

Major Challenges and Modest Means: Building Competition Agencies Fit for Purpose in the Arab Region

William E. Kovacic

George Washington University Law School

Arab Competition Forum

May 25, 2022

wkovacic@law.gwu.edu

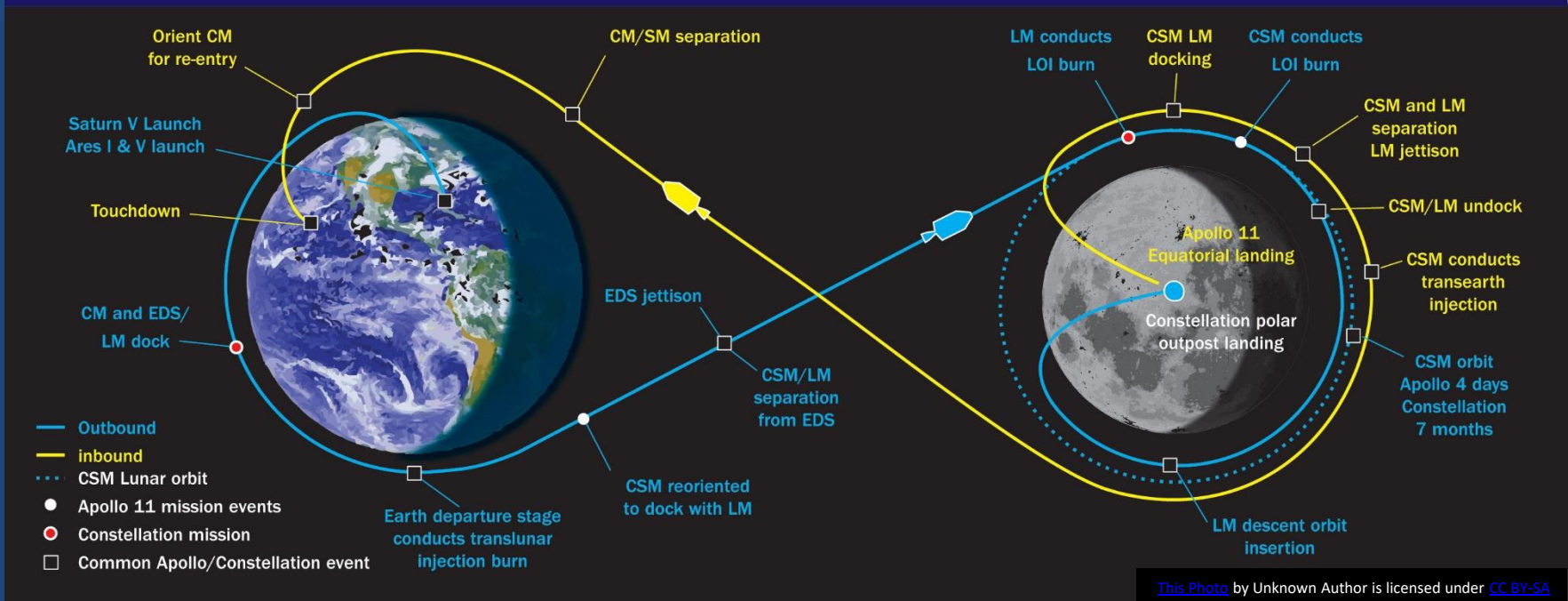
Graham Allison, ESSENCE OF DECISION (1971)

- The Chronically Overlooked Implementation Question: How to Fulfill Policy Aspirations?
- “If analysts and operators are to increase their ability to achieve desired policy outcomes, ... we shall have to find ways of thinking harder about the problem of ‘implementation,’ that is, the path between the preferred solution and actual performance of the government.”

Policy Moonshots

- The Physics of Going from the Earth to the Moon and Back : Relatively Clear

SIGNIFICANT EVENTS OF THE APOLLO 11 AND PROPOSED CONSTELLATION MISSION



This Photo by Unknown Author is licensed under [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/)

Policy Implementation

- Engineering of Sending Humans from Earth to the Moon and Back Safely: Extremely Difficult and Very Uncertain in 1961



The Recurring Mismatch

- Commitments
 - Seemingly broad mandates
 - Exalted expectations
- Capabilities
 - Total resources
 - Skilled resources
 - Knowledge base
 - Practical knowhow
 - Internal management

Solutions: Internal Improvements

- Knowledge Base
 - Internal instruction and teaching
 - Research program
- Prioritization and Project Selection
- Analytics

Prioritization and Project Selection

- Basic Questions for proposed projects
 - What will we gain if it works?
 - What could we lose if it fails?
 - Who will do it?
 - How long will it take?
 - How much will it cost?
 - How does it fit into our portfolio?
 - How will we know if it is working?

Solutions: Partnerships and External Resources

- “Co-Producers”: Academic Hubs
 - Research and recruiting: e.g., University of Cairo
- Cross-Agency Knowledge Development in the COVID Era
 - Research
 - Teaching
 - Case studies
- Technical Assistance
 - Secondments and courses: E.g., CRESSE

Case Study: Saudi Arabia General Authority for Competition (GAC)

- CRESSE Courses: Summer 2021
- Secondment
- Virtual Seminars

ACF: Possible Future Agenda

- Benchmarking
 - Common reporting on activity
 - Common reporting on resources
- Case Studies