

AGENCY EFFECTIVENESS WORKING GROUP 2010-2011 WORK PLAN

1. Mission of the Working Group

The mission of the Agency Effectiveness Working Group (AEWG) is to identify key elements that contribute to successful capacity building and competition policy implementation in developing and transition economies, within the primary focus of the AEWG, which is effectiveness of competition agencies.

The AEWG is given the mandate to examine a variety of factors determining the ability of competition agencies to achieve their objectives in an efficient and effective way.

2. Organisation

The co-chairs of the AEWG are Brazil's Council for Economic Defence and the Turkish Competition Authority.

In 2009-2010, the AEWG started the development of the first two chapters of the "Competition Agency Practice Manual" (Manual). As a result, the AEWG members were involved in two projects:

1. "Strategic Planning and Prioritisation (SPP)" - project leader: DG-COMP;
2. "Effective Project Delivery (EPD)" - project leaders: Mexico, Pakistan and the Netherlands.

For 2010-2011, the EPD project will continue, in order to conclude the Effective Project Delivery chapter.

Another project will focus on the development of a new chapter of the Manual ("Human Resource Management" or "Knowledge Management"). This project's leader(s) will be chosen by the members of the AEWG.

NGAs participate in the AEWG projects as peer reviewers.

3. Goals

The medium-term objective¹ for the AEWG is to establish a first version of a comprehensive Manual. This Manual intends to cover six themes:

- Strategic planning and prioritisation;
- Effective project delivery;
- Effective knowledge management;
- Ex-post evaluation;

¹ See the AEWG Long-Term Strategic Plan

- Human resource management;
- Communication and accountability.

At this stage, the AEWG is editing the final version of the SPP chapter. The EPD chapter is behind the schedule because there were some difficulties gathering information to enrich the chapter. In order to overcome these difficulties, this chapter will be the focus of one of the break-out sessions of the Agency Effectiveness Panel in the ICN Annual Conference in Istanbul. Thus, this chapter will be submitted to the 2011 Annual Conference.

Initially, there were planned two themes for the 2010-11 period: Human Resource Management and Knowledge Management. However, the experience of drawing up the first two chapters of the Manual highlighted the need to review the delivery schedule of the remaining chapters, in order to involve as many agencies in the process as possible, with the aim of producing a high quality and representative material, without overloading project participants.

Hence, the goals of the AEWG for 2010-11 are:

- A. Finishing the EPD Chapter;
- B. Preparing the next chapter of the Manual (Human Resource Management or Knowledge Management); and
- C. Publishing the SPP chapter and getting feedback from members of the ICN (and making the necessary adjustments).

These goals will contribute to the achievement of the AEWG's objectives. The development of each chapter leads to a discussion within the agencies about their practices, allowing them to identify their strengths and weaknesses, risks and opportunities.

The guidelines contained in the Manual are meant to disseminate good practices for a more effective intervention, in order to promote and protect competition, increasing the effectiveness and the efficiency of ICN member agencies.

In addition, UK OFT will host a workshop for heads of agencies in London on 12-13 July 2010. This workshop is intended to follow on the highly successful workshop hosted by the European Commission in January 2009, exploring in more depth the issues of culture, people and knowledge management, and leadership and succession.

4. Project Description

As mentioned in item 2, during the 2010-11 period the AEWG will focus on two projects: 1) EPD project; and 2) the development of a new chapter of the Manual.

The EPD project consists of the examination of tools and techniques for optimal case management, exchange of good practices on internal quality control mechanisms and on institutional and organisational solutions ensuring compliance with agency decisions.

The main topics of the EPD chapter are:

1. Introduction to effective project delivery
2. Chapter structure and scope
3. The link between project management and the strategy planning process
4. The need for project management in effective project delivery
5. Step-by-step project management for competition authorities
6. Monitoring and evaluation of projects
7. Recommendations and conclusions for Efficient Project Delivery

As already mentioned, the next chapter of the Manual will focus on one of these two themes: “Human Resource Management” or “Knowledge Management”.

The “Effective Knowledge Management” chapter aims to focus on how agencies should invest in knowledge, what kind of research activity they should undertake, and how to ensure that knowledge is retained.

The “Human Resource Management” chapter aims to address what HR strategy agencies should develop, including the recruitment, retention and motivation of agency staff.

The AEWG will follow the methodology used during the preparation of the SPP chapter.

5. Evaluation

To evaluate success of the AEWG, the main indicators related to general project management are:

- Participation by members and NGAs
- Compliance with the proposed schedule

To identify if the guidelines are meeting the needs of ICN members, the main indicator is the feedback received from ICN members.

To measure the effectiveness of its work, the AEWG will prepare a methodology to check the impact of guidelines in the agencies’ routines.

6. Implementation

After the approval of the final version of the SPP chapter, the AEWG will start promoting use of its guidance.

The AEWG will circulate this first chapter of the Manual by e-mail and provide it on the ICN page on the internet.

7. Time line

For 2010-2011, the AEWG proposes to proceed in the following manner upon approval by the Steering Group:

April 2010	Annual ICN Conference approves the work programme of the AEWG for 2010-11 and the long term plan.
April 2010	Annual ICN Conference approves the final version of the first chapter of the Manual (SPP chapter).
April 2010	The EPD Chapter is the theme of one of the break-out sessions of the Agency Effectiveness Panel during the ICN Annual Conference.
May 2010	Conference Call to discuss which chapter will be the focus of the 2010-11 period (“Knowledge Management” or “Human Resource Management”) and to choose the project leader.
May 2010	The AEWG members chose the theme and the project leader for the next chapter.
June 2010	The project leader elaborates on a more detailed project plan for the next chapter (“Knowledge Management” or “Human Resource Management”), identifying methodology and events to be organised in the course of the year.
June 2010	Conference call to discuss project plan for the next chapter and encourage NGA solicitation.
June 2010	Final work plan and style guide for the next chapter circulated.
July 2010	Conference call to discuss allocation of tasks. Call for interest to volunteer drafters and peer reviewers to carry out specific tasks.
July 2010	Allocation of tasks for the next chapter.
July 2010	Agency heads discuss the issues of people and knowledge management within competition authorities during the second Agency Effectiveness Workshop in London.
July – August 2010	Drafting on the next chapter.
July – August 2010	Conference call to discuss the issues raised during the workshop in London and their impact on the work plan for the next chapter.
September 2010	Drafts of the next chapter to be submitted for peer review. Drafts circulated to all members for voluntary comments.
September 2010	Peer review and voluntary comments about next chapter.
October 2010	Conference call to discuss peer reviewed drafts of next chapter. Peer reviewed drafts sent for final editing and formatting
October 2010	The final version of the EPD chapter is delivered.
November 2010	Final editing and formatting of drafts consolidating the three first chapters of the Manual.
December 2010	Deliverables circulated for final comments
December 2010	Final comments on deliverables.
January 2011	SPP chapter submitted for ICN members’ feedback in order to identify if the guidelines are meeting their needs.
January 2011	Conference call to discuss the development of the following chapters/review the long term plan.
January 2011	Conference call to discuss the received feedback on the SPP chapter.
February 2011	On the basis of the reactions received, adjust the SPP chapter.
May 2011	Submit deliverable to ICN conference.

*Periodic telephone conference calls will be organised as appropriate.

8. Past Work Product

Effectiveness of the competition agencies is the primary focus of the AEWG, which was previously named Competition Policy Implementation Working Group (CPIWG)². It aims to focus on various aspects contributing to efficient and effective enforcement of competition rules, such as institutional and operational characteristics of competition agencies, and to enable exchange of experience among the ICN members.

Until 2008-9, the AEWG engaged in gathering information and data concerning agencies' activities in order to identify the most important issues that may impact effectiveness.

After analyzing the gathered information, the medium-term objective for the AEWG was established. The objective is to develop a comprehensive Manual (See above for the themes that the Manual is intended to include).

The Manual will provide "practical guidance" for agencies. This guidance will be based on ICN member experience and other relevant information. The AEWG will present the chapter on "SPP" for the 2010 Annual Conference.

² Following the ICN Steering Group decision on 13 May 2009, the CPIWG changed its focus to agency effectiveness. Accordingly, the new mandate of the CPIWG changed the title of the working group to AEWG. See in this respect the reports prepared by the CPIWG in 2008 and 2009, and the summary report on the effectiveness seminar held in Brussels in January of 2009.