



ROADMAP 2025

**ASEAN Capacity Building Roadmap for
Consumer Protection 2020-2025**

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List of Abbreviations

AADCP II	ASEAN-Australia Development Cooperation Program Phase II
ACBRCP 25	ASEAN Capacity Building Roadmap for Consumer Protection 2025
ACBRCP 11	ASEAN Capacity Building Roadmap for Consumer Protection 2011
ACCC	Australian Competition and Consumer Commission
ACCP	ASEAN Committee on Consumer Protection
ADR	Alternative Dispute Resolution
AEC	ASEAN Economic Community
AECB	ASEAN Economic Community Blueprint
AEGC	ASEAN Group of Competition Experts
AHLP	ASEAN High Level Principles on Consumer Protection
AMS	ASEAN Member State
ASAPCP	ASEAN Strategic Action Plan for Consumer Protection
ASEAN	Association of Southeast Asian Nations
BEUC	The European Consumer Organisation
CI	Consumers International
CCPID	Competition, Consumer Protection and Intellectual Property Division
CLMV	Cambodia, Lao PDR, Myanmar and Vietnam
CLIP	Competition Law Implementation Program
CSO	Civil Society Organisations
E-Commerce	Electronic Commerce
FOMCA	Federation of Malaysian Consumer Organisations
FTC	US Federal Trade Commission
Handbook	Handbook of ASEAN Consumer Protection Laws and Regulations
HRD	Human Resource Development
IS	Institutional Development
JFTC	Japan Fair Trade Commission
KFTC	Korea Fair Trade Commission
NGO	Non-Government Organisation
OD	Organisational Development
PL	Product Liability
PS	Product Safety

Product Recall Portal	ASEAN Product Recall Portal
Roadmap 2011	ASEAN Capacity Building Roadmap for Consumer Protection 2011
Roadmap 2025	ASEAN Regional Capacity Building Roadmap 2019-2025
SDG	Sustainable Development Goals
STG	UN 2030 Agenda for Sustainable Development
TOR	Terms of Reference for this project
UNCTAD	United Nations Conference on Trade and Development
UNGCP	United Nations Guidelines on Consumer Protection

1. INTRODUCTION

Under the ASEAN Economic Blueprint 2025, component B2, the second characteristic of the Blueprint, is the creation of A Competitive, Innovative and Dynamic ASEAN. A number of strategic measures have been outlined in respect of promoting the competitiveness and productivity in ASEAN; providing a level playing field for all firms through effective competition policy; fostering the creation and protection of knowledge; ensuring comprehensive and well-functioning national and regional consumer protection systems; and strengthening related regulatory frameworks.

Noting that globalisation is leading to a wider range of products and technology and transforming the traditional ways of conducting business in the market places, governments need to find innovative means to protect and promote the interests of consumers without erecting unnecessary barriers to the exchange of goods and services. This will require comprehensive and well-functioning regional and national consumer protection mechanisms characterised by the presence of sufficient and implementable legislation, operative complaints and redress systems, strong consumer protection institutions with capable staff and effective consumer awareness programs.

The strategic measures under the Blueprint 2025 are further detailed under an ASEAN Strategic Action Plan for Consumer Protection (ASAPCP) 2025. The strategy sets out four goals, implemented through an Action Plan and an implementation schedule (2016-2020) which will be implemented by the ASEAN Committee on Consumer Protection (ACCP).

To achieve the goals of the ASAPCP, there needs to be a certain level of institutional capacities both at the regional and national level. 10 years following the establishment of the ACCP, the need for capacity building persists as new and enhanced consumer protection laws are in-place and considering new emerging consumer trends and the possible challenges associated with them.

One of the supportive measures to meet the goals of the ASAPCP is to develop a regional five-year roll-over capacity building plan with a regional as well as national components of building block activities.

2. METHODOLOGY

The Regional Capacity Building Roadmap has been derived from 10 Country Capacity Building Briefs and a Regional Capacity Building Brief. Research for the Roadmap and

the briefs was based on assessing the implementation of recommendations in the Roadmap 2011, the ASAPCP and the AHLF.

Field work was conducted in 5 AMS based on country specific surveys and responses were received from the other 5 AMS to a generic survey. Key activities reviewed in preparing these reports were the adequacy and implementation of consumer laws and institutional arrangements, identification of redress mechanisms and complaint handling systems, policy development and implementation, measures taken to enforce consumer laws and the role and growth of independent consumer voices in the economy.

The ACCP, the body created by ASEAN to develop and implement consumer protection measures, is currently implementing an ambitious consumer protection strategy based on 4 the four strategic goals listed in the introduction. The implementation plan for the ASAPCP extends to 2025 and thus overlaps the Roadmap 2025. Where capacity building measures included in that strategy have been adopted by AMS, this report will not propose new capacity building measures. Each Country Capacity Building Brief includes an analysis of implementation and capacity building gaps in AMS. Detailed recommendations for action are contained in them.

The Regional Capacity Building Brief highlights issues which are common to most or all AMS. These are:

- product safety;
- interaction of competition and consumer protection;
- consumer guarantees and warranties;
- e-commerce;
- effective law enforcement;
- access to consumer remedies;
- implementation of the ASEAN High Level Principles on Consumer Protection (AHLF) and the United Nations Guidelines on Consumer Protection (UNGCP); and
- capacity building for non-government consumer organisations.

Roadmap 2025 has been developed from extensive research, field work and needs surveys of ASEAN consumer authorities. The methodology for developing the *Roadmap 2025* are as follows:

- assessment of implementation of recommendations from the Roadmapping Capacity Building Needs in Consumer Protection in ASEAN, 2011 (*Roadmap 2011*). The assessments, which were carried out for all AMS, included tracking of the implementation status of national capacity building activities, and identifying best practice measures and lessons learned from the implementation;
- analysis of trends, risks and opportunities that may influence regional and national capacity building needs;
- conduct of systematic needs analysis at regional and national levels to inform future capacity development efforts in the context of achieving the goals of the ASAPCP 2025 and the AHLP;
- national level assessment includes needs analysis to define capacity gaps and prioritisation of areas of needs in individual AMS consumer authorities;
- field visits were carried out in five AMS (...), and detailed surveys were conducted in all AMS; and

The project includes identification of interventions to address identified needs and gaps in its implementation and to propose how best to meet those needs, what form of support is required and at what level (regional, sub-regional or national) it should be provided. National capacity building activities can be found in the Country Capacity Building Briefs which have been published separately.

3. OBJECTIVES

The overall goal for the project is to develop an action plan for capacity building at the regional level, sub-regional and national levels, which, if implemented, will provide ASEAN consumers with world-class levels of consumer policy, institutions and laws. Commissioned by the ASEAN Secretariat and the Australian Government, through AADCP II, the project aims to develop an ASEAN regional capacity building plan for consumer protection based on research, field work and surveys of needs. The Regional Capacity Building Brief is the evidence base for the Roadmap 2025 (published as a separate document) which will strengthen consumer protection regimes in the AMS as

well as help ACCP and AMS in promoting awareness and garnering support for ASEAN's consumer protection capacity development agenda.

Roadmap 2025 is a schedule of proposed capacity building measures which, when implemented, will equip consumer protection authorities to strengthen their capacity to protect the interests of consumers. It is based on a study of common areas of needs identified among ASEAN consumer protection authorities. Roadmap 2025 describes the delivery approach to capacity building, identifies and prioritises specific capacity building activities and gives a timeframe for implementation. The implementation level (regional or subregional) is described for each activity each activity to ensure effective and efficient management and delivery of capacity building plans and programs. National level capacity building activities are incorporated in the Country Capacity Building Briefs (published separately).

Roadmap 2011 concluded that there is a clear need for capacity building for government, business and civil society to understand and implement consumer protection policies and laws. key capacity building needs identified were: developing adequate consumer protection policies, laws and regulations, effective and speedy redress mechanisms, better inter-agency coordination, improving safety standards for products and services, increasing the capacity of officials involved in consumer protection work, upgrading information dissemination on consumer protection issues, developing awareness and education programmes, establishing local consumer organisations, monitoring compliance of codes of conduct and research and development (R&D).

4. Building Blocks for the Roadmap

4.1 Country Capacity Building Briefs

The 10 reports analyse the progress and the status of past and current consumer protection capacity development in each AMS. The briefs describe institutional arrangements for consumer protection, legislative developments and plans and capture trends, risks and opportunities influencing consumer protection capacity building in the AMS. The briefs were developed in close consultation with AMS's consumer agency and include specific capacity building needs and identified priority areas for action.

Each Country Capacity Building Brief analyses the implementation and capacity building gaps in AMS. Detailed recommendations for action are contained in them.

4.2 Regional Capacity Building Brief

The Regional Capacity Building Brief has been derived from the Research for the 10 Country Capacity Building Briefs based on assessing the implementation of recommendations in Roadmap 2011, the ASAPCP and the AHLP. Key activities reviewed in preparing these reports were the adequacy and implementation of consumer laws and institutional arrangements, identification of redress mechanisms and complaint handling systems, policy development and implementation, measures taken to enforce consumer laws and the role and growth of independent consumer voices in the economy.

4.3 Roadmap 2025

Roadmap 25 is intended to complement the ASAPCP and the AHLP by providing an action plan for capacity building at the regional level, sub-regional and national levels. It is consistent with Supportive Measure 2 of the ASAPCP 2025, which is to provide technical assistance and capacity building to strengthen consumer protection enforcement.

4.4 Capacity Building Measures

Measures proposed in *Roadmap 2025* include those derived from the Country and Regional Capacity Building Briefs and additional needs identified in the ASEAN Strategic Action Plan For Consumer Protection 2016- 2025: Meeting The Challenges Of A People-Centered ASEAN Beyond 2015 ([ASAPCP 2025](#)) and ASEAN High-Level Principles on Consumer Protection ([the AHLP](#)). The ASAPCP 2025 outlines four strategic goals which are as follows:

Strategic Goal 1: A Common ASEAN Consumer Protection Framework is Established,

Strategic Goal 2: A High Common Level of Consumer Empowerment and Protection is Ensured,

Strategic Goal 3: High Consumer Confidence in AEC and Cross Border Commercial Transactions is Instituted,

Strategic Goal 4: Consumer Concerns in all ASEAN Policies are Integrated.

4.5 ASEAN High Level Principles for Consumer Protection

The AHLP support AMS in their efforts to improve consumer protection as ASEAN launches the ASEAN Economic Community (AEC). They provide the direction for a broad framework on consumer protection for ASEAN. They also provide a consistent context for ASEAN laws and arrangements and promote cooperation and exchange of experiences and best practices. The Principles also have the purposes of:

- Setting benchmarks on key aspects of consumer protection;
- Address legislative and information gaps as a basis for the modernization of consumer protection legislation
- Provide an agreed set of criteria for peer reviews and peer learning that enhances regional cooperation and convergence in policy.

The AHLP constitute a broad framework of sound practices relevant to all AMS. Application of these principles should be geared to the level of development and tailored to the scale and scope of its markets and consumer interests over the course of the implementation of ASAPCP 2025. The 7 principles as laid out under the AHLP are as follows:

- i) Principle 1 – Enforcement of Consumer Protection Laws are Fair, Consistent, Effective and Proportionate
- ii) Principle 2 – Consumers are Equipped with the Skills, Knowledge, Information and Confidence to Exercise their Rights
- iii) Principle 3 – Consumers are Protected from Harmful Goods and Services
- iv) Principle 4 – Consumers Have Access to Appropriate and Convenient Sources of Advice and Redress including Alternative Dispute Resolution (ADR)
- v) Principle 5 – Consumers Understand the Impact of Consumption Decisions on the Shared Environment
- vi) Principle 6 – Strong Consumer Advocacy is Promoted
- vii) Principle 7 – High Levels of Cooperation between Different Levels of Government and with Business and Other Stakeholders
- viii) Principle 8 – Consumers in E-commerce are Protected

5. Findings

Advances in consumer protection and legislation are continuously being made in nations around the world. Similarly, there is constant improvement in methods of achieving co-ordination of development and administration across authorities and in national strategic planning and co-ordination between nations. All nations from the most developed to the least, benefit from learning of these advances.

Capacity building will aim at developing consumer protection officials' understanding of the cross-cutting nature of consumer policy and the challenges of ensuring consistent approaches across government. Consumer policy can be seen as including competition policy as the purpose of the latter is to benefit consumers. It can also be divided into measures to empower consumers through education and information and to protect consumers when no amount of education and information can overcome structural market failures such as fraud or monopoly power. Consumer protection and the capacity to effectively implement it is a complex matter and requires a whole of government approach.

Consumer policy has more overlaps than most policy areas. The diagram below illustrates this. A part of the consumer policy role in government is informing other policy makers about the consumer interest, e.g. through consumer advisory bodies or consumer impact statements.

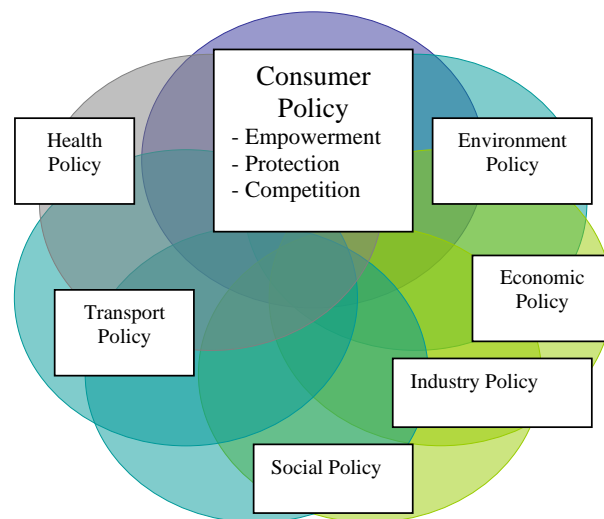


Diagram A: Overlaps and interconnection of consumer policy with other government policies

As capacity building is a part of a wider set of measures making up consumer protection, it needs to be linked to the range of activities listed in Diagram B.

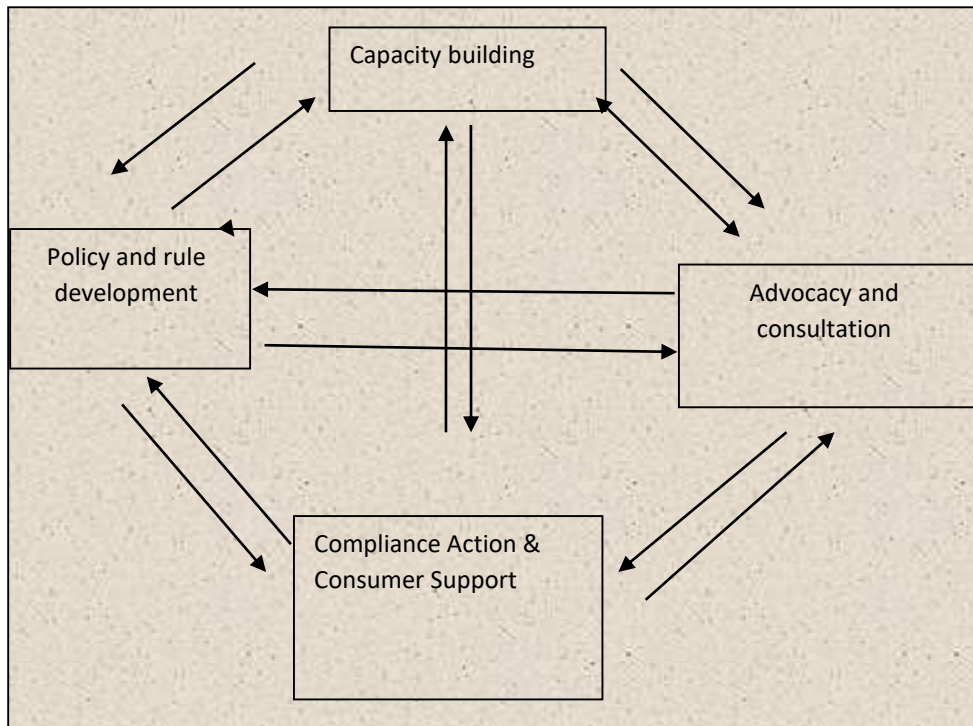
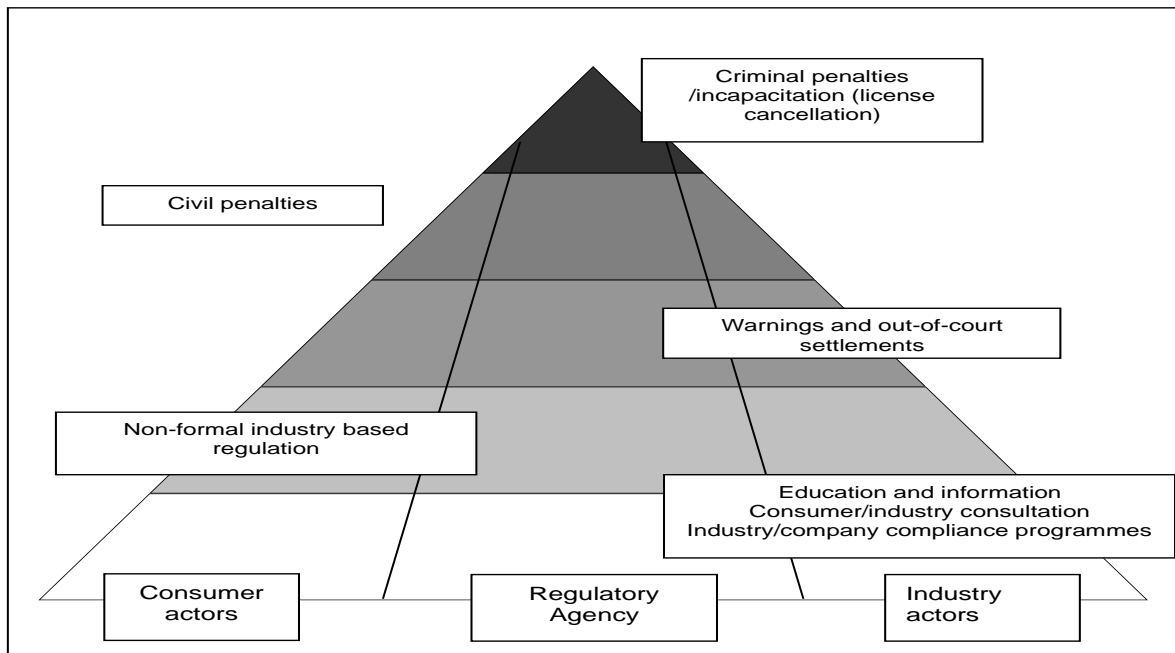


Diagram B: Necessary activities linked to capacity building in consumer protection

Capacity building in consumer protection should include an appreciation of the compliance pyramid model. Diagram C depicts a typical pyramid. The idea is that the bulk of consumer empowerment and education activity occurs at the base of the pyramid and the need for more intrusive regulation and enforcement diminishes



towards the top of the pyramid. Diagram C: A representation of the pyramid of enforcement as developed by John Braithwaite and Ian Ayres and described in Responsive Regulation Transcending the Deregulation Debate 1992

Under all regulatory regimes there is considerable scope for both consumers and businesses to contribute at the lowest levels of the pyramid. Individual consumers can contribute by drawing a company's attention to marketplace problems. Industry associations and companies can do much in the way of compliance programmes and complaint handling. Consumer organisations work with industries and companies and can distribute information to consumers.

In good regulatory regimes, consumers and businesses work together to make markets work well. Businesses are encouraged to provide safe and well-functioning goods and services thus reducing the need for government regulation and enforcement.

Even when most businesses are providing safe and well-functioning goods and services, it is still desirable for countries to have laws which can be enforced when they are broken. The existence of laws and consumer protection authorities which can take action to protect consumers encourages higher levels of compliance with the laws.

6. Suggested Regional Capacity Building Priorities 2020-2025

Capacity building needs have been derived from fieldwork, desk research and responses by AMS at the Brainstorming Meeting for the Development of the ASEAN Capacity Building Roadmap for Consumer Protection for Consumer Protection 2019-2025 which was held from 14-15 August 2019 in Jakarta, Indonesia. Details can be found in the separately published country and regional capacity building briefs. The following sections of this Roadmap set out key capacity building needs and suggested activities to accomplish them over the coming six years. The 10 key capacity building needs identified during the research and validation phase of the project for implementation over the coming six years (2020-2025) and a brief description of them are as follows:

6.1 Policy and legislative development, co-ordination and strategic planning

Although considerable progress has been made throughout AMS in the implementation of general consumer laws and development of consumer authorities, there is a need for further capacity building measures. These relate to awareness of national and international developments, linkages across policy authorities and effective training of public and non-government sector officials.

6.2 Sustainable Consumption

ASEAN has committed to promote the development and implementation of policies for sustainable consumption and the integration of those policies with other policies. There is a need for capacity building within AMS consumer authorities and within non-government consumer organisations of the impact of consumption decisions on the environment. Informed consumers have an essential role in promoting consumption that is sustainable.

6.3 Product Safety and Product Liability

There is a need for the adoption of quicker and more efficient systems for notification and recall of hazardous goods and services and for better regulations to empower consumer authorities to set standards. A table titled Key Capacity Building Need 3 at page 31 lists a range of measures which can build the knowledge, skills and resources needed for improvements to laws and public enforcement. Competencies proposed for capacity building include the design and implementation of measures to secure consumer safety in complex market environments.

6.4 Interaction of consumer protection and competition measures

There is a need for closer coordination between authorities with overlapping responsibilities for aspects of consumer protection. This applies particularly in relation to the interaction between consumer protection and competition measures. A table titled Key Capacity Building Need 4 at page 32 lists a range of capacity building measures which may assist AMS in making consumer and competition policy and law work together. Competencies suggested for capacity building include collaboration between competition and consumer authorities, training in law and policy trends and skills in understanding the respective roles of competition and consumer protection measures.

6.5 Consumer Guarantees and Warranties

Statutory guarantees of minimum safety, quality, performance and durability are a core feature of effective consumer protection. AMS fieldwork, research and Brainstorming Meeting responses point to the need for capacity building to provide officials with the necessary tools and skills to ensure consumer rights are respected.

6.6 E – Commerce

The results of the AMS field work and survey responses reveal a mixed picture of implementation and coordination of consumer protection measures e-Commerce. Capacity building activities are required to reduce the gap between those AMS with up-to-date systems and those still to develop them. During the Brainstorming Meeting, capacity building measures for consumer protection in e-Commerce was the most common and highest priority requests from AMS.

6.7 Effective Consumer Law Enforcement

Effective consumer law enforcement is dependent in the first instance on good consumer policy and legislation. Where the compliance pyramid model (see diagram C) can be fully implemented all the potential forces or contributors to achieving compliance with the law can be employed. Capacity building in this area such as developing and implementing complaint handling schemes and empowering consumers to exercise their rights will allow government authorities to target bad practices which require law enforcement action.

A multi-year, multi-faceted training program and skills development package such as the Competition Law Implementation Program (CLIP)¹ for law enforcement by consumer authorities, could include:

- exchange of officials for training and experience purposes;
- exchange of consultants and experts on consumer law enforcement;
- provision of regional and international experts to deliver training courses on consumer law enforcement;
- workshop and materials to support the delivery of advocacy programs;
- national, sub-regional and regional workshops, brainstorming sessions and skills development activities.

6.8 Remedies and Redress Mechanisms

AMS fieldwork, research and responses to surveys, together with the results of the Brainstorming Meeting shows a need for capacity building to ensure ASEAN consumers have adequate access to remedies and redress mechanisms. specific capacity building is needed to ensure access to appropriate and convenient sources of advice and redress including alternative dispute resolution.

6.9 The development and engagement of non-Government Consumer Organisations

Capacity building in this area is for both government officials and members of consumer associations. For both it is important to understand the contribution associations have made in many countries for many decades in the following four modes as adopted by the United Nations of the Guidelines on Consumer Protection (UNGCP):

- **MODE 1 - Product testing/correcting information asymmetry**

¹ <https://www.accc.gov.au/about-us/international-relations/competition-law-implementation-program-clip>

Significant in many developed countries, this mode has been extremely limited in developing countries. As already noted, in developed countries it is largely the middle class that is prepared to pay for information on consumer products.

- **MODE 2 - Engaging in the public policy debate and using the court system**

In developing countries some consumer groups have proved their capabilities in engaging in the public policy debate. In most countries there do not appear to be any significant obstacles to this kind of action other than having the resources to research issues adequately and to network amongst groups and run publicity campaigns.

- **MODE 3 - Organising nationally and internationally to develop capacity**

The growth of national and regional consumer organisations is an important step in giving a voice in consumer protection matters. Throughout ASEAN there are positive developments within non-government consumer organisations. However, in some countries the consumer movement is not so organised.

- **MODE 4 - Collaborating with the corporate world**

In recent years, individual businesses and industry associations have sought to work with consumer organisations to improve the operation of markets. In developing countries where there are limited resources for governments to devote to consumer protection consumer groups could take advantage of opportunities to work on projects jointly with businesses to improve outcomes for consumers. For such arrangements to work well, however association members need capacity building to have the skills necessary to make an effective contribution.

6.10 Educating, empowering and informing consumers

Through AMS fieldwork, research and from survey responses it is clear that all AMS are committed to equip consumers with the skills, knowledge, information and confidence to exercise their rights. While some AMS have made significant progress in this direction, others require some capacity building to empower and inform consumers to enable them to do so.

7. Capacity Building measures and tools

Academic and development literature describes capacity building in different ways. For the purposes of *Roadmap 2025* the following definition and description of capacity building is used:

- it is the process aimed at improving the skills of individuals, groups, organisations, institutions and communities for carrying out key functions, solving problems, defining and achieving objectives and understanding and dealing with the requirements needed to manage these matters sustainably; and
- it is the process aimed at strengthening the skills of an organisation or group of organisations to improve their functioning. The point is to improve the skills of organisations, not just those of individuals within those organisations.

Capacity building is implemented at 3 different levels:

- ❖ Human resource development (HRD) means to improve and keeping up to standard the quality of an organisation's human resources. This covers aspects such as how people develop and put into practice knowledge, skills, attitudes and motivation in their day-to-day work within the organisation. At this individual level, capacity building involves finding information, gaining insights, changing perceptions, values, common sense, practical skills, attitude and style.
- ❖ Organisational Development (OD) refers to sustainably improving and strengthening an organisation's internal capacity so that it is able to achieve its own organisational goals and to fulfil its mission. This is more than simply increasing the quality of the staff, although this may be a part of it. Strategy and policy (long-term planning, translating the mission into concrete goals and methods) with the following elements:
 - Learning capacity (the ability to learn from experience and use the feedback in formulating and carrying out policy).
 - Structure (formal and informal division and coordination of roles, positions and responsibilities).

- Systems (internal processes that regulate the functioning of an organisation - administration, planning, budgeting, accounting, reporting, monitoring, evaluating, learning).
 - Staff (all activities and regulations intended to motivate staff, calling on and developing the capacities of staff members).
 - Management style (roles of managers and other leaders and regulations applying to them, including behavioural patterns of managers, quality, consistency, availability, responses of people in a position of leadership).
 - Culture (the values, principles and styles characteristic of the organisation).
 - Financial management (fund-raising / fund diversification, expanding income, financial planning and accounting).
 - Networking (the ability to maintain relationships and to coordinate them with actors in society who are relevant for the organisation).
 - Technical competency (the ability and the means to perform certain technical duties, depending on the sector and field of work).
- ❖ Institutional Development (ID) Organisations do not exist on their own and merely for themselves; they have relations with their broader environment. This may involve a network, a sector, legislation and regulations (the "rules"), "politics", a population group, the entire society, the surrounding culture. They need to hold their ground within this environment, adapt themselves and exert influence when necessary. Only when organisations are rooted and exert influence in this broader context will they be able to survive and have an impact. In this sense, Institutional development (ID) also creates the conditions for strengthening individual organisations.

The 2020-2025 Capacity Building Schedule assigns levels for capacity building to each proposed measure in order to ensure the proper construction of the capacity building measure

8. Capacity Building Tools and Activities

Just as there are numerous definitions of capacity building, so too are there many different tools and activities which can be used to implement them. For the purposes of *Roadmap 2025*, the following are the set of tools and activities proposed:

8.1 Capacity Building Workshops

Planned workshops of consumer authority officials and others whose role is relevant to the achievement of the capacity building goal. A necessary element of a workshop is to improve the skills of individuals, groups, organisations, institutions and communities for carrying out key functions, solving problems, defining and achieving objectives and understanding and dealing with the requirements needed to manage these matters sustainably. The workshop should have a clear purpose with articulated learning goals and is subject to subsequent assessment and evaluation. A further activity which can be undertaken in capacity building workshops is policy development advice – though not the provision of policy options. This form of capacity building trains officials in how to go about researching and preparing and presenting policy advice.

8.2 Technical Experts

Provision for a specified period of technical experts in fields such as law commerce, product safety or finance and electronic banking. The experts would be responding to specified terms of reference and their work should be evaluated against the terms of reference.

8.3 Technical and Mentoring Assistance

Provision of mentors in which a consumer protection authority or organisation with a well acknowledged expertise in a field undertakes to work alongside another consumer protection authority and transfer skills and knowledge in an informal but systematic way. Scarce resources within ASEAN may mean that the ability to provide mentors from one authority to another is very limited and may not always be possible. Such arrangements work best where there is a set of formal terms of reference and assessment criteria.

8.4 Legal drafting guidance

As with guidance on the preparation of policy advice, this form of capacity building is not determinative of the legal policy to be enshrined in law. It concentrates on researching preparing and presenting options to policymakers and legislators.

8.5 Staff secondments and expert placements

In this model staff from a consumer authority wishing to gain capacity building or one wishing to contribute can be placed in the office of another authority. Secondments can involve placing staff from the teaching agency in the learning one or placing developing staff in the teaching agency.

Following the secondment exercise, AMS should ensure that the knowledge gained from the secondment exercise is disseminated and shared throughout the authority.

8.6 Needs driven capacity building programs

These are ad hoc responses to expressions of need by one or more AMS made to one or more other AMS. As with other forms of capacity building, they are most successful where needs are identified in advance and a systematic and measurable program is implemented.

8.7 Online Education and e-Learning modules

Education and training modules can take many forms and are a common and useful form of capacity building. Within the ASEAN context they are usually based on the output of research projects. To be of most value, modules should be prepared in the main languages of the recipient AMS. Modules may be in physical or virtual form and can be delivered locally or by e-learning techniques.

ANNEX 1: REGIONAL CAPACITY BUILDING ROADMAP 2020-2025

1. Key capacity need 1 – Policy and legislative development, co-ordination and strategic planning

Related Strategic Goals and Initiatives:

Principle 7: High Levels of Cooperation between Different Levels of Government and with Business and Other Stakeholders

Principle 1: Enforcement of Consumer Protection Laws are Fair, Consistent, Effective and Proportionate

1.3 AMS consumer protection legislation are modernized and contain provisions on unfair contract terms; e-commerce; product liability/safety and consumer data privacy

1.3.1 Modernization of legislation (taking into account the high-level principles and peer reviews) of relevant provisions of national consumer protection legislation in these areas

Capacity Building Priority: Understanding the latest developments in CP legislation around the world and within other AMS

Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments & Examples
1.1 Understanding consumer policy and law trends	<ul style="list-style-type: none"> Capacity Building Workshops 	<ul style="list-style-type: none"> OD ID 	<ul style="list-style-type: none"> Regional Sub-Regional 	<p>X</p> <p>X</p>	X	X	A Workshop led by and ASEAN or international policy expert could be held in conjunction with an ACCP meeting to update AMS officials on policies of relevance such as developments in laws on unfair contract terms or product liability. For economy and efficiency these should coincide

	Policy Development Advice	<ul style="list-style-type: none"> • HR • OD 	<ul style="list-style-type: none"> • Regional 				<p>with national and regional activities.</p> <p>As a regional activity, this can be scheduled to suit availability of experts in Phase 1</p> <p>Activities using this tool could include staff placements or visits to research bodies such as Universities or specialist agencies with skills and experience</p>
1.2 Effective consultation mechanisms with consumers and business	<ul style="list-style-type: none"> • Technical Experts • Online Education 	<ul style="list-style-type: none"> • OD • ID • OD • HR 	<ul style="list-style-type: none"> • Regional • Sub-regional • Regional 	X	X X	X	Active engagement with businesses and consumer groups is necessary to obtain effective market outcomes. Engaging technical experts and preparing online education materials can enhance implementation of key capacity need 1. Stakeholder consultation once commenced, should be continuous

Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
1.3 Understanding mechanisms for national Policy coordination	• Technical Experts	• OD • ID	• Regional	X		X	Capacity building in this area was the most common request received in field work and at the Validation Workshop.
	• Policy Development Advice	• OD • ID	• Regional • Sub-regional	X	X	X	Throughout ASEAN, there are opportunities for cross cutting capacity building activities which can be delivered by technical experts and through staff secondments.
	• Staff Secondments	• HR • OD	• Regional	X			Policy development tools should be provided at the sub-region level as CLMV exhibit similar needs and would benefit from this capacity building Staff secondment depends on the availability of suitable candidates
1.4 Understanding mechanisms for	• Technical Experts	• HR • ID	• Regional	X		X	By 2024 a new cohort of staff will need capacity building in regional

Regional Policy coordination	<ul style="list-style-type: none"> Capacity Building Workshops Staff Secondments 	<ul style="list-style-type: none"> OR HR OR HR 	<ul style="list-style-type: none"> Regional Sub-regional Regional 	X X X	X		<p>policy coordination and technical experts can be engaged.</p> <p>Staff secondments across AMS could become routine and could convene informally around the time of ACCP meetings. Staff secondment depends on the availability of suitable candidates.</p>
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2. **Key capacity need 2 – Sustainable Consumption**

Related Strategic Goals and Initiatives:

AHLP

Principle 5: Consumers Understand the Impact of Consumption Decisions on the Shared Environment

ASAPCP

3.3 Sustainable Consumption is promoted through policy dialogues and information toolkits are developed

3.3.1 Promote the development and implementation of policies for sustainable consumption and the integration of those policies with other public policies

3.3.2 Develop tool kits, information and other education materials and strategies that promote sustainable consumption through a mix of policies that could include regulations

3.3.3 Development of a research programme on sustainable consumption

Capacity Building Priority: AMS need to be equipped to help consumers understand the environmental impact of their purchasing decisions and to protect consumers from misleading information

Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
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2.1 Sustainable Consumption – how to build it into national consumer laws, policies and strategic plans	<ul style="list-style-type: none"> Capacity Building Workshops Technical Experts Online Education 	<ul style="list-style-type: none"> OD ID HR OD HR OD HR ID 	<ul style="list-style-type: none"> Regional Sub-Regional Regional Regional 	X	X	X	<p>Workshops have already been conducted in in this area and where possible should coincide with national and regional activities to save costs and travel.</p> <p>Progressive implementation as ACCP can mobilise resources from development partners.</p> <p>ASEAN has built up a considerable body of resources for sustainable consumption which lend themselves to conversion to Online Education tools.</p> <p>Online Education is an inexpensive but effective capacity building activity and should be a continuing activity.</p>
Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments

	<ul style="list-style-type: none"> • Training modules 	<ul style="list-style-type: none"> • OD • HR • ID 	<ul style="list-style-type: none"> • Regional • 	X		X	Regional level training modules are already available. They should be implemented, and material should be translated to national languages for rollout in Phases 2 and 3.
2.2 Developing consumer education and awareness campaigns on sustainable consumption	<ul style="list-style-type: none"> • Workshops Capacity Building Workshops	<ul style="list-style-type: none"> • OD • ID <ul style="list-style-type: none"> • OD • HR 	<ul style="list-style-type: none"> • National <ul style="list-style-type: none"> • National 	X	X	X	Consumer education and awareness workshops and discussion groups (which are inexpensive and can be continuous) are essential to building this national competency

3. Key capacity need 3 – Product Safety and Product Liability

Related Strategic Goals and Initiatives:

AHLP

Principle 3: Consumers are Protected from Harmful Goods and Services

ASAPCP

1.3 *AMS consumer protection legislation are modernized and contain provisions on product liability/safety*

1.3.1 *Modernization of legislation (taking into account the high-level principles and peer reviews) of relevant provisions of national consumer protection legislation in ... product liability/safety*

3.1 *Product safety enforcement in AMS is strengthened through the establishment of an improved Product Alert System*

3.1.1 *Develop a framework for the regular collection and assessment of data on product-related injuries at the national and ASEAN levels;*

3.1.2 *Strengthening the effective functioning of the ASEAN Product Alert System;*

3.1.3 *Publication of safety standards under the ASEAN Coordinating Committee on Standards and Quality and its Technical Working Groups;*

3.1.4 *Encourage participation in standard setting work by consumer associations*

Capacity Building Priority: Knowledge, skills and resources needed for improvements to laws and public enforcement

Competency	Capacity Building Tools	Implementati on measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
3.1 Understanding product safety and Product Liability policy and law trends and the technical	<ul style="list-style-type: none"> Capacity Developing Workshops 	<ul style="list-style-type: none"> OD ID HR 	<ul style="list-style-type: none"> Regional Sub-regional 	X X		X X	As an essential element of consumer protection and an area given high priority by AMS, workshops and other listed measures are of high priority. Workshops should coincide with national and regional activities.

skills to design and implement measures to secure consumer safety	<ul style="list-style-type: none"> Technical Experts 	<ul style="list-style-type: none"> OD ID 	<ul style="list-style-type: none"> Regional Sub-regional 		X X		<p>Workshops could study the regional and international developments in this field.</p> <p>Product safety and liability are specialist areas of policy, law and enforcement. Developing competencies in this area will call for technical expertise.</p>
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<p>4. Key capacity need 4 – Making consumer and competition policy and law work together</p> <p><u>Related Strategic Goals and Initiatives:</u></p> <p>AHLP</p> <p>Principle 7: Cooperation between different levels of government and with business and other stakeholders</p> <p>Principle 1: Enforcement of Consumer Protection Laws are Fair, Consistent, Effective and Proportionate</p> <p>ASAPCP</p> <p>4.3 Interface enhanced between Consumer Protection, Competition and related areas</p> <p>4.3.1 Joint collaboration between ACCP and AEGC on the efficiency and functioning of markets</p> <p>4.3.2 Awareness raising about competition policy and its impact</p> <p>Capacity Building Priority: Understanding the nexus between consumer and competition policy and regulation</p>							
Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments

	<ul style="list-style-type: none"> • Staff Secondments 	<ul style="list-style-type: none"> • HR 	<ul style="list-style-type: none"> • Sub-Regional 				organizational staff secondment arrangements.
4.3 Collaborating with the competition regulator on market analysis and strategic interventions	<ul style="list-style-type: none"> • Capacity Building Workshop on survey design • Technical Experts 	<ul style="list-style-type: none"> • OD • HR • HR • ID 	<ul style="list-style-type: none"> • Regional • Regional • Sub-Regional 	X	X	X	An example of this could be working on a case study by consumer and competition officials on food distribution systems. Workshops comprised of consumer and competition officials plus civil society organisations could lead to more productive capacity building activities in Phase 3.

5. **Key capacity need 5 – Consumer Guarantees and Warranties**

Related Strategic Goals and Initiatives:

AHLP

Principle 3: Consumers are Protected from Harmful Goods and Services

Principle 4: Consumers Have Access to Appropriate and Convenient Sources of Advice and Redress including Alternative Dispute Resolution (ADR)

ASAPCP

1.3 AMS consumer protection legislation are modernized

1.3.1 Modernization of legislation (taking into account the high-level principles and peer reviews) of relevant provisions of national consumer protection legislation.

Capacity Building Priority: Consumer awareness and empowerment to act in their own interests by perusing claims against businesses where goods or services are not satisfactory

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Related Strategic Goals and Initiatives:

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5. **Key capacity need 5 – Consumer Guarantees and Warranties**

Related Strategic Goals and Initiatives:

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Capacity Building Priority: Consumer awareness and empowerment to act in their own interests by perusing claims against businesses where goods or services are not satisfactory

Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
5.1 Understanding Guarantees and Warranties	<ul style="list-style-type: none"> Capacity Building Workshops Legal drafting guidance 	<ul style="list-style-type: none"> OD ID OD HR ID OD 	<ul style="list-style-type: none"> Regional Regional Regional 		X		<p>To be effective in this area, capacity building workshops need to wait until national complaint data bases are in place.</p> <p>To be cost effective, capacity building for legislative drafting needs to be a regional activity with sub-regional application.</p>

	<ul style="list-style-type: none"> • Online Education Modules 	<ul style="list-style-type: none"> • ID 	<ul style="list-style-type: none"> • Sub-regional 			X	<p>Conferring legal rights on consumers for product quality and performance will not result in market changes without active steps toward consumer empowerment.</p> <p>Education modules on guarantees and warranties could be developed using social media techniques for consumer awareness and empowerment.</p>
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Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
5.2 Developing consumer education campaigns on guarantees and warranties	<ul style="list-style-type: none"> Workshops Training modules Staff Exchanges 	<ul style="list-style-type: none"> OD ID ID OD ID 	<ul style="list-style-type: none"> Regional Regional Sub-Regional 		X X X		Some AMS have high level competencies in consumer education and the development of material on guarantees and warranties should not be beyond organizational capacities.

6. **Key capacity need 6 – E-Commerce**

Related Strategic Goals and Initiatives:

AHLP

Principle 8: Consumers in E-commerce are Protected

Principle 7: High Levels of Cooperation between Different Levels of Government and with Business and Other Stakeholders

Principle 4: Consumers Have Access to Appropriate and Convenient Sources of Advice and Redress including Alternative Dispute Resolution (ADR)

ASAPCP

1.3 AMS consumer protection legislation are modernized and contain provisions on ... e-commerce ...

1.3.1 Modernization of legislation (taking into account the high-level principles and peer reviews) of relevant provisions of national consumer protection legislation in e-commerce

3.2 An ASEAN Regional Online Dispute Resolution (ODR) Network is established

3.2.1 Establish national ODR system

3.2.2 Establish an ASEAN ODR Network

3.2.3 Establish an ASEAN mechanism for cross border complaints and investigations

Capacity Building Priority: ASEAN consumer authorities have the knowledge and skills and understand and implement best practice measures for consumer protection in the marketplace

Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
6.1 Understanding the latest developments in	<ul style="list-style-type: none"> Capacity Building Workshops 	<ul style="list-style-type: none"> OD ID HR 	<ul style="list-style-type: none"> Regional Sub-regional 	X	X	X	Much capacity building is already underway in e-commerce. As the most commonly form of support

consumer protection in E-Commerce	<ul style="list-style-type: none"> • Technical Experts 	<ul style="list-style-type: none"> • OD • HR 	<ul style="list-style-type: none"> • Regional • Sub-regional 	X		X X	requested by AMS, this should receive high priority. Workshops should coincide with regional activities
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7. Key capacity need 7 – Effective Consumer Law Enforcement

Related Strategic Goals and Initiatives:

AHLP

Principle 1: Enforcement of Consumer Protection Laws are Fair, Consistent, Effective and Proportionate

Principle 7: High Levels of Cooperation between Different Levels of Government and with Business and Other Stakeholders

ASAPCP

1.3 AMS consumer protection legislation are modernized

1.3.1 Modernization of legislation (considering the high-level principles and peer reviews) of relevant provisions of national consumer protection legislation.

Capacity Building Priority: One of the central goals for consumer authorities is the capacity to enforce laws in a way that both protects consumers and honest businesses.

Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020- 21	Phase 2 2022- 23	Phase 3 2024- 25	Comments
7.1 Enforcing the Law – Getting maximum compliance	<ul style="list-style-type: none"> • Capacity Building Workshops • Technical Experts 	<ul style="list-style-type: none"> • OD • HR • ID • HR • OD • HR 	<ul style="list-style-type: none"> • Regional • Sub-National • Regional 	X	X	X	Workshops on effective law enforcement should begin at the regional level and then, as capacity develops, proceed to groups of AMS. Workshops should, wherever possible, coincide with other regional or sub-regional activities

							As a regional activity, this can be scheduled to suit availability of experts in Phase 1.
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investigation and enforcement capacities such as investigations			<ul style="list-style-type: none"> • Sub-Regional 		X		experts is a low cost and immediate option for AMS. An example of this capacity building element can be seen in competition work done through the CLIP.
7.3 Collaborating with other national authorities on enforcement	<ul style="list-style-type: none"> • Mentors • Staff Secondments 	<ul style="list-style-type: none"> • OD • HR 	<ul style="list-style-type: none"> • Sub-Regional 	X		X	Capacity building through collaboration with other national authorities through interface dialogues is already common amongst AMS. Capacity building in effective law enforcement can be achieved in a less formal or even bilateral manner using mentors, twinning arrangements and staff secondments between AMS authorities.
7.4 The potential for consumers and business to contribute to compliance	<ul style="list-style-type: none"> • Capacity Building Workshops • 	<ul style="list-style-type: none"> • OD • ID • 	<ul style="list-style-type: none"> • Regional • 		X		Public awareness and cooperation with consumer authorities in reporting breaches of the law is an important element of effective law enforcement.
Competency	Capacity Building Tools	Implementati on measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments

7.5	Cross border enforcement collaboration	<ul style="list-style-type: none"> Capacity Building Workshops 	<ul style="list-style-type: none"> OD ID 	<ul style="list-style-type: none"> Regional 	X		X	<p>Workshops on cross border enforcement should begin at the regional level and then, as capacity develops, proceed to groups of AMS and finally to the national level. Building capacity for cross border enforcement will require collaboration between various authorities and authorities within an AMS as well as with other AMS. Issues such as disclosure of information from an investigation or enforcement of judgements need to be negotiated. Workshops should, wherever possible, coincide with national and regional activities.</p>
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8. **Key capacity need 8 – Remedies and Redress Mechanisms**

Related Strategic Goals and Initiatives:

AHLP

Principle 4: Consumers have access to appropriate and convenient sources of advice and redress including alternative dispute resolution

ASAPCP

1.5 Alternative Dispute Resolution mechanisms are made available in AMS

1.5.1 Develop guidelines for common approaches to ADRs including consideration of a mechanism for resolving consumer complaints through consumer groups

1.5.2 Establish national small claim courts/ADR

Capacity Building Priority: A consumer agency competency closely related to effective law enforcement is the provision of remedies and redress mechanisms

Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
8.1 Collaborating with other complaint/dispute handling authorities and establishing no wrong door systems	<ul style="list-style-type: none"> Staff Secondments Needs driven capacity building programs 	<ul style="list-style-type: none"> OD ID HR OD HR 	<ul style="list-style-type: none"> Regional Sub-Regional 	X	X	X	<p>Staff secondments between cooperating authorities with a role in consumer protection are an effective means of building seamless remedies and redress schemes with no gaps.</p> <p>As sub-regional AMS gain experience in complaints handling and enforcement they may find that</p>

							there are specific areas of policy design or legal drafting in which they require capacity building assistance.
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							ASEAN has developed a range of resources which could easily be adapted to Online Education and eLearning formats to deliver this capacity building need.
8.3 Understanding the role of codes - when they can be effective supplements to the law	<ul style="list-style-type: none"> Capacity Building Workshops Training modules 	<ul style="list-style-type: none"> OD ID OD ID 	<ul style="list-style-type: none"> Regional Sub-regional 	X	X		<p>Workshops should be based on existing ASEAN published resources such as the Guidelines for the selection and implementation of complaint and redress models</p> <p>As ASEAN has already developed a resource on code and their implementation, this activity should not require much planning and thus can be undertaken in Phase 1. ASEAN MODELS</p>
Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments

8.4 Understanding non-statutory regulatory schemes	<ul style="list-style-type: none"> Capacity Building Workshops 	<ul style="list-style-type: none"> OD ID 	<ul style="list-style-type: none"> Regional 	x			ASEAN has existing published resources to implement this activity.(see link) Workshops should be run in conjunction with the implementation of the previous activity
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9. **Key capacity need 9 – The development and engagement of non-government consumer organisations**

Related Strategic Goals and Initiatives:

AHLP

Principle 2: Consumers are Equipped with the Skills, Knowledge, Information and Confidence to Exercise their Rights

Principle 6: Strong Consumer Advocacy is Promoted

ASAPCP

1.3 AMS consumer protection legislation are modernized

1.3.1 Modernization of legislation (considering the high-level principles and peer reviews) of relevant provisions of national consumer protection legislation.

2.1 Consumer concerns are advocated through availability of consumer forums and associations to highlight issue and concerns

2.1.1 Publish a Report on needs and gaps in access to consumer redress and compensation in ASEAN is undertaken

2.1.2 Hold dialogues, forums and hearings on how to address consumer concerns at the national and the ASEAN level

2.1.3 Establish or strengthen national consumer protection associations

Capacity Building Priority: The development of competent and active consumer associations through the ASEAN Consumer Association Network (ACAN) can assist government authorities in their task of protecting consumers and aids the development of consumer empowerment

Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
9.1 Understanding the contribution of consumer associations and their potential	<ul style="list-style-type: none"> Capacity Building Workshops 	<ul style="list-style-type: none"> OD ID HR 	<ul style="list-style-type: none"> Sub-Regional Regional 		X	X	Engagement with regional and international consumer associations is an important part of this capacity building activity.

	<ul style="list-style-type: none">• Technical Experts	<ul style="list-style-type: none">• OD• HR			X	X	Workshops should coincide with national and regional activities.
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Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
9.2 Ability of consumer associations to work effectively with national consumer authorities and policy making bodies	<ul style="list-style-type: none"> Capacity Building Workshops 	<ul style="list-style-type: none"> OD ID 	<ul style="list-style-type: none"> Regional Sub-Regional 	X	X		Workshops should be held in conjunction with other regional activities wherever possible to facilitate contact and save costs.

10. **Key capacity need 10– Educating, empowering and informing consumers**

Related Strategic Goals and Initiatives:

AHLP

Principle 2: Consumers are Equipped with the Skills, Knowledge, Information and Confidence to Exercise their Rights

Principle 4: Consumers Have Access to Appropriate and Convenient Sources of Advice and Redress including Alternative Dispute Resolution (ADR)

Principle 7: High Levels of Cooperation between Different Levels of Government and with Business and Other Stakeholders

ASAPCP

2.1 Consumer concerns are advocated through availability of consumer forums and associations to highlight issue and concerns

2.1.1 Publish a Report on needs and gaps in access to consumer redress and compensation in ASEAN is undertaken

2.1.2 Hold dialogues, forums and hearings on how to address consumer concerns at the national and the ASEAN level

2.1.3 Establish or strengthen national consumer protection Associations

2.2 Consumer knowledge and advocacy are enhanced through development of an online knowledge centre

2.2.1 Publish a Handbook on Consumer Protection

2.2.2 Develop information policy tools for consumers

2.2.3 Develop on-line interactive and distance learning tools for consumers

2.2.4 Establishment of a webpage and data-base “unfair contract terms” and consumer guidance

2.2.5 Implement national and regional awareness campaigns

Capacity Building Priority: The best form of consumer protection is informed consumers acting in their own interests. Building consumer capacity is cost effective and self-perpetuating.

Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
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10.1 Designing and implementing effective programs for consumer awareness and empowerment	<ul style="list-style-type: none"> Capacity Building Workshops 	<ul style="list-style-type: none"> OD ID HR 	<ul style="list-style-type: none"> Regional Sub-Regional 	X	X	X	ACCP has published extensive resources on building consumer awareness and the forthcoming consumer empowerment index will add to the available material. Low levels of awareness identified from the survey suggests regional and national
Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
	<ul style="list-style-type: none"> Technical Assistance 	<ul style="list-style-type: none"> OD HR ID 	<ul style="list-style-type: none"> Regional 		X		<p>roll-out is needed. As the material has already been researched and written, roll-out should be possible in Phase 1 with a refresher in Phase 3.</p> <p>A key competency for consumer empowerment is the effective design of educational and empowerment resources. Capacity building activities including the presentation of case studies on successful empowerment projects and brain storming sessions could</p>

	<ul style="list-style-type: none"> Needs driven capacity building. 	<ul style="list-style-type: none"> OD ID 	<ul style="list-style-type: none"> Regional Sub-Regional 		X	X	<p>coincide with national and regional activities.</p> <p>Stakeholder consultation such as the ACCP, AEAN Secretariat, ACAN consultation held in November 2019 are examples of needs driven capacity building tools. This could give important opportunities for authorities and consumer organisations to discuss and exchange views on best practices and experiences in consumer protection. It is important that once commenced, should be continuous.</p> <p>.</p>
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Competency	Capacity Building Tools	Implementation measure	Application level	Phase 1 2020-21	Phase 2 2022-23	Phase 3 2024-25	Comments
10.2 Effective use of social media	<ul style="list-style-type: none"> Capacity Building Workshops Technical Experts 	<ul style="list-style-type: none"> OD HR ID 	<ul style="list-style-type: none"> Regional Sub Regional 	X	X		For example, regional and sub-regional application of Twitter, Facebook and Instagram modes of consumer awareness building
10.3 Collaborating with government authorities	<ul style="list-style-type: none"> Capacity Building Workshops Staff Secondments 	<ul style="list-style-type: none"> OD HR 	<ul style="list-style-type: none"> Regional Sub Regional 		X	X	At a recent ACCP consultation with ACAN the point was made that one agency alone cannot protect consumers and a network including consumer associations is needed. Regular authority/association exchanges of views and joint work on consumer empowerment are called for. Authorities need to understand associations and associations need to understand authorities if consumer protection is to work well.