

The Advocacy Working Group Work Plan 2026-2027

Working Group 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.

Current Co-Chairs

Competition Agency	Agency representative names	Contact emails
Office of Competition and Consumer Protection (UOKiK) Poland	Martyna Derszniak, Urszula Adamczyk, Hanna Koehler	martyna.derszniak-noirjean@uokik.gov.pl ; urszula.adamczyk@uokik.gov.pl ; hanna.koehler@uokik.gov.pl
CADE Brazil	Alessandra Rosa	alessandra.rosa@cade.gov.br ; international@cade.gov.br
Hellenic Competition Commission	Mary Chamilou	mchamilou@epant.gr ; international@epant.gr
Competition and Consumer Commission of Singapore	Yvette Yoong, Raymond Ng	Yvette_YOONG@ccs.gov.sg ; Raymond_NG@ccs.gov.sg

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

Section One: Projects for 2026-27

Pursuant to strategic goals, the **AWG** will undertake the following projects during the 2026-27 ICN year.

Project title	Description of final work product	Project duration (Anticipated milestones)	Final output type and delivery date (approx. month)	Lead contact
Baseline survey of AWG members on advocacy activities	Project aims to gather information on advocacy practices and experiences across AWG members in order to create an input for upcoming AWG projects: the Advocacy Prioritization Project, Fuel Crisis Project and Advocacy Database.	3-4 months project	Input (data) for upcoming AWG projects, including webinar, data base, report. Data to be collected by October 2026	UOKiK - Poland CADE – Brazil HCC – Greece CCS - Singapore
Milestone date (approximate)	Format type	Description		
Sep, 2026	Survey	Preparation of survey by AWG Co-Chairs		
Oct, 2026	Survey	Survey will be sent to AWG Members		
Oct Dec – Jan Nov 2026	Survey	AWG Co-Chairs will analyse and make use of the replies respectively to their projects		
Project title	Description of final work product	Project duration (Anticipated milestones)	Final output type and delivery date	Lead contact
Advocacy Database	The final outcome of this project will be a comprehensive database on advocacy activities undertaken by AWG members. It will be organized according to selected criteria to facilitate the	Multi-year project (By the time of ICN AC 2027 the results might be presented	First findings of database on advocacy activities, to be	UOKiK – Poland (Anchor lead, with CADE - Brazil and CCS - Singapore to

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	identification and retrieval of relevant initiatives and experiences. It will: • serve as a repository of advocacy practices and experiences from across the ICN membership; • facilitate knowledge-sharing and peer learning among AWG members; • enable members to identify examples of advocacy initiatives addressing similar issues or sectors; • support the dissemination of good practices and innovative advocacy approaches; • provide a resource for designing and implementing future advocacy activities by enabling members to draw on existing experiences and better understand trends, priorities and challenges in competition advocacy across jurisdictions.	but the database shall develop and be updated on a regular basis)	delivered in April 2027	support on select aspects)
Milestone date (approximate)	Format type	Description		
Nov 2026	Database	Analysis of the data gathered through survey		
Dec – Feb 2026/2027	Database	Creation of the excel database		
Feb 2027	Database	1 st draft of the database sent to AWG Members for their comments		

Milestone date (approximate)	Format type	Description
Mar 2027	Database	Completion of the database
April 2027	Database	Delivery of the final version of database for Steering Group approval

Project title	Description of final work product	Project duration (Anticipated milestones)	Final output type and delivery date	Lead contact
Advocacy Prioritization: Strategies for NCAs to identify and select key sectors for advocacy initiatives	This project aims to explore the approaches towards advocacy prioritization used by NCAs, including the methodologies and frameworks adopted to systematically identify and target sectors for advocacy efforts. The initiative will build upon existing knowledge, such as the ICN AWG Report (2017) on Planning Competition Advocacy Initiatives, while incorporating recent experiences, case studies, and emerging best practices used by NCAs. A comprehensive report summarizing research findings, the webinar discussion, case studies, and the proposed framework.	Multi-year project	A comprehensive and updated report for advocacy prioritization, building on the ICN AWG Report (2017). To be delivered in November 2027.	CADE, Brazil (Anchor lead, with UOKIK – Poland and HCC - Greece to support on select aspects)

Milestone date (approximate)	Format type	Description
Sep. 2026	Survey	Preparation of survey by AWG Co-Chairs (Baseline survey of AWG members on advocacy activities).
Nov. 24, 2026	Webinar	To present the current framework and its practical applications, and to facilitate a discussion among NCAs on challenges, successes, and lessons learned in prioritizing advocacy efforts.
Dec - Jan 2027	Survey	AWG Co-Chairs will analyse and make use of the replies respectively to their projects.
Feb – July 2027	1 st Draft Report for consultation	1st draft of the report on Advocacy Prioritization
May 2027 Annual Conference	Presentation at 2027-AC	To present the first draft report alongside audience discussions, capturing NCAs experiences, successes and challenges to incorporate their inputs into the report.
Out. 2027	2 nd Draft report for consultation	Circulate the second draft report.
Dec. 2027	Final Report	Delivery of the report on Advocacy Prioritization for Steering Group approval.
Feb. 2028	Webinar	To discuss the main findings of the project.

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Global Energy and Fuel Market Disruptions: Competition Challenges in an Era of Geopolitical Uncertainty		The project will explore how geopolitical conflicts, supply chain disruptions, and energy security concerns are reshaping competition in global energy and fuel markets. Rising fossil fuel prices and increased import costs can have far-reaching effects on economies worldwide, influencing market concentration, trade flows, investment decisions, and consumer welfare. The project will examine the competitive implications of government interventions, strategic resource policies, and market responses to energy shocks, while identifying policy tools that can promote resilient, transparent, and competitive energy markets. Particular attention will be given to the role of competition agencies in safeguarding market functioning and preventing anticompetitive conduct during periods of crisis and volatility, and to capture how agencies used advocacy tools to engage with governments and stakeholders in response to energy and fuel market disruptions.	Multi-year project	end 2027 Webinar (Mar / Apr 2027) (i) First draft report (Apr / May 26') Checklist / Final Report (Nov / Dec 2027)	Hellenic Competition Commission -Greece (Anchor lead, with CADE - Brazil to support on select aspects)
Milestone date (approximate)	Format type	Description			
Sep. 2026	Survey	Preparation of survey by AWG Co-chairs on the state of play of energy crisis (mainly on fuel sector) in different jurisdictions			
Dec.2026-January 2027	Survey	Assessment of the replies received			

Milestone date (approximate)	Format type	Description
March – April 2027	Webinar	Presentation of the results of the surveys and discussion on the challenges the NCAs are facing and on the proposed ways to overcome the current energy crisis (e.g on fuel sector)
Sep. 2027	Second draft for consultation after AC	Presentation of the first draft report (or checklist) for member review / consultation
Dec. 2027	Checklist/report	Elaboration of how agencies used advocacy tools to engage with governments and stakeholders in response to energy and fuel market disruptions.

Project title	Description of final work product	Project duration (Anticipated milestones)	Final output type and delivery date	Lead contact
Identify ICN AWG's existing work products which require updating	This project seeks to undertake a systematic review of the AWG's existing work products to identify those that are outdated, incomplete, or in need of revision considering recent developments. The review will consider factors such as changes in competition policy, emerging issues in digital markets, and feedback from member agencies on the practical utility of existing materials. The review will serve as a basis for the AWG to plan its future work.		April 2027	CCS – Singapore (Anchor lead, with other co-chairs to support on select aspects)
Milestone date	Format type	Description		
Aug. 2026 – Jan 2027	N.A.	Review of existing AWG work products		

Milestone date	Format type	Description
Feb 2027	N.A.	Discussion amongst AWG co-chairs on identified AWG work products for updating

Project title	Description of final work product	Project duration (Anticipated milestones)	Final output type and delivery date	Lead contact
Competition Advocacy Contest (2027 edition)	The project - jointly carried out with the World Bank Group - aims to highlight the key role competition agencies play in promoting competition through showcasing their advocacy success stories	One year	Award Ceremony (May 2027)	Italy AGCM (michele.pacillo@agcm.it)

Milestone date	Format type	Description
By Nov 2026	Written output	Definition of the Contest categories/themes
By Dec 2026	Written output	Launch of the Contest
By Feb 2027	Written output	Submission of advocacy stories by competition agencies
By Apr 2027	Written output	Review by Contest Judges:
AC2027	Event	Awards Ceremony at the 2027 ICN Annual Conference

Project title	Description of final work product	Project duration (Anticipated milestones)	Final output type and delivery date	Lead contact
Joint AWG and US DOJ Project: Corporate Compliance Checklist	Building on the AWG's 2021 Report on Corporate Compliance, the project aims to: 1) develop a short guidance document to provide agencies and the competition community with materials to promote the development of compliance programs as well as information to evaluate these programs; and 2) sponsor 1-2 webinars on the topic and engage with a variety of ICN NGA's to obtain their views on compliance programs.	One year	Annual Conference 2027: Short Guidance document	US DOJ Bryan Serino Bryan.Serino@usdoj.gov
Milestone date	Format type	Description		
September 2026	Information Gathering	Draft guidance document sent to agencies for feedback and input		
October 2026	Information Gathering	Draft Guidance document sent to ICN NGA's for feedback and input		
November 2026	Consultation	Members review draft guidance document		
January 2027	Webinar	Topic TBD		
March 2027	Consultation	Members review 2 nd draft guidance document		
May 2027	Guidance Document	Presentation and delivery of guidance document at annual conference		

Project title		Description of final work product	Project duration (Anticipated milestones)	Final output type and delivery date	Lead contact
Trends in Limiting Anti-competitive State Measures		Comprehensive Report on Worldwide Trends in Limiting Anti-Competitive State measures: - Identify and Document Anti-Competitive State Measures in Different Jurisdictions (Survey). - Analyze the Impact of Anti-Competitive State Measures - Compare Practices and Policies Across Jurisdictions Highlight the Importance of Competitive Neutrality.	Multi-year · Finalize the compilation of contributions into a report or publication. (TBC) · Review and feedback. (TBC)	TBC	ECA – Egypt tokahesham@eca.org.eg mennaayman@eca.org.eg ghadalelwekil@eca.org.eg
Milestone date	Format type	Description			
TBI	Report	Report following the analysis of the responses received from the contributing countries.			

Section Two: Completed Projects

Complete this table for projects completed from the previous ICN year only (2025-26)

Project title	Description and output	Link to final WG product <i>E.g. webinar recordings, PowerPoint slides, reports on ICN website. Where possible, please provide a link.</i>
2026 ICN-World Bank Group Competition Advocacy Contest <i>continuous yearly project</i>	Annual contest run jointly with the World Bank Group, highlighting agencies' advocacy success stories.	https://www.internationalcompetitionnetwork.org/featured/2026icnwbq-competitionadvocacycontest/ Winners announced and awards presented at the Annual Conference in Manila, 5–8 May 2026.