

# 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        | <a href="mailto:martyna.derszniak-noirjean@uokik.gov.pl">martyna.derszniak-noirjean@uokik.gov.pl</a> ;<br><a href="mailto:hanna.koehler@uokik.gov.pl">hanna.koehler@uokik.gov.pl</a> ;<br><a href="mailto:iryna.kokun@uokik.gov.pl">iryna.kokun@uokik.gov.pl</a> |
| The Egyptian Competition Authority (ECA)                     | Ms. Toka Hesham; Ms. Ghada El Wakil; Ms. Menna Ayman | <a href="mailto:tokahesham@eca.org.eg">tokahesham@eca.org.eg</a> ;<br><a href="mailto:ghadalelwekil@eca.org.eg">ghadalelwekil@eca.org.eg</a> ;<br><a href="mailto:mennaayman@eca.org.eg">mennaayman@eca.org.eg</a>                                               |
| Japan Fair Trade Commission                                  | Kenta Suzuki, Katsutoshi Kataoka, Daisuke Ikezawa    | <a href="mailto:icn-advocacy@jftc.go.jp">icn-advocacy@jftc.go.jp</a>                                                                                                                                                                                             |
| Competition and Consumer Commission of Singapore             | Yvette Yoong, Raymond Ng                             | <a href="mailto:Yvette_YOONG@cccs.gov.sg">Yvette_YOONG@cccs.gov.sg</a> ;<br><a href="mailto:Raymond_NG@cccs.gov.sg">Raymond_NG@cccs.gov.sg</a>                                                                                                                   |

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: <b>Advocacy Workshop (Armenia)</b>                                                                                                                                                                                                                                 |                          |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| 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<br/> <a href="mailto:a.mikaelyan@competition.am">a.mikaelyan@competition.am</a></p> <p>Mrs. Ani Hayrapetyan - Chief Specialist, International Cooperation and Public Relations Division<br/> <a href="mailto:ani.hayrapetyan@competition.am">ani.hayrapetyan@competition.am</a></p> <p>Mrs. Gohar Grigoryan - Chief Specialist, International Cooperation and Public Relations Division<br/> <a href="mailto:g.grigoryan@competition.am">g.grigoryan@competition.am</a></p> |
| Project Milestones: <b>Advocacy Workshop (Armenia)</b>                                                                                                                                                                                                                                               |                          |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 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: <b>Joint AWG and US DOJ Project: Corporate Compliance Programs Guidance Document</b> |                        |                                                               |                        |
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| 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 |

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| <ol style="list-style-type: none"> <li>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</li> <li>2. Sponsor 1-2 webinars on the topic and engage with a variety of ICN NGAs to obtain their views on compliance programs.</li> </ol> |  |  | <p>Patty Brink:<br/> <a href="mailto:Patricia.brink@usdoj.gov">Patricia.brink@usdoj.gov</a></p> <p>Bryan Serino:<br/> <a href="mailto:Bryan.serino@usdoj.gov">Bryan.serino@usdoj.gov</a></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                                                                                                                                                                                                                                                                                                               |
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| <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"> <li>Identify and Document Anti-Competitive State</li> </ul> | <p>In 2nd quarter of a 1-year and 6 months project.</p> <ul style="list-style-type: none"> <li>Q4 2024: Prepared survey methodology and format.</li> <li>Q1 2025: Released survey for contributions.</li> </ul> | <ul style="list-style-type: none"> <li>Q4 2025: New project output - Webinar on Advocating Against Anti-Competitive State Measures: Concepts, Strategies, and Survey Insights</li> <li>Q4 2025: Finalize the compilation of contributions into a draft report or publication.</li> </ul> | <p>ECA – Egypt</p> <p> <a href="mailto:ICNadvocacy@eca.org.eg">ICNadvocacy@eca.org.eg</a>;<br/> <a href="mailto:tokahesham@eca.org.eg">tokahesham@eca.org.eg</a>;<br/> <a href="mailto:mennaayman@eca.org.eg">mennaayman@eca.org.eg</a>;<br/> <a href="mailto:ghadalelwekil@eca.org.eg">ghadalelwekil@eca.org.eg</a>; </p> |

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| Measures in Different Jurisdictions (Survey). <ul style="list-style-type: none"> <li>Analyze the Impact of Anti-Competitive State Measures</li> <li>Compare Practices and Policies Across Jurisdictions</li> <li>Highlight the Importance of Competitive Neutrality.</li> </ul> | <ul style="list-style-type: none"> <li>Q3 2025: Survey contributions compiled and reviewed.</li> </ul> | <ul style="list-style-type: none"> <li>Q1 2026: draft report or publication out for 1<sup>st</sup> consultation</li> <li>Q1 2026: 2<sup>nd</sup> consultation</li> <li>Finalization and publication of the report. Estimated: March 2026.</li> </ul> |  |
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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<br><a href="mailto:ICNadvocacy@eca.org.eg">ICNadvocacy@eca.org.eg</a> ; <a href="mailto:tokahesham@eca.org.eg">tokahesham@eca.org.eg</a> ; <a href="mailto:mennaayman@eca.org.eg">mennaayman@eca.org.eg</a> ; <a href="mailto:ghadalelwekil@eca.org.eg">ghadalelwekil@eca.org.eg</a> |

**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. |

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| Update of Existing Project: <b>AWG Explaining the benefits of competition to Government and Legislators</b>                                                                       |                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| NEW Project Output: <b>“Showcasing AWG Report ‘<a href="#">Explaining the benefits of competition to Government and Legislators (2017)</a>’ and recent developments”(Webinar)</b> |                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| The project aims to showcase the recent AWG Report and provide updates on recent developments.                                                                                    |                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Total Project Duration</b>                                                                                                                                                     | <b>Anticipated Final Work Product Output(s) and anticipated Delivery Date(s)</b> | <b>Lead contacts</b>                                                                                                                                                                                                                                                                                                                                                               |
| 7-8 months                                                                                                                                                                        | Webinar(s): 24th November                                                        | UOKiK, Poland<br><a href="mailto:hanna.koehler@uokik.gov.pl">hanna.koehler@uokik.gov.pl</a> ;<br><a href="mailto:martyna.derszniaknoirjean@uokik.gov.pl">martyna.derszniaknoirjean@uokik.gov.pl</a> ;<br><a href="mailto:lryna.kokun@uokik.gov.pl">lryna.kokun@uokik.gov.pl</a>                                                                                                    |
| Project Milestones: <b>Showcasing AWG Report “Explaining the benefits of competition to Government and Legislators” and recent developments (Webinar)</b>                         |                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Milestone Date</b>                                                                                                                                                             | <b>Work output deliverable</b>                                                   | <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                 |
| 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 <a href="#">Report</a> : 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: <b>AWG - Interactions between Sector Regulators and Competition Authorities</b>                                       |                                                                           |                                                                                                                                                      |
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| <b>NEW Project Output: Showcasing AWG Report “Interactions between Sector Regulators and Competition Authorities” (Webinar)</b>                   |                                                                           |                                                                                                                                                      |
| This project aims to showcase the recent ICN AWG Report <a href="#">Interactions between Sector Regulators and Competition Authorities (2025)</a> |                                                                           |                                                                                                                                                      |
| 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: <a href="mailto:icn-advocacy@jftc.go.jp">icn-advocacy@jftc.go.jp</a>                                                                    |
| Project Milestones: <b>AWG - Interactions between Sector Regulators and Competition Authorities</b>                                               |                                                                           |                                                                                                                                                      |
| 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: <b>AWG – Competition Advocacy Contest (2026 edition)</b>                                                            |                                                                          |                                                                                                                                                                                                                                                                                                                                            |                                         |
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| 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"> <li>• Definition of the Contest categories/themes (Oct / Nov)</li> <li>• Launch of the Contest (Dec)</li> <li>• Submission of advocacy stories by competition agencies (Jan 2026)</li> <li>• Review by Contest Judges: (March 2026)</li> <li>• Present awards: At 2026 ICN Annual Conference</li> </ul> | Italy AGCM<br>(michele.pacillo@agcm.it) |