

# ICN Merger Working Group



## Questionnaire to ICN Members

*to Assess ICN Merger Working Group Work Product and Future Needs*

### I. Introduction

**Purpose of Questionnaire:** As one of its top priorities for this year, the ICN Merger Working Group (MWG) is conducting a comprehensive assessment of its work product and ICN membership needs. The purpose of this survey is to gather information from ICN members that will assist the MWG in the following areas:

- assessing the use and impact of its work product and other activities;
- identifying potential barriers to work product use or implementation; and
- evaluating new areas of work that would assist ICN members in making merger review more effective.

In completing this questionnaire, we request that members consider all aspects of their merger regime, including the establishment and revision of merger notification and review procedures, as well as the review and analysis of individual mergers. The MWG will analyze the information gathered in the survey to assess the MWG's past initiatives, consider appropriate areas of future work, and review its Long-Term Plan. We very much welcome your input, and thank you for taking the time to complete this questionnaire.

**Questionnaire responses are requested by October 1, 2010.**

**Use of Questionnaire Responses:** The MWG will consider all information received in conducting its assessment. At the conclusion of the assessment, the MWG will report on its findings, including those based on the results of this survey. The MWG plans to report on the responses received primarily on an aggregate basis. However, the MWG may, in some cases, wish to report individual responses or report results in such a way that it may be possible to identify the responding agency or jurisdiction.

If there are any responses provided by you that you wish to be reported only in an aggregate or non-attributable manner, please indicate the relevant question numbers in the space below:

Even though our Competition Act dates back to 1973 (Decree Law 211 of 1973 and its amendments), the current system was adopted in 2004 (by an amendment introduced by Law N° 19.911 of November 14th 2003), by which the "Commissions" were replaced by the Competition Tribunal (TDLC) and several other substantive provisions were reformed. Therefore, our statistics have only considered a period of six years of merger control activities (2004-2009), with the exception of the answer for section II.3.a

### II. About Your Authority

1. Name and jurisdiction
  - a. Name of Authority: Fiscalía Nacional Económica or "FNE" (or National Economic Prosecutor's Office)
  - b. Jurisdiction: Chile
2. Contact person at your authority regarding this questionnaire response
  - a. Contact Name: Camila Ringeling; Marcia Pardo; Fernando Araya
  - b. E-mail Address: cringeling@fne.gob.cl; mpardo@fne.gob.cl; faraya@fne.gob.cl
3. Merger review at your authority
  - a. For how many years has your authority conducted merger review? *Select one.*
    - 0-5 years
    - 6-10 years
    - 11-20 years
    - More than 20 years
    - Authority does not conduct merger review
    - Other *Please specify:*

## ICN Merger Working Group Questionnaire

- b. How many personnel at your authority, such as those listed in Question 11.c below and excluding administrative support personnel, work on merger review? *Select one.*

- 0-5  
 6-10  
 11-20  
 21-50  
 51-100  
 More than 100

- c. What type of merger notification system, if any, is in place in your jurisdiction? *Select one.*

- Mandatory notification system  
 Voluntary notification system  
 No merger notification system  
 Other *Please specify:*

- d. How many merger transactions were notified in your jurisdiction in 2008?

2

In 2009?

8

- e. How many in-depth or second phase merger reviews did your authority initiate in 2008?

The FNE has not adopted so far a system in which merger control clearly separates two phases, we are currently reviewing our horizontal guidelines and may look further into this issue. However, we have identified operations where a more in-depth analysis has been required, and hence either parties or the FNE brings the case before the Competition Tribunal (TDLC). Therefore, it may be said that a First phase case is started by the FNE ex officio when potential risks of a merger are identified and should be analysed, and a Second Phase case will take place when either the FNE or parties bring the case before the Competition Tribunal which will perform a depth analysis and issue a formal ruling. The statistics herewith were gathered following the mentioned criteria. In 2008 there were 0 in-depth or second phase merger reviews.

In 2009?

1

- f. Does your authority: *Select all that apply.*

- Make merger decisions subject to merits appeal  
 Make merger decisions subject to judicial appeal  
 Bring merger cases in court  
 Make merger decisions on the recommendation of a minister  
 Conduct only first phase investigations  
 Conduct only second phase investigations

III. ICN MWG Work Product

4. In the table below, please respond "Y" (for Yes) or "N" (for No) in the boxes under A, B, C, and D to indicate your use and assessment of the MWG product listed.

ICN Merger Working Group Work Product	A. Is your authority familiar with this work product? (Y/N)	B. Has your authority used this work product in your merger review regime? (Y/N)	C. Has this work product contributed to any changes in your merger review regime? (Y/N)	D. Does your authority plan to use or reference this work product in the future? (Y/N)
a. <a href="#">Recommended Practices for Merger Notification and Review Procedures</a>	N	N	N	Y
b. <a href="#">Recommended Practices for Merger Analysis</a>	Y	Y	Y	Y
c. <a href="#">Merger N&amp;P Implementation Handbook</a>	Y	N	N	Y
d. <a href="#">Merger Guidelines Workbook</a>	Y	Y	Y	Y
e. <a href="#">Investigative Techniques Handbook</a>	N	N	N	N
f. <a href="#">Merger Remedies Report</a>	Y	Y	Y	Y
g. <a href="#">Model Confidentiality Waiver</a>	N	N	N	Y
h. <a href="#">Merger Templates and Web Links</a>	N	N	N	Y
i. Reports on Merger Notification and Procedures:				
• <a href="#">Information Requirements for Merger Notification</a>	N	N	N	N
• <a href="#">Defining "Merger" Transactions for Purposes of Merger Review</a>	N	N	N	Y
• <a href="#">Setting Notification Thresholds for Merger Review</a>	N	N	N	N
• <a href="#">Comparative Study of Merger Notification Filing Fee Systems</a>	N	N	N	N

## ICN Merger Working Group Questionnaire

5. With respect to your use of MWG work product as indicated in Question 4 above, can you provide any specific examples of how you have used or promoted MWG work product within your agency (e.g. use of work product in formulating merger policy or procedures, use of work product in internal training, or use by case handlers in the course of merger investigations)?

The work product has been used by case handlers in the course of merger investigations and has been used as a reference when drafting and revising our internal guidelines.

6. Have you used any MWG work product outside the authority (e.g. with legislators, sector regulators, courts, the business community, the private bar/legal community, consumers, or the public), and if so, how? Did you find the MWG work product useful?

No

7. With respect to any instances in which MWG work product has contributed to changes in your merger review regime as indicated in Question 4 above, please provide a brief summary of the changes made and how MWG work product contributed to the change.

The changes made were the drafting of internal merger guidelines and standardizing merger control procedures. The ICN work product served as an important source for these improvements.

8. Which MWG work products or types of work product (e.g. Recommended Practices; handbooks, workbooks, or other practical guidance; comparative reports; teleseminars; workshop discussions; etc.) have you found to be most useful and why? Has this changed over time?

Recommended practices and handbooks have been the most helpful since they can be more easily used by case handlers and staff. Workshops are also very useful. Further efforts should be made by us internally in order to disseminate the knowledge and insights of the workshops, and MWG work products.

9. Barriers to implementation or use of MWG work product

- a. Are there any formal or informal barriers to your authority's implementation or use of any MWG work product?

Yes     No

- b. If Yes, what are they? *Select all that apply.*

Legal (e.g. implementation of work product would require a change in law)

Unfamiliarity (e.g. lack of understanding or familiarity with the work product by case handlers or other personnel)

Language (e.g. work product is not accessible to non-English speaking personnel)

Relevance (e.g. work product is not relevant to your issues or needs)

Resources (e.g. implementation or use of work product is not a current priority given agency resources)

Other *Please specify:*

- c. Are there ways in which the MWG could assist in removing barriers to your authority's use or implementation of MWG work product? If so, how?

No, the main barrier is legal, we have no compulsory notification system and thus, many of the ICN merger work products are not applicable to our system.

10. Are there ways in which the MWG could more effectively promote awareness and use of any of its work product? If so, how?

In our opinion ICN promotes the use of its work product quite well, more teleseminars, articles and newsletters are always useful tools for promoting awareness.

## IV. Other Merger Working Group Activities

11. ICN Merger Workshops

- a. Have representatives from your authority participated in ICN Merger Workshops?

Yes     No

## ICN Merger Working Group Questionnaire

If No, go to question 11.f below.

- b. Which ICN Merger Workshops has your authority participated in? *Select all that apply.*
- November 2002 workshop in Washington D.C.
  - October 2004 workshop in Brussels
  - March 2006 workshop in Washington D.C.
  - April 2007 workshop in Dublin
  - June 2007 workshop in Pretoria
  - March 2008 workshop in Brno
  - March 2009 workshop in Taipei
- c. What types of officials at your authority have participated in ICN Merger Workshops? *Select all that apply.*
- Head of agency
  - Head of mergers or merger units
  - Merger case handlers (including lawyers/economists)
  - Lawyers who are not case handlers
  - Economists who are not case handlers
  - Policy staff
  - International staff
  - Other:

- d. What has your authority found most beneficial about the ICN Merger Workshops that your officials have attended?

We found that the discussion of hypothetical cases was very illustrating and helpful. It is a great opportunity to learn and share our experiences with other agencies. We also benefited a great deal from presentations and we are still using the work product developed by the working groups as a reference when analysing a case.

- e. Are there ways in which ICN Merger Workshops could be improved to provide greater benefits to members?

Each attendant could bring real cases from its jurisdiction to the workshops in order to discuss the difficulties encountered and the solutions applied.

- f. Should the MWG continue to conduct merger workshops?

Yes    No

- g. What topics would be most useful to address in future workshops?

It would be interesting to address in more detail the potential risks that arise from a specific type of merger and /or specific market and the remedies applicable.

### 12. MWG teleseminars

- a. Have representatives of your authority participated in either of the following MWG teleseminars? *Select all that apply.*

- Merger Remedies (February 10, 2010)
- Tools for Change (April 13, 2010)

If your authority did not participate in any MWG teleseminars, go to question 12.e below.

**ICN Merger Working Group Questionnaire**

- b. What types of officials at your authority have participated in MWG teleseminars? *Select all that apply.*
  - Head of agency
  - Head of mergers or merger units
  - Merger case handlers (including lawyers/economists)
  - Lawyers who are not case handlers
  - Economists who are not case handlers
  - Policy staff
  - International staff
  - Other:
  
- c. What has your authority found most beneficial about the teleseminars in which your officials participated?
  
- d. Are there ways in which MWG teleseminars could be improved?
  
- e. Should the MWG continue to conduct teleseminars?
  - Yes     No
- f. What topics would be most useful to address in future teleseminars?
  - New developments in Merger Remedies

13. Web-based tools

- a. How often does your authority use the MWG section of the ICN website? *Select one.*
  - Less than once a month
  - 1-3 times a month
  - More than 3 times a month
  
- b. Are there ways in which the MWG section of the ICN website could be improved? If so, how?
  
- c. Are there any additional Web-based tools (e.g. webinars, other Web-based training tools, an online discussion forum, etc.) that the MWG should explore to better serve member needs?

**V. Member Needs and Future Direction of MWG Work**

14. Indicate your authority's interest in further MWG work in each of the following areas:

	Very Interested	Interested	Not Interested
<b>a. Update or supplement existing MWG work product</b>			
Possible projects:			
1) Review and update <a href="#">Recommended Practices for Merger Notification and Review Procedures</a>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2) Explore potential for additional <a href="#">Recommended Practices for Merger Analysis</a> covering topics such as efficiencies, non-horizontal mergers, or analysis of merger remedies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Supplement <a href="#">Investigative Techniques Handbook</a> to include new material covering topics such as investigation of remedies or use of digital evidence in merger investigations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

ICN Merger Working Group Questionnaire

	Very Interested	Interested	Not Interested
4) Update <a href="#">Merger N&amp;P Implementation Handbook</a> to include new information on RP implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5) Update <a href="#">Merger Guidelines Workbook</a> to update illustrative cases or reflect the latest developments in ICN members' merger guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Review and update reports on merger notification issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7) Other <i>Please specify:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very Interested	Interested	Not Interested
<b>b. Undertake additional efforts to promote familiarity, implementation, and use of existing MWG work product</b>			
Possible mechanisms:			
1) ICN-wide merger workshops	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2) Regional ICN merger workshops	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3) Teleseminars highlighting or focusing on specific MWG work product	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4) Web-based training efforts, such as through outreach with the <a href="#">ICN Curriculum Project</a>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Individual member outreach, such as through outreach with <a href="#">AISUP</a>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6) Develop materials designed to promote implementation and use of existing work product (e.g. training materials, implementation handbooks, voluntary self-assessments, etc.)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7) Other <i>Please specify:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very Interested	Interested	Not Interested
--	-----------------	------------	----------------

<b>c. New work product</b>			
Possible areas of focus:			

ICN Merger Working Group Questionnaire

	Very Interested	Interested	Not Interested
1) Investigative techniques. <i>E.g.:</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Use of compulsory requests</li> <li>• Obtaining and using electronic evidence</li> <li>• Obtaining information without undue burden</li> <li>• Interviewing techniques</li> <li>• Investigating mergers efficiently within governing time constraints</li> <li>• Assessing compliance with notification rules and compulsory requests</li> <li>• Interaction with sector regulators with a concurrent merger review role</li> </ul>			
If you selected Very Interested, what topics would be most useful?			
Investigating mergers efficiently within governing time constraints			
If you selected Very Interested, what types of new work would be most useful? <i>Select all that apply.</i>			
<input checked="" type="checkbox"/> New RPs			
<input checked="" type="checkbox"/> Handbooks or workbooks			
<input checked="" type="checkbox"/> Reports			
<input checked="" type="checkbox"/> Teleseminars			
<input checked="" type="checkbox"/> Workshop discussions			
<input type="checkbox"/> Other <i>Please specify:</i>			

	Very Interested	Interested	Not Interested
2) Merger notification and procedure issues. <i>E.g.:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>• Timing and timetables for merger review</li> <li>• Use of exemptions from merger notification</li> <li>• Criteria used in merger notification such as calculation of turnover and other measurement tools</li> <li>• Defining joint ventures and calculating turnover for purposes of notification rules</li> <li>• Procedures for third party participation in merger review</li> <li>• Initial notification requirements</li> </ul>			
If you selected Very Interested, what topics would be most useful?			
If you selected Very Interested, what types of new work would be most useful? <i>Select all that apply.</i>			
<input type="checkbox"/> New RPs			
<input type="checkbox"/> Handbooks or workbooks			
<input type="checkbox"/> Reports			
<input type="checkbox"/> Teleseminars			
<input type="checkbox"/> Workshop discussions			
<input type="checkbox"/> Other <i>Please specify:</i>			



	Very Interested	Interested	Not Interested
3) Merger analysis: general. <i>E.g.:</i> <ul style="list-style-type: none"> <li>• Conducting merger analysis during initial phase</li> <li>• Conducting in-depth analysis of particular issues in potentially problematic mergers</li> <li>• Merger analysis issues arising in particular sectors or particular types of mergers.</li> </ul> If you selected Very Interested, what topics would be most useful? Merger analysis issues arising in particular sectors or particular types of mergers. If you selected Very Interested, what types of new work would be most useful? <i>Select all that apply.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> New RPs <input checked="" type="checkbox"/> Teleseminars <input checked="" type="checkbox"/> Handbooks or workbooks <input checked="" type="checkbox"/> Workshop discussions <input checked="" type="checkbox"/> Reports <input type="checkbox"/> Other <i>Please specify:</i>			

	Very Interested	Interested	Not Interested
4) Merger analysis: economic analysis issues. <i>E.g.:</i> <ul style="list-style-type: none"> <li>• Use and analysis of economic and econometric data in assessing mergers</li> <li>• Latest developments in economic analysis of mergers</li> </ul> If you selected Very Interested, what topics would be most useful? Latest developments in economic analysis of mergers. If you selected Very Interested, what types of new work would be most useful? <i>Select all that apply.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> New RPs <input checked="" type="checkbox"/> Teleseminars <input checked="" type="checkbox"/> Handbooks or workbooks <input checked="" type="checkbox"/> Workshop discussions <input checked="" type="checkbox"/> Reports <input type="checkbox"/> Other <i>Please specify:</i>			

ICN Merger Working Group Questionnaire

	Very Interested	Interested	Not Interested
5) Merger remedy issues. <i>E.g.:</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Assessing potential remedies</li> <li>• Monitoring and ensuring compliance with remedies</li> <li>• Use of trustees, etc.</li> </ul>			
If you selected Very Interested, what topics would be most useful?			
Assesing potential remedies.			
If you selected Very Interested, what types of new work would be most useful? <i>Select all that apply.</i>			
<input checked="" type="checkbox"/> New RPs		<input checked="" type="checkbox"/> Teleseminars	
<input checked="" type="checkbox"/> Handbooks or workbooks		<input checked="" type="checkbox"/> Workshop discussions	
<input type="checkbox"/> Reports		<input type="checkbox"/> Other <i>Please specify:</i>	

	Very Interested	Interested	Not Interested
6) Organizational issues. <i>E.g.:</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Mechanisms that agencies have found useful in conducting more efficient or effective merger review</li> <li>• Directing a merger review organization and its resources</li> <li>• Engaging the parties and addressing their arguments</li> <li>• Promoting a transparent process</li> <li>• Establishing procedures to protect confidentiality of submissions</li> </ul>			
If you selected Very Interested, what topics would be most useful?			
If you selected Very Interested, what types of new work would be most useful? <i>Select all that apply.</i>			
<input type="checkbox"/> New RPs		<input type="checkbox"/> Teleseminars	
<input type="checkbox"/> Handbooks or workbooks		<input type="checkbox"/> Workshop discussions	
<input type="checkbox"/> Reports		<input type="checkbox"/> Other <i>Please specify:</i>	

ICN Merger Working Group Questionnaire

	Very Interested	Interested	Not Interested
7) Agency coordination in multi-jurisdictional mergers. <i>E.g.:</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Procedural coordination</li> <li>• Coordination on substantive issues</li> <li>• Information sharing while protecting confidentiality concerns</li> <li>• Coordination to avoid inconsistent remedies</li> </ul>			
If you selected Very Interested, what topics would be most useful?			
If you selected Very Interested, what types of new work would be most useful? <i>Select all that apply.</i>			
<input type="checkbox"/> New RPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Handbooks or workbooks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Teleseminars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Workshop discussions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Other <i>Please specify:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very Interested	Interested	Not Interested
8) External review of merger decisions. <i>E.g.:</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Issues arising on judicial review and appeals</li> <li>• Strategies for conducting investigations to minimize potential issues in external review</li> </ul>			
If you selected Very Interested, what topics would be most useful?			
If you selected Very Interested, what types of new work would be most useful? <i>Select all that apply.</i>			
<input type="checkbox"/> New RPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Handbooks or workbooks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Teleseminars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Workshop discussions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Other <i>Please specify:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very Interested	Interested	Not Interested
9) Effective outreach. <i>E.g.:</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Communicating effectively on merger review issues with the private bar, judiciary, sector regulators, and other government officials</li> </ul>			
10) Development of training tools. <i>E.g.:</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Developing new training materials for in-house member use or posting on the MWG Web page</li> <li>• Posting of workshop materials on the MWG Web page</li> <li>• Collecting examples of member training materials</li> </ul>			
11) Conducting teleseminars to share information on new or emerging issues in merger review	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) Case studies. <i>E.g.:</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
through discussion in teleseminars or workshops, a collection of significant cases or other forms of exchange.			

---

	Very Interested	Interested	Not Interested
13) Please suggest other areas for new work not already mentioned in which your authority is very interested: Techniques for development of thresholds for small economies			

---

15. Which option would you prioritize first? *Select one.*

- Developing new work product
- Promoting familiarity, implementation, and use of existing work product
- Updating existing work product

16. What future MWG work would be most useful to your authority?

Latest developments for merger analysis and investigative techniques

## VI. MWG Participation and Performance

17. Which of the following MWG activities has your authority participated in? *Select all that apply.*

- MWG calls
- Input on MWG Recommended Practices (drafter, providing comments on drafts, etc.)
- Input on other MWG Work (drafter, providing comments on drafts, submission of survey responses, etc.)
- Serving as a panelist/moderator in MWG workshops or teleseminars
- Serving as a panelist/moderator in MWG plenary or breakout sessions at ICN conferences

18. What benefits has your authority obtained from participation in the activities identified in Question 17 above?

We have obtained information regarding the forthcoming WMG workshop.

19. Does the MWG provide your authority with adequate opportunities to contribute to its work?

- Yes
- No

20. Are there ways in which the MWG could encourage broader member participation or offer members greater opportunities to contribute to its work? If so, please describe.

No.

21. Are there time, resource, or other constraints that limit your ability to participate in the MWG calls, workshops, teleseminars, or other activities? If so, please describe and provide any suggestions on how the MWG could help address these constraints.

No.

22. NGA participation in the MWG

a. Has your authority invited NGAs to participate in MWG activities?

- Yes
- No

b. Are there ways in which the MWG could more effectively obtain NGA input or expand the level of NGA participation in its activities? If so, please describe.

No.

23. Do you have any other suggestions or comments on the MWG not covered by the questions above?

No.

Thank you very much for taking the time to complete this questionnaire.

Please return your responses by e-mail to: [ICN.Secretariat@cb-bc.gc.ca](mailto:ICN.Secretariat@cb-bc.gc.ca)