

The ICN Cartel Working Group Work Plan

Working Group Mission

The mission of the ICN Cartel Working Group is to address the challenges of anti-cartel enforcement, including the prevention, detection, investigation and punishment of cartel conduct. At the heart of antitrust enforcement is the battle against hard core cartels directed at price fixing, bid rigging, market allocation and output restriction.

Current Co-Chairs

Competition Agency	Agency representative names	Contact emails
Competition Bureau Canada	Pierre-Yves Guay	pierre-yves.quay@cb-bc.gc.ca
Fair Trade Commission Japan	Ryota Inaba Kaoru Harada	icn-cartels@jftc.go.jp
CCI India	Ashutosh Kumar	ashutosh@cci.gov.in
GVH Hungary	Botond Horváth	horvath.botond@gvh.hu

Strategic Goals

1. Boosting competition authorities' ability to detect, investigate and punish cartel conduct, including in a digital environment.
2. Fostering convergence by sharing expertise among competition authorities and NGAs and identifying good practices in different areas of anti-cartel enforcement.
3. Improving the ability to engage in international enforcement cooperation.
4. Supporting inclusiveness by encouraging new members to join the CWG, assisting newer agencies, as well as enhancing the involvement of NGAs.

Ensuring that existing CWG work products are updated and promoted in order to facilitate their implementation by ICN members and NGAs.

Section One: Projects for 2026-27

Pursuant to strategic goals, the Cartel Working Group will undertake the following projects during the 2026-27 ICN year.

Project title 1	Description of final work product	Project duration (anticipated milestones)	Final output type and delivery date	Lead contact
Update Digital Evidence Gathering Chapter of the Anti-Cartel Enforcement Manual to incorporate AI.	This chapter does not mention AI. Given the popularity of AI agents, we will canvas CWG members to see if they regularly use AI tools and/or if they think they merit special consideration. If so, we will update the Digital Evidence Gathering Chapter accordingly.		Updated Chapter. 2027	Pierre-Yves Guay, Canadian Competition Bureau pierre-yves.guay@cb-bc.gc.ca
Milestone date (approx.)	Format type	Description		
September to October 2026		Discuss with ICN Technologist Group to ensure no duplication of work and best approach.		
November to December 2026		Consult CWG members to see if they regularly use AI tools and/or if they think they merit special consideration (possibly to seek views on topics of interest for the ICNTG) and verify other resources to to be integrated.		
April to June 2027		Produce updated chapter, if necessary		

Project title 2	Description of final work product	Project duration (anticipated milestones)	Final output type and delivery date	Lead contact
Update Cartel Awareness, Outreach & Compliance Chapter of the Anti-Cartel Enforcement Manual.	We will update this chapter as it was last updated in 2012.		Updated Chapter. 2027	Ryota Inaba, JFTC icn-cartels@jftc.go.jp
Milestone date (approx.)	Format type	Description		
September/November 2026		Prepare first draft of updated Chapter (excluding case updates).		
December 2026/January 2027		Circulate first draft to CWG members for comments and request updates to the case examples.		
February 2027		Update draft based on CWG members comments and format document.		
March 2027		Circulate second draft to CWG members for further comments.		
April / June 2027		Update draft and circulate final draft to CWG members.		
July 2027		Approvals (CWG / SG).		
September 2027		Publish final updated Chapter (2027-2028 ICN Year).		

Project title 3	Description of final work product	Project duration (anticipated milestone)	Final output type and delivery date (approx)	Lead contact
Revision of Anti-Cartel Enforcement Templates	All members to review and update Anti-Cartel Enforcement Templates on the ICN website		Updated templates. 2026	Botond Horváth, Hungary GVH Horvath.Botond@gvh.hu
Milestone date (approx.)	Format type	Description		
September/October 2026		Request to members to update templates. Develop and keep up-to-date a tracking tool to support follow-up efforts.		
May 2027		If templates are updated: by the end of 2027, consider issuing regular calls for updates (e.g., every 3–4 months).		

Project title 4	Description of final work product	Project duration (Anticipated milestones)	Final output type and delivery date	Lead contact
Back to Basics program: Webinar on the lifecycle of a case	The webinar will focus on the typical stages of the lifestyle of a case, including a case study, targeted at less experienced agencies.		Webinar. 2027	Pierre-Yves Guay, Canadian Competition Bureau pierre-yves.guay@cb-bc.gc.ca
Milestone date (approx.)	Format type	Description		
January 2027		Consult with Agency Effectiveness WG, plan what will be addressed/key learning outcomes.		
February/March 2027		Develop webinar content and identify the speakers.		
April/May 2027	Webinars (i. Europe/North-America/Africa, ii. Asia/Pacific)	Deliver webinars on lifecycle of a case.		

Project title 5	Description of final work product	Project duration (Anticipated milestones)	Final output type and delivery date	Lead contact
Back to Basics program: Webinar on dawn raids	Following on from the Back to Basics webinar on raids in June 2025 (based on changes to Chapter 1 - Raids of the Anti-Cartel Enforcement Manual), this webinar will be more focused on the practical and operational aspects of raids. This will include, for example, digital evidence handling and managing legal challenges on-site.		Webinar. 2026	Botond Horváth, Hungary GVH Horvath.Botond@gvh.hu
Milestone date (approximate dates ok)	Format type	Description		
September/October 2026	Webinar	Consult with ICNTG, coordinate with other ICN groups if appropriate, develop scope/learning objectives, confirm speakers.		
November/December 2026	Webinars (i. Europe/North-America/Africa, ii. Asia/Pacific)	Delivering the webinars.		

Proposal for 2027-2028 ICN Year

Project title 6	Description of final work product	Project duration (Anticipated milestones)	Final output type and delivery date	Lead contact
Cartel Workshop and Digital Forensics Workshop	The Cartel Workshop is planned to be held in 2027 (September 21 to 24, 2027) by the Hungarian Competition Authority in Budapest. Member agencies and NGA's have provided a number of areas of focus that they wish to be discussed at the Workshop. The Workshop will be preceded by a Digital Forensics Workshop.	Digital Forensics Workshop – 1 day Cartel Workshop – 3 days		Botond Horváth, Hungary GVH Horvath.Botond@gvh.hu
Milestone date (approximate dates ok)	Format type	Description		
Fall 2026		Develop agenda, selection of venue, contracts		
January/February 2027		Publish Workshop details on website		
January/February 2027		Seek expressions of interest for speaker/moderator roles		
March/June 2027		Logistics (venue, hotels, audio/video requirements, activities) and preparations for workshop (preparations for panels, panellists meetings...)		
June / August 2027		Final and last minute workshop preparations		
September 21 st to the 24 th 2027		Holding the 2027 Digital Forensics and Cartel Workshops.		

Project title 7	Description of final work product	Project duration Anticipated milestones)	Final output type and delivery date	Lead contact
Webinar on proactive cartel detection	Focusing on practical methods, analytical tools, and best practices for identifying potential cartel conduct.		2027/2028	Botond Horváth, Hungary GVH Horvath.Botond@gvh.hu
Milestone date (approximate dates ok)	Format type	Description		
October/November 2027		Consult with ICNTG, coordinate with other ICN groups if appropriate, develop scope/learning objectives, confirm speakers.		
January/February 2028		Delivering the webinar		

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
Webinar on Raids	As part of the CWG Back to Basics programme, we hosted a webinar on changes to Chapter 1 - Raids of the Anti-Cartel Enforcement Manual on 12 June 2025. The webinar was hosted by the UK CMA, with speakers from Korea KMOJ, Mexico COFECE, Spain CNMC, and Zambia CCPC who shared their experiences of conducting raids and the usefulness of the Chapter as a benchmarking tool and training resource for agencies. The Webinar highlighted the ways in which the updated Chapter can help all agencies improve their raid processes.	Not recorded
Managing Informants/Whistleblowing Webinar	This webinar, held on 25 March 2026 and repeated on 1 April for the Asia-Pacific. focused on how to manage informants/whistleblowers and the lessons learned in developing and managing informants. There were over 130 attendees at the webinar where agencies from across the globe – US DOJ, Zambia CCPC, Hungary GVH, Ireland CCPC and, Israel CA – shared their experiences around operating informant/whistleblower programmes and addressed issues such as paying for whistleblowers, and protecting whistleblowers in investigations and through enforcement actions. There was very positive feedback from attendees and a desire for webinars to focus next year on different key parts of setting up informant programmes.	Nor recorded
Cartel Workshop	The 2025 ICN Cartel Workshop was held by the KFTC and KMOJ in partnership 12-14 November 2025 in Seoul. There was also a digital forensics workshop held for a day immediately prior to the Cartel Workshop. There were over 180 attendees from 41 countries who attended the workshop.	2025 ICN Cartel Workshop SEOUL - YouTube