International Competition Network

ICN Kick-off Call

Presentation of activities and events for the ICN year 2026-2027

September 17, 2026
8 am & 4 pm Rome time (UTC+2)

Recordings of the calls

- **2026 ICN Kick off Call - Asia–Pacific Friendly**
  - Recording link: https://meetagcm.webex.com/meetagcm/ldr.php?RCID=234724fbd9508a3181ca13eb95b739e6
  - Password: MaSxstQ4
- **2026 ICN Kick off Call - Europe–Africa–Americas Friendly Session**
  - Recording link: https://meetagcm.webex.com/meetagcm/ldr.php?RCID=e4f32c42da29f158a5062ab3fa62d9a4
  - Password: JeQJ7Fpa

Intro to ICN

- **A virtual network**: informal, accessible and open to all of competition community (25th anniversary on Oct 25!)
- **Project oriented** – working collaboration
- **Purpose**: experience sharing, converge and cooperation.
- **What the ICN does**:
  - Work Products (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 Rodrigues

Portugal AdC



Alvin Koh

Singapore CCCS

ICN Governance

- ICN Steering Group to provide strategic guidance:
  - 2025-2027 term: Australia, Brazil, Canada, Egypt, European Commission, France, Germany, Hungary, India, Italy, Japan, South Korea, Kenya, Mexico, Philippines, Portugal, Singapore, South Africa, Spain, United Kingdom, United States DOJ and FTC
- ICN Chair Office:
  - Mexico's Antitrust Commission
  - **Contact address**: ICNChair@antimonopolio.gob.mx
- "Virtual" Secretariat:
  - Italy's AGCM as "anchor" agency supported by Australia, Canada, Singapore, South Africa, UK and US FTC
  - **Contact address**: icn-secretariat@agcm.it

ICN Work Plans

- **Process**: work plans approved by the Steering Group on 9 September 2026, following the ICN Forward Calls and input from members and NGAs
- **Horizontal Coordinator recommendations**:
  - Prioritise the quality and sustainability of existing work products over volume, and reduce surveys of members
  - Seek further collaboration across working groups, with NGAs, the OECD and UNCTAD
  - Continue to promote participation and inclusion (accessible formats, time zones, recordings)

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

https://www.internationalcompetitionnetwork.org/featured/icnworkplans2627/

New Project Outputs

1. **Baseline survey of AWG members on advocacy activities** – data collected feeding the three new projects
2. **Advocacy Database** (UOKiK, Poland) – repository of advocacy practices across the membership;
3. **Advocacy Prioritisation: strategies to identify key sectors** (CADE, Brazil) – Webinar 24 November 2026; report building on the 2017 AWG report,
4. **Global Energy and Fuel Market Disruptions** (HCC, Greece) – Webinar March/April 2027; checklist and final report late 2027
5. **Stocktaking of existing AWG work products** – findings by the 2027 Annual Conference, to inform the 2027-28 work plan (CC Singapore)

Ongoing Projects

1. **Trends in Limiting Anti-competitive State Measures** (Egypt CA): final report
2. **Competition Advocacy Contest** (AWG, AGCM & World Bank Group)
3. **Corporate Compliance Programs Guidance Document** (Joint AWG & US DOJ project)

Co-chairs:

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CCCS, Singapore: Yvette_YOONG@ccs.gov.sg
Raymond_NG@ccs.gov.sg

Project leads:

US, DOJ (Corporate Compliance Programs): Bryan.serino@usdoj.gov

Egypt CA (State Measures): tokahesham@eca.org.eg

Agency Effectiveness Working Group

New Project Outputs

Stocktaking of existing AEWG work products

- A comprehensive document for member and NGA input, to identify areas for development or review of existing guidance, past reports that could be developed into guidance, and areas not yet covered by the AEWG
- Call for input to members and NGAs December 2026 – February 2027; draft reviewed March – May 2027
- Written stocktaking report shared ahead of the 2027 Annual Conference

CONTACT:

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CA Kenya nmwarania@cak.go.ke

Ongoing Projects

Effective Training on Competition

- Development of online platform to host ICN Online Training Toolkit materials and quiz tests – first release February 2027, final release April 2027
- Update of the Manual chapter on Agency Training Programs (good practices) – second consultation November 2026 – January 2027; final version April 2027
- Experience-sharing webinar on training – November 2026

CONTACT:

AGCM Italy michele.pacillo@agcm.it (also for UNCTAD collaboration)

CC Hong Kong matthewwong@compcomm.hk

HCC Greece mchamilou@epant.gr

Ongoing Projects

Economics in Effective Competition Enforcement

- ICN Chief and Senior Economist Workshop – 3 to 5 March 2027, Sun City, South Africa (agency only)

CONTACT:

South Africa CC YongamaN@compcom.co.za

GVH Hungary KOVACS.Csaba@gvh.hu

CA Kenya nmwarania@cak.go.ke

Making Enforcement Cooperation Effective

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

AEWG co-chairs:

- Hong Kong Competition Commission: matthewwong@compcomm.hk
- Competition Authority of Kenya: nmwarania@cak.go.ke
- South Africa Competition Commission: YongamaN@compcom.co.za
- Turkish Competition Authority: eokazak@rekabet.gov.tr; pkinik@rekabet.gov.tr;

New Project Outputs

- **Revision of the Anti-Cartel Enforcement Templates**
  - All members asked to review and update their templates from September/October 2026, supported by a tracking tool
- **Back to Basics programme**
  - Webinar on dawn raids: practical and operational aspects, including digital evidence handling and legal challenges on site – two regional sessions, November/December 2026
  - Webinar on the lifecycle of a case, aimed at less experienced agencies and developed with the AEWG – two regional sessions, April/May 2027

- 2027 Cartel Workshop and Digital Forensics Workshop, Budapest, 21-24 September 2027 (GVH Hungary)

Ongoing Projects

- **CWG Anti-Cartel Enforcement Manual (ACEM)**
  - Potential update of the Digital Evidence Gathering chapter to incorporate AI, scoped with the ICN Technologists Group – updated chapter 2027
  - Update of the Cartel Awareness, Outreach and Compliance chapter, last updated in 2012, updated chapter 2027

- **CWG co-chairs**
  - Canada CB - pierre-yves.guay@cb-bc.gc.ca
  - Japan JFTC - icn-cartels@jftc.go.jp
  - India CCI - ashutosh@cci.gov.in
  - Hungary GVH - horvath.botond@gvh.hu

New Project Outputs

- **Stocktaking of MWG work products (FNE, Chile)**
  - Review of past MWG work products to identify Recommended Practices, workbook chapters or other documents worth updating, and topics not yet addressed, while improving awareness and use of MWG outputs among members and NGAs
  - First draft to co-chairs October 2026; draft to members January 2027; exploratory initiatives with members and NGAs April–May 2027; written report to the Steering Group July 2027
- **MWG webinar on emerging merger control regimes (GAC, Saudi Arabia)**
  - Practical challenges and solutions for emerging and developing regimes: notification thresholds, case prioritisation, investigative tools, economic analysis, cooperation and implementation of ICN work products
  - Call for speakers Q3 2026 – Webinar November 2026
- **MWG webinar on mergers in pharmaceutical markets (FNE, Chile and CNMC, Spain)**
  - Challenges and alternative analytical tools, including anonymous surveys of physicians, analysis of internal documents, on-site visits and hedonic price estimation
  - Webinar March 2027

Ongoing Projects

- **Update of the "ICN Recommended Practices" chapter on the Use of Market Shares: Thresholds & Presumptions** *(Autorité de la concurrence, France)*
  - Year 2 of 2 – first written consultation with agencies September–October 2026; second consultation with agencies and NGAs December 2026 – February 2027
  - Final consultation April 2027; updated chapter to be approved by the Steering Group by the 2027 Annual Conference
- **Report on Tools and practices for effective and timely management of merger cases** *(Competition Commission of Mauritius)*
  - Year 2 of 2 – second consultation held July 2026; final draft submitted September 2026
  - Written report to be finalised in 2026
- **Preparation of the 2027 Merger Workshop** *(CNMC, Spain)*
  - Call for expressions of interest to host extended until September 22, 2026
  - Proposed host submitted to the ICN Steering Group in October 2026; workshop tentatively October–November 2027

MWG co-chaired by: Autorité de la concurrence (France), Comisión Nacional de los Mercados y la Competencia (Spain), General Authority for Competition (Saudi Arabia), Fiscalía Nacional Económica (Chile)

Unilateral Conduct Working Group

New Project Outputs

New chapter on remedies and commitments in the UCWG Workbook:

- Practical guidance on the design, implementation and monitoring of structural and behavioural remedies in traditional and digital markets (led by AGCM Italy) – outline consultations December 2026 and March 2027 and discussion at AC 2027; chapter delivered by AC 2028

Upcoming webinars

- Exploitative abuses, including excessive pricing
- Unilateral conduct in regulated sectors and its intersection with other policy goals such as data protection, privacy, national security, economic resilience and IP

Unilateral Conduct Working Group

Ongoing Projects

- **Final update of the 'Chapter on Exclusive Dealing' in the UCWG Handbook** (led by the Swedish Competition Authority) – anticipated delivery before the end of 2026
- **Report on evidence used in the enforcement against unilateral conduct** (led by DG COMP) – first draft expected in Q4 2026

Recently approved

- **Stocktaking of existing UCWG work products** (led by the Swedish Competition Authority)

Co-chairs:

- Swedish Competition Authority (KKV) – UCWG@kkv.se
- European Commission (DG COMP) – COMP-ICN-UCWG@ec.europa.eu
- Italian Competition Authority (AGCM) – federica.manca@agcm.it; michele.pacillo@agcm.it

International Competition Network

Steering Group Projects and ICN Frameworks

Special Project on Food and Agriculture Markets

- **Strategic Goals**
  - Develop the knowledge base; strengthen capacity; encourage monitoring and market studies; encourage co-operation; identify areas for advocacy.
- **2026-27: final year of the Special Project**
  - The group will formally close after delivering its final outputs, and will work with the ICN working groups to carry its findings forward.
- **Co-chairs:**
  - Khalirendwe Ranenyeni — khalirendwer@compcom.co.za
  - Hlumani Mandla — hlumanim@compcom.co.za
  - Precious Mathibe — preciousm@compcom.co.za
  - Ninette Mwarania — nmwarania@cak.go.ke
  - Rosebela A. Oiro — roiro@cak.go.ke
- **Dedicated ICN webpage**:
  - https://www.internationalcompetitionnetwork.org/working-groups/icn-operations/icn-special-project-on-competition-in-food-and-agriculture-markets/

Special Project on Food and Agriculture Markets

- **Project 1: Sector review reports – poultry sector and global commodity traders**
  - Two in-depth sub-sector reviews of concentration and competition concerns, informed by case studies, inquiries and the group's 2024 survey; second draft review and final reports for Steering Group approval December 2026.
- **Project 2: Showcase of the Special Project's final work outputs**
  - Webinar in March 2027 featuring the finalised outputs, including the price monitoring toolkit and the two sector reviews, with a possible closing presentation at the 2027 Annual Conference.
- **Project 3: Partnership with the ICN working groups**
  - Integrating the project's findings and recommendations into working group projects across four themes: advocacy for pro-competitive food policy reform; cross-border merger and cartel enforcement; agency capacity building; improving access to data.

ICN Technologist Group (ICNTG)

- Four interest groups drive the ICNTG programme:
  - Interest Group 1 — use of AI, including governance and agentic workflows
  - Interest Group 2 — forensic analysis and detection tools
  - Interest Group 3 — algorithmic collusion
  - Interest Group 4 — impacts and opportunities of technology and AI for markets and for technologist
- Report on member agencies' use of technology and AI in their work, drawing on the interest groups and community engagement — April 2027
- Events:
  - "*Driving Impact Through Technologist Capabilities: A Senior Leadership Conversation*" – webinar on 12 November
  - ICN Technologists Forum — in person, April 2027
- Contact:
  - 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:
  - Cooperation Checklist – lessons learnt and advice on how to make cooperation more effective
  - Hypothetical scenarios on enforcement cooperation (mergers, cartels, unilateral conduct, cooperation frameworks) for use in ICN workshops and in-house training
  - Second consultation with members and NGAs from mid-September 2026; both products presented at the 2027 Annual Conference
- Contact details:
  - Portugal AdC: catarina.tourais@concorrencia.pt
  - Hungary GVH: international@gvh.hu
  - Greece HCC: mchamilou@epant.gr
  - Italy AGCM: michele.pacillo@agcm.it
  - US FTC: scouper@ftc.gov

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

CAP Projects 2026-27

1. Updating templates: encouraging CAP signatories to reaffirm their commitment, and seeking new signatories to the CAP
2. Webinar (10 November):Navigating Antitrust Investigations - Balancing Defense Rights with Procedural Efficiency
   In cooperation with NGA Liaison, targeting NGA audiences
3. Guidance document on best practices for counsel interacting with agencies

Co-chairs: Germany BKartA, US DOJ, Poland UoKiK

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ICN Events

Chief and Senior Economist Workshop

- **Date:** 3–5 March 2027
- **Venue:** Sun City, South Africa
- **Host:** Competition Commission of South Africa

- Consultation on topics and call for presentations: winter 2026 / spring 2027
- The workshop facilitates the sharing of knowledge and best practices among chief and senior economists working at competition agencies
- Updated information will be circulated by the host and the Secretariat during the year

CWG 2027 Workshop

Budapest, 21–24 September 2027

- Hosted by the Hungarian Competition Authority (GVH) in Budapest
- The Cartel Workshop (3 days) will be preceded by a one-day Digital Forensics Workshop
- Member agencies and NGAs have already provided areas of focus they wish to see discussed at the Workshop
- Workshop details will be published on the website in January/February 2027
- Expressions of interest for speaker and moderator roles will be sought in January/February 2027
- We encourage the participation of NGAs at the Workshop

ICN Annual Conference 2027



International Competition Network

Thank you

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