

# International Cooperation and Capacity Building

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# Positive Trend: More Emphasis on Institutional Design & Implementation

- Recognition that Institutional Arrangements Deeply Influence Substantive Policy Results
- Fundamental Importance of Capability
  - Impossible to ask *what* an agency should do without considering *how* it will do it?

# Overview

- Capacity Building: Major Focal Points
- Role of International Cooperation
- Caveat: Personal Views

# Foundations of Capacity

- Competition Authority
- Collateral Institutions
  - Courts
  - Sectoral regulators
  - Academic institutions
  - Professional societies
  - Trade associations

# Capacity Building: Focal Points Inside the Competition Agency

- Strategy: Setting Goals, Priorities, Programs
- Organization
- Operating and Management Processes
- Human Resources
- Relations with Government Institutions
- Relations with Relevant Publics
- Performance Standards and Evaluation

# Strategy

- Clear Definition of Objectives
  - Internal deliberations and external consultations
- Conscious Process to Choose Priorities
  - Which outlays will yield the best returns?
  - Diversified portfolio
- Selecting Programs that Mirror Priorities
  - Match commitments to capabilities
  - Problem-solving orientation: Enforcement, advocacy, research, education

# Organization

- Aim: Support Attainment of Agency Goals
  - Does organization correspond to strategy?
- Secretariat
- Legal Services
- Economists
- Operating Units

# Operating and Management Processes

- Quality Control
- Investments in Information Technology
- Budgeting Process: Link Outlays to Priorities
- Internal Communication
- Ethics
- Safeguards for Sensitive Information



# Human Resources

- Recruitment
  - Links to academic community and alumni
- Professional Development and Training
- Investments in Building Knowledge: R&D
- Information Management
  - Electronic data sets
  - Capital budget: Investments in technology

# Relations with Other Government Institutions

- Legislature
- Sectoral Regulators
- Significant Other Ministries
- Political Subdivisions
- Means
  - Formal (MOUs) and Informal networks
  - Routine consultation: e.g., working groups

# Relations with External Publics

- Communications Strategy
  - New and old media
- Public Consultations
- Special Interest Groups
- Major Decision: Who Speaks for the Agency?

# Performance Standards and Evaluation

- Defining Performance Standards
- Evaluating Programs According to Standards
  - Measuring program outcomes
  - Assessing operational efficiency

# International Resources

- Extensive Accumulated Experience
- Increasing Attention to Implementation
- Important Refinements of Means for Capacity Building

# Role of International Cooperation in Building Capacity

- Setting Strategy
- Dealing with Political and Social Environment
- Conceptual Framework
- Practical Knowhow
- Developing Physical Infrastructure
- Proving Access to Knowledge
- Assistance on Projects of Mutual Interest

# Model of Engagement: Three Levels

- Agency Leaders and Managers
- Case Handlers
- Non-Government Bodies

# International Cooperation Means

- Large Multilateral Networks: E.g., ICN, OECD
- Regional Networks
- Bilateral Agreements
- Context-Related Networks: e.g., BRIC
- Non-Government Networks
- Ad Hoc Events: E.g., Fordham Workshop
- Secondments: e.g., FTC Safeweb Program



# Characteristics that Predict Success

- Mix of Views from Older and Newer Agencies
- Careful Attention to Initial Conditions
- Long-Term Engagement

# Concluding Thoughts: Toward a Custom of Periodic Assessment

- Cumulative Nature of Policy Development
- Advantage of Superior Regulatory Design
  - Need for upgrades in statutes, organization?
- Respond to New Learning, Industry Trends
- Maintaining and Disclosing Data Sets on
  - Program activities: e.g., cases
  - Operational effectiveness