Report on Report on the Survey on Competition concerns in agriculture and food markets ([link](#))**

Special Project on Food and Agriculture Markets

- **Project 1: Practical toolkit on price monitoring analysis**
 - A step-by-step toolkit to assist authorities with their price monitoring initiatives or studies covering various approaches.
 - Contact person: Kagiso Zwane (ZA) kagisoz@compcom.co.za
- **Project 2: Global Knowledge Sharing and Best-Practice Exchanges: Competition Issues in Food and Agriculture**
 - In-depth reviews of sub-sectors to share insights on the conduct and reach of cross-border firms in concentrated industries.
 - Contact person: Isaac Tausha (COMESA) itausha@comesacompetition.org
- **Project 3: Advocacy initiatives for policies that support competition in Food and agriculture markets**
 - Policy review and mapping to identify areas for pro-competitive reform
 - Contact person: Ninette Mwarania (KEN) nmwarania@cak.go.ke

Technologist Group

Workstream	Aims	Next steps
Interest Groups	<ul style="list-style-type: none"> CMA will create a range of shared interest groups (3-4), based upon the areas of focus from the Tech Forum and feedback. A small number of groups will be selected and agreed by the ICN TG community, and will align to ICN objectives Each of these will be co-chaired by two members of the Technologist Group, with regular meetings and central reporting to CMA who would provide oversight. 	CMA to circulate opportunities to lead interest groups and contact potential co-chairs.
Knowledge Sharing Events	<ul style="list-style-type: none"> CMA will oversee regular knowledge sharing events with topics defined by Technologists' Group community engagement (anticipate running 2-3x per year). A light-touch way to keep engagement and interest levels high for the remainder of the year and is an area where feedback has strongly indicated the desire for this. 	CMA to offer demo slots at the first knowledge sharing event.
Standalone Projects	<ul style="list-style-type: none"> CMA will facilitate and support other agencies to deliver Technologist Group community generated initiatives and standalone projects. To deliver this, the CMA would provide opportunities for agencies to propose ideas and have ownership of initiatives, with progress reporting via CMA. 	Contact interested individuals about leading standalone projects.

- Nicky Brassington (Director of Data Science & Data Engineering): nicky.brassington@cma.gov.uk
- Sophie Starke (Assistant Director, Tech Insights): sophie.starke@cma.gov.uk
- Sharon Park (Senior Advisor, Tech Insights): sharon.park@cma.gov.uk
- CMA International Team: internationalteam@cma.gov.uk

Enforcement Cooperation Project Group

- Dedicated ICN webpage with recommendations, guidance and practical toolkits:
<https://www.internationalcompetitionnetwork.org/working-groups/icn-operations/cooperation/>
- Activities in cooperation with the AEWG
- Contact details:
 - Portugal AdC: catarina.tourais@concorrencia.pt
 - Hungary: international@gvh.hu
 - Greece HHC: mchamilou@epant.gr
 - Italy AGCM: michele.pacillo@agcm.it
 - US FTC: scouper@ftc.gov

Bridging Project

-support for new, less active or younger agencies-

- **GET INVOLVED AND LEVERAGE FROM THE ICN**

Help members to engage meaningfully with the ICN and reap the benefits of proactive participation.

- Get involved in Working Groups (projects, workshops, leadership), learn about and use work products, exchange knowledge and best practices

- **ONE-ON-ONE GUIDANCE**

- Interested members to be paired with another ICN member to help navigate the ICN
- Tailored support (to the needs and resources/level of interaction)

- **HOW TO PARTICIPATE**

Contact: pvalladares@cofece.mx ejaimes@cofece.mx

Framework for Competition Agency Procedures (CAP)

- ICN Framework for Competition Agency Procedures ([link](#))
- Non-binding, opt-in, open to Non-ICN-Members
- Agreement on Catalogue of principles for fair and effective agency procedures
- Reflect a broad consensus within competition community
- Complementing RP for Investigative Process & Guiding Principles
- Points of contact & Templates providing relevant information and links
- CAP Cooperation process and CAP Review process

Project 'CAP 2.0'

- Revitalisation of the CAP initiative
 1. Promoting the CAP: encouraging CAP signatories to reaffirm their commitment, and seeking new signatories to the CAP
 2. Outreach: identifying key procedural fairness issues to be addressed
 3. Offering hands-on insights into how agencies approach these issues within their legal frameworks and share lessons learned and success stories
- Co-chairs: Germany BKartA, US DOJ, Poland UoKiK



International
Competition
Network

A dark red world map is centered in the background of the slide, showing the continents of North America, South America, Europe, Africa, Asia, and Australia.

ICN Events

Merger Workshop



- **Date:** 15–17 October 2025
- **Venue:** Caudan Arts Centre, Port Louis
- **Host:** Competition Commission of Mauritius
- Registration deadline: **19 September 2025**
- Limit of 3 participants per member waived
- EOIs: Deadline closed & under review
- Updated information will be made available on the website: <https://icnmerger2025.mu/>

CWG 2025 Workshop

Seoul 12-14 November

- Hosted by the Korean Fair Trade Commission (KFTC) in partnership with the Korean Ministry of Justice (KMOJ) in Seoul
- Website setting out details for registration and the agenda has been sent out to agencies (<https://www.icn2025korea.com/>)
- Please send EOIs for presenters or moderators by 26 September
- We encourage the participation of NGA's at the Workshop and have asked that each member agency provide details of the Cartel Workshop to their selected NGA's
- Digital Forensics Workshop (agency only) will be hosted in Seoul at the National Digital Forensics Centre
- We look forward to a productive and rewarding CWG 2025 Workshop

ICN 2026 Workshops

Advocacy Workshop

17-18 March 2026, hosted by the Competition Protection Commission of the Republic of Armenia in Yerevan

Q4 2025: call for expression of interest as a speaker/moderator

Unilateral Conduct Workshop

15-17 April 2026, hosted by Czech Competition Authority in Prague

More information concerning registration and agenda will come later this autumn

ICN Annual Conference 2026



- Venue: [Manila Marriott Hotel](#)
- Schedule of Activities:

Welcome Reception	May 5, 2026
Conference Proper (1 plenary hall, 5 breakout rooms)	May 6–8, 2026
Conference Dinner	May 7, 2026
Cultural Tours	May 8, 2026

- For additional information/queries:
 - Email address: icn2026mnl@phcc.gov.ph
 - Interim website: <https://www.phcc.gov.ph/icn-2026>



Thank you

ICN Contacts:

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