

Cade 2024  
Strategic Plan

**TOWARDS  
A MORE  
COMPETITIVE  
BRAZIL**



CADE CONSELHO ADMINISTRATIVO DE DEFESA ECONÔMICA

# CADE 2024: Towards a more competitive Brazil

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*“Our goals can only be reached through the vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other path to success.”*

Pablo Picasso

## INTRODUCTION

Faced with the Covid-19 pandemic, we had to quickly adapt our way of working, improve our internal and external communication, and keep providing society with high-quality services. Against this backdrop of resilience, the Administrative Council for Economic Defense (CADE) has completed 2017–2020 planning cycle with success and many learnings. Now, a new cycle begins.

In this document, Corisc, the Committee on Governance, Risk, and Control of CADE, presents the strategic plan for 2021–2024. CADE’s mission, resulting from Law 12529/2011, has been recently adapted to be more easily understood and remembered by our employees. Our organisational values were revised and are now more in line with the aspirations of our team. This innovative and challenging view for the future aims to provoke reflection on the effects of a healthy Brazilian competition environment and CADE’s role in this equation.





This plan includes ten strategic goals to guide the work of our employees. The goals include strategic initiatives that group projects and their aims. The document also includes indicators to assess the reach of these strategic goals.

The plan is launched in a year of internal transitions, as the term of office of several high-level management members ended. For this reason, Corisc has prepared this strategy with the extensive collaboration of CADE's internal units and external players. Moreover, to ensure the strategic plan is alive and relevant, it will undergo regular monitoring and review; in this manner, it will be amended and improved as implemented.

More than a mere management paper, this document realises our commitment to society. Now, we invite you to read and take part of the **CADE 2024 Strategic Plan: Towards a more competitive Brazil.**




# CADE

The Administrative Council for Economic Defense (CADE) is an adjudicative federal agency with jurisdiction over the entire Brazilian territory. The body is linked to the Ministry of Justice, with headquarters and forum in the Federal District.

CADE's duties are set forth in Law 12529, of 30 November 2011 (the Brazilian Competition Law), which structures the Brazilian Competition Defense System (SBDC). The law establishes the authority's jurisdiction over preventing and punishing antitrust violations, guided by the constitutional principles of free competition, free enterprise, social responsibility of property rights, consumer protection, and deterrence of market power abuses.

As per the Brazilian Competition Law, competition enforcement should have a wide perspective, taking in problems that impact the national economy, such as the intersection between consumer protection and antitrust law, economic growth concerned with the generation of jobs and revenue, and national development with social justice.



In this regard, the SBDC, responsible for implementing competition policy in Brazil, affects the economic environment and society as a whole in the short and long term, (1) lessening the price pressure of companies that exercise market power, (2) allowing investment in technology research and development, (3) encouraging productivity, and (4) creating a favourable and less uncertain environment for investment.

As an integral part of the SBDC<sup>1</sup>, CADE has the mission of maintaining a healthy competition environment in the country. Thus, in implementing competition policy, the authority has three main roles, namely to look into market structures that can potentially thwart free competition (preventive role), to investigate and adjudicate anticompetitive conduct (suppressive role), and to spread the word of competition in Brazil (advocacy role). CADE has also been seeking to act in an integrated manner, by identifying and connecting to initiatives of the SBDC and other bodies affected by antitrust policy.

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<sup>1</sup> The Competition Law also stipulated CADE and the Secretariat for Economic Monitoring (SEAE) of the Ministry of Finance be in charge of fighting anticompetitive practices within the scope of the SBDC..



CADE's jurisdictional powers and organisational structure are described in its Statutes and in Decree 9011/2017. Together, these rules specify the authority's jurisdictional powers and organisational structure, which includes the Administrative Tribunal, the Office of the President, the Office of the Superintendent General, and the Department of Economic Studies, amongst others. The authority's structure is illustrated below:



## ORGANISATIONAL STRUCTURE

- Bodies of direct and immediate assistance to the President
- Supplementary bodies
- Autonomous bodies
- Collegial body

The Brazilian Prosecution Services also collaborate with CADE by appointing one of its members to render opinions in administrative proceedings to impose sanctions for antitrust violations, either on their own motion or when requested by the rapporteur of the proceeding at issue.



# HISTORY OF THE STRATEGIC PLAN

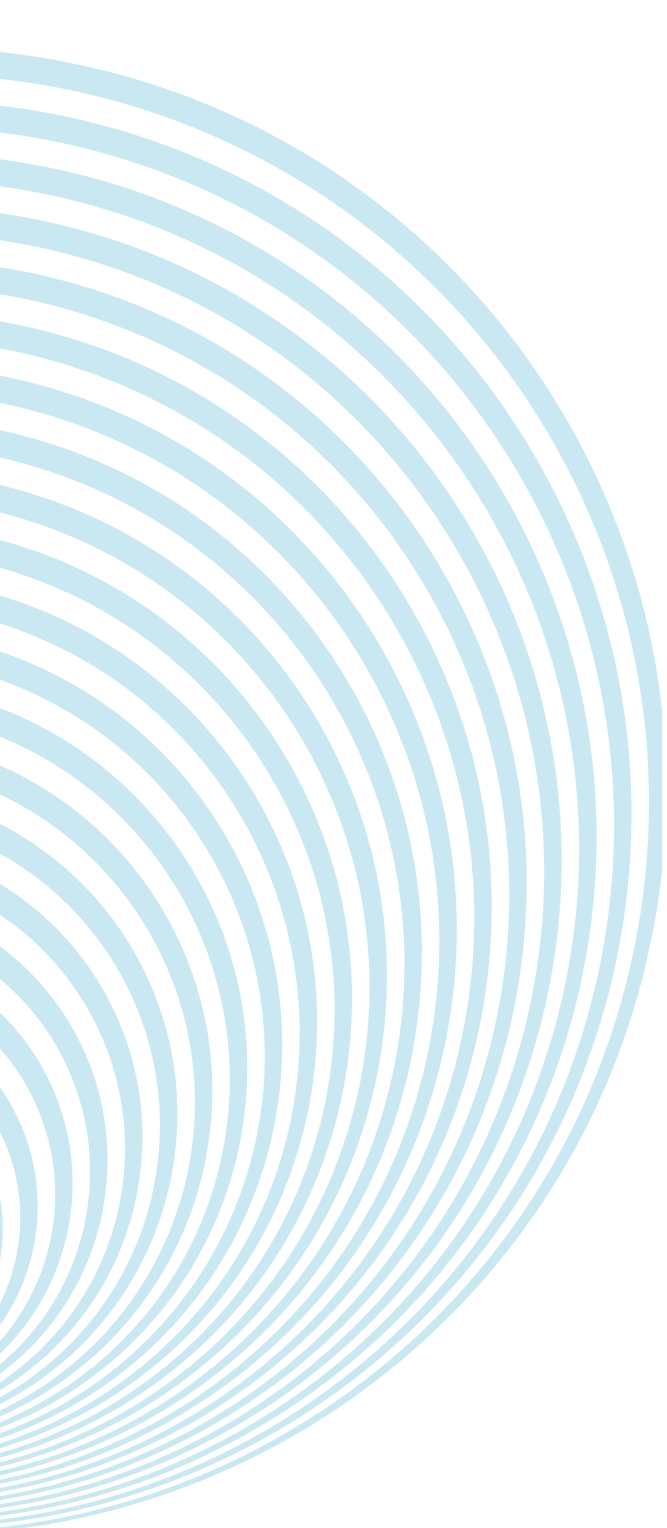
In its work, CADE is always aiming to perform its role as efficiently as possible to benefit society. To this end, it adopts the Balanced Scorecard (BSC)<sup>2</sup> methodology in formulating its strategy and closely follows its Multiannual Plan (PPA).

The BSC methodology demonstrates the authority's concern about reaching a balance between short and long term goals, financial and non financial measures, and internal and external perceptions of performance.

The Multiannual Plan (PPA) and other legal instruments for public resource allocation, such as the Budgetary Guidelines Law (LDO) and the Annual Budget Law (LOA), enable a strategic introduction of antitrust policy into the federal government agenda.

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<sup>2</sup> Balanced Scorecard is a measurement and performance assessment tool developed in 1992 by Harvard Business School professors Robert Kaplan and David Norton.



Like the former cycle, the new Strategic Goals have three fundamental points:

- (I) Contributions to Society, which comprises goals connected to CADE's core activities.;
- (II) Enabling Goals, which comprise goals connected to enabling CADE's activities,
- (III) Basic Goals, which comprise goals connected to the structure of CADE.

The plan includes a portfolio of projects to be developed over four years towards fulfilling these goals and a set of indicators that allow the authority to track their outreach.


By adopting this methodology and following the Multiannual Plan, CADE initiates its third strategic planning cycle.

The first one, the CADE Strategic Plan for 2013-2016<sup>3</sup>, was formulated and implemented by prioritising agendas connected to the institutional restructuring introduced by the new Brazilian Competition Law (Law 12529/2011) and by emphasising projects and activities essential to enforce the new law.

Therefore, the first strategic plan sought to respond to the recently enforced law, posing a number of challenges to CADE.

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<sup>3</sup> Available in Portuguese at: [http://www.cade.gov.br/aceso-a-informacao/institucional/planejamento\\_estrategico/cade-plano-estrategico-2013-2016-versao-1-0.pdf](http://www.cade.gov.br/aceso-a-informacao/institucional/planejamento_estrategico/cade-plano-estrategico-2013-2016-versao-1-0.pdf)



Some of the challenges presented by Law 12529/2011 were pre-merger notifications; shorter procedural deadlines, which demanded more speed and efficiency from the authority; and the introduction of fact-finding procedures in merger review and antitrust cases, formerly performed by secretariats of the Ministry of Finance and Ministry of Justice<sup>4</sup>.

Additionally, the law further contributed to develop a set of agreements with clear rules: the Leniency Agreement (AL) and the Cease and Desist Agreement (TCC) – CADE's immunity and leniency programmes – and the Merger Control Agreement (ACC).

The second planning cycle began in 2017, with the revision and subsequent approval of Strategy Map 2017–2020 and the alignment of new high-level management members as former members completed their terms of office.

An important innovation was the creation of the Committee on Governance, Risk, and Control (Corisc) and the Executive Committee for Risk Management (Cerisc). Following from it, we implemented the first methodology for assessing the Strategic Goals, set forth in the CADE Directive 283, of 11 May 2018.

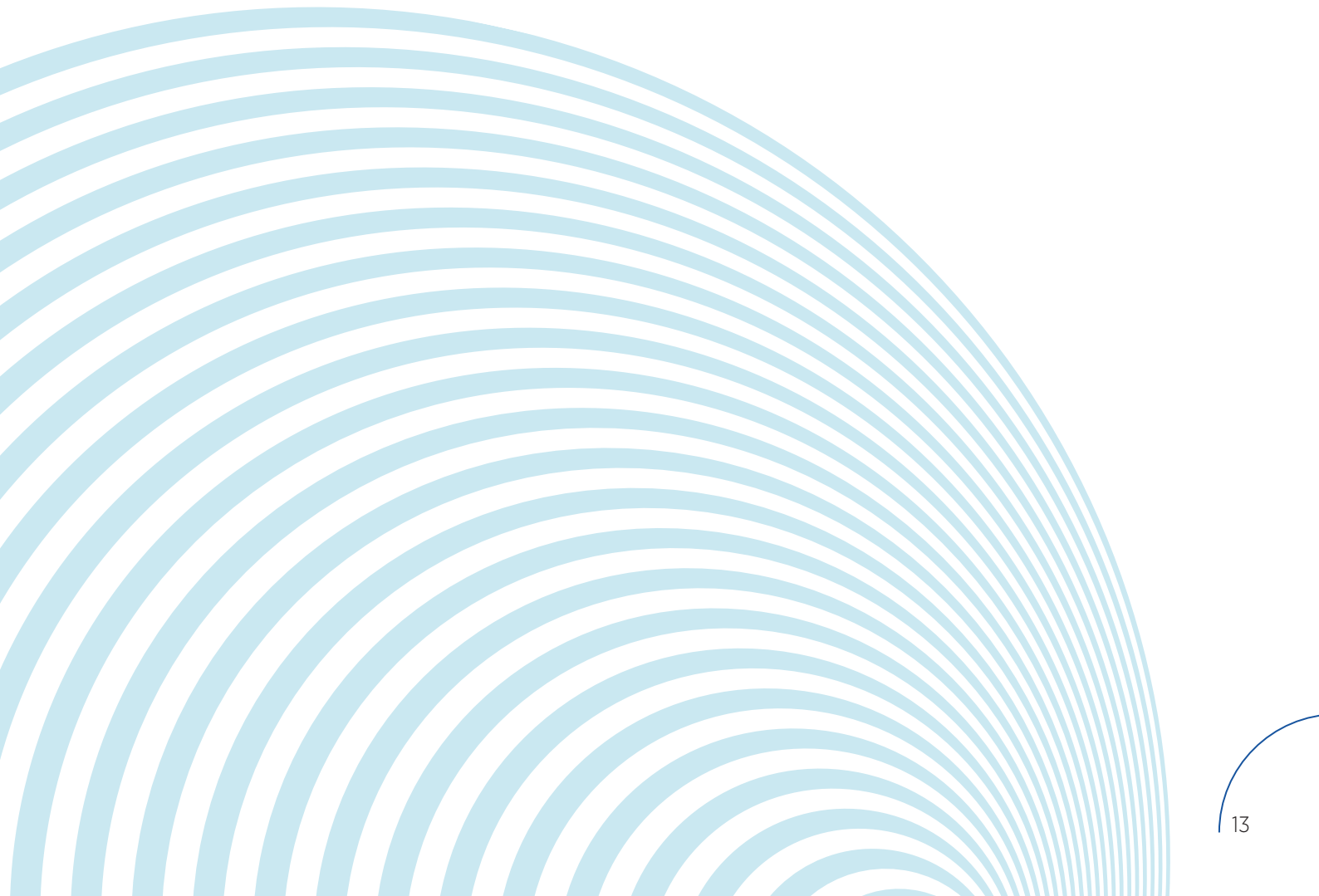
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<sup>4</sup> The Secretariat for Economic Monitoring (SEAE) of the Ministry of Finance and the Secretariat of Economic Law (SDE) of the Ministry of Justice.

In 2019, the institution of the Project Management Office standardised the documentation process and described the indicators in detail. With them, the authority was given an information management system for strategic projects and for strategic planning as a whole.

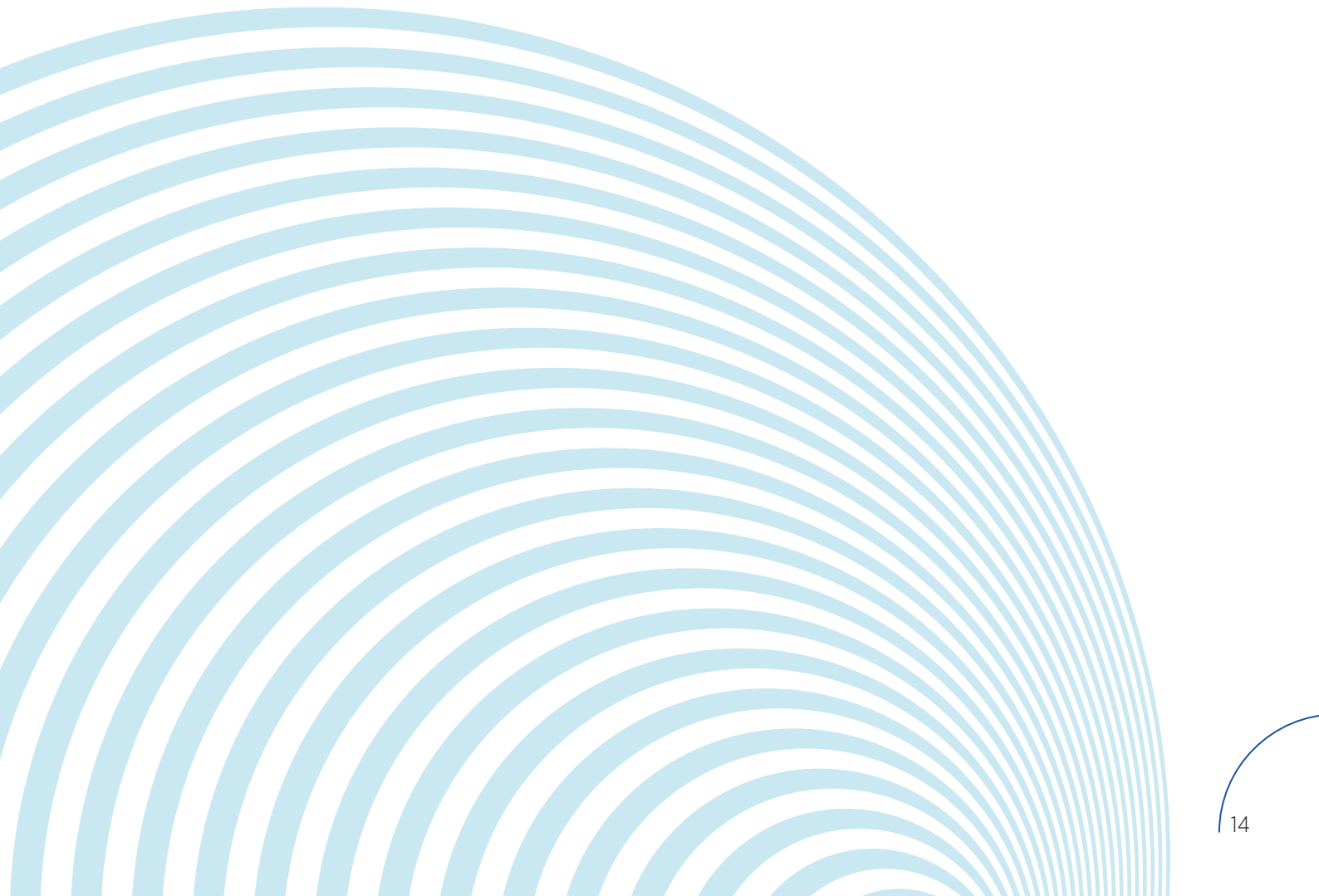
Yet in 2019, CADE was included in the Regulatory Agencies General Law (Law 13848/2019), which started to influence the authority's strategic planning. When the law entered into force, the authority received administrative, budgetary, and financial autonomy, as recommended by the OECD in its last assessment of our practices and structure.

The authority saw an unprecedented feat in 2020 when it became the first governmental body listed amongst the 100 best companies to work for in Brazil, according to a survey conducted by Fundação Instituto de Administração (FIA). FIA surveyed CADE employees and received their positive replies, which reflected the work developed over the last years and signed the success of the strategy and aligned activities.



In light of this, the authority prepared the current plan, following the already established methodology and alignment, whilst giving it a few distinctive twists. For instance, as a special autonomous body, from 2019 forward, the Brazilian Congress supervised CADE, aided by the Federal Court of Accounts. Moreover, CADE's strategic and annual management plans became a fundamental part of the agency's accountability.

From a practical point of view, the Covid-19 pandemic had most plan preparation meetings migrate to an on-line format, since part of the staff worked remotely. Regarding the organisational climate, on the one hand, the FIA award made the staff satisfied with the paths taken since the new Competition Law took force; on the other hand, the sanitary crisis made social distancing a norm, posing a huge obstacle in maintaining the authority's organisational culture and the staff's sense of identity. It was against this backdrop that this strategic plan has been drawn up.



# BACKGROUND INFORMATION

The Covid-19 global sanitary crisis affected some projects for 2020 that were part of the 2017–2020 Strategic Plan, especially because we had to execute planning and management actions related to identifying and mitigating risks that could jeopardise the outreach of CADE's strategic goals. Hence, both the former and current cycles were affected by the crisis.

To illustrate it, the pandemic had an impact on preparations for the new strategic plan, which extended into the first half of 2021. Workshops aimed at drawing up the Strategic Plan, usually carried out in-person with the strategic and tactical units of CADE, were put off to early 2021, with expectations of being held in person.

Regardless of the adversities, the authority developed its 2021–2024 Strategic Plan as a series of meetings attended by its senior management and representatives of all internal units, in a participative process that involved the entire agency.

The revision of the plan started in late 2020, with the first high-level management meeting. In a workshop held in October that year, the goals and projects of the ending cycle were examined, and the preparations for the following strategic plan received the approval to initiate. In this meeting, the mission, vision, and organisational values were revised.

Moreover, attendees covered topics crucial to success in hypothetical future scenarios. Finally, they set strategic goals to collaborate to society and set the guidelines for drawing up a new plan. From these guidelines, thematic workshops were held, with the engagement of several units.

Naturally, the planning techniques adopted in previous cycles had to adjust to recent pandemic limitations, which has proved a great challenge. The solution was to make use of resources that facilitated home-based work and to segment the debate in order to avoid losing focus. It was not without setbacks, however: holding larger validation meetings to ensure cohesive, balanced, well-rounded plan was laborious.

Ten strategic goals were created because of this process, comprising twenty-eight initiatives that group eighty-seven strategic projects, which will be developed over the next four years.

This content will be regularly reviewed by the agency and be amended by Corisc whenever necessary.



# STRATEGY STATEMENTS

CADE's strategy statements are its mission, vision, and values, which consider the current context and look towards 2024.

## Mission

### Ensure a healthy competition environment

The Mission is the reason for an organisation's existence, its purpose. It establishes guidelines from which multiple institutional goals derive. CADE's mission is founded on Law 12529/2011 (the Brazilian Competition Law).

## Vision

### Foster competition in Brazil

The vision is a mental image of what an organisation desires for its future. It identifies signs of changes, detects opportunities and threats, steers its efforts in different directions, and inspires and helps transforming purposes into actions and facts. It is what an entity wants to be, and is in line with the view its leaders have for the future of their own work

# Values

**Excellence**

**Integrity**

**Independence**

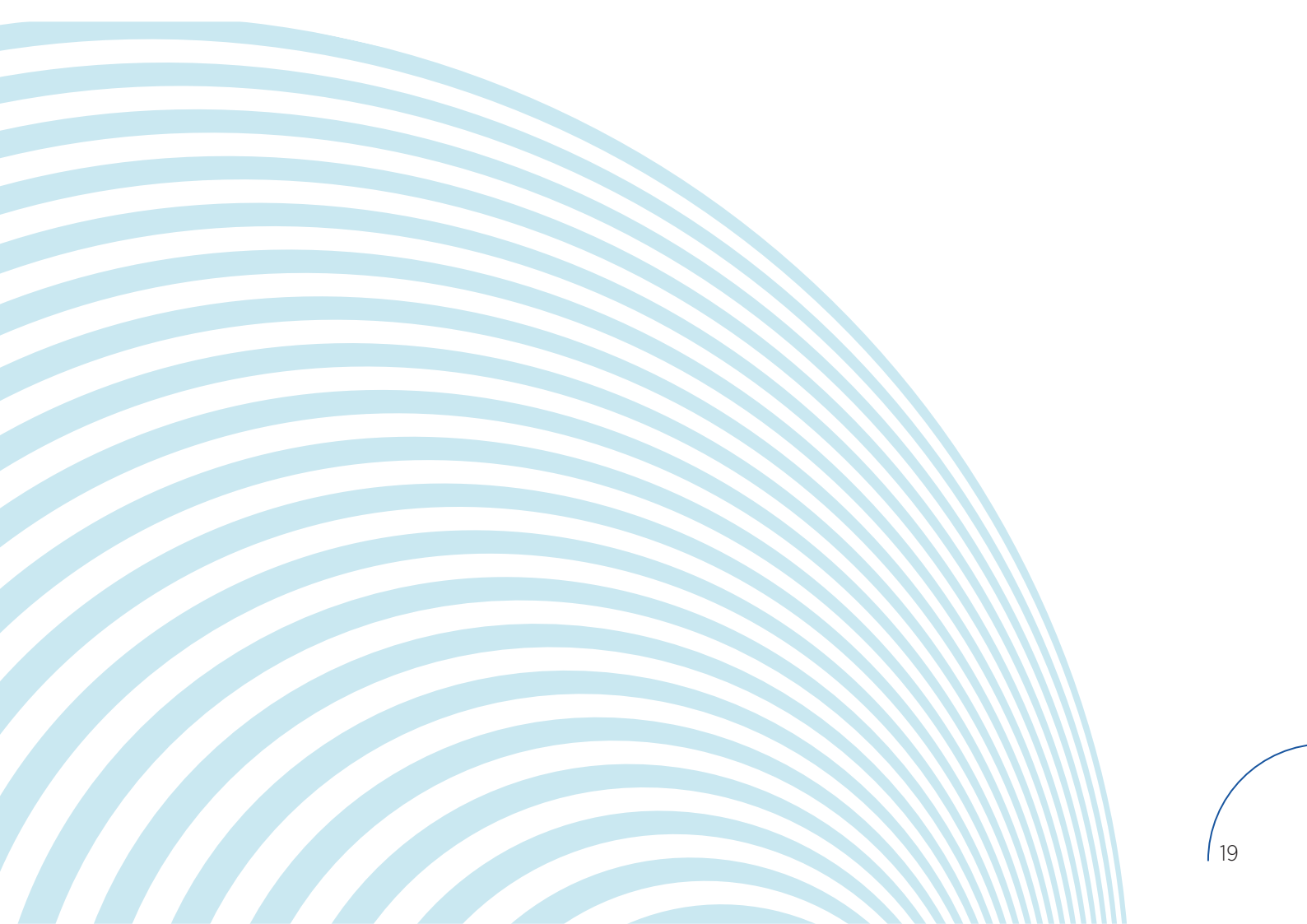
**Innovation**

Values are the principles and beliefs that guide the actions and behaviour of an organisation's employees. They are the basis for an organisation's institutional plan and aid it in giving prompt and definite responses for unexpected situations as they arise.

# STRATEGY MAP

The 2021-2024 Strategy Plan was formulated according to the Balanced Scorecard methodology, which seeks to translate the authority's organisational vision into Strategic Goals through a causal relationship: from its final contribution to society to points to be internally developed to allow for the strategy.

The Balanced Scorecard is also a communications tool, describing the strategy by linking the goals to perspectives, making up our 2021-2024 Strategy Map.



# Cade2024 | Towards a more competitive Brazil

## MISSION

Ensure a healthy competition environment

## VALUES

Excellence  
Integrity  
Independence  
Innovation

## BASIC GOALS

Establish CADE as a great place to work

Plan employees' career development

Strengthen governance practices and play an active role in transforming management

Ensure the quality of information and encourage the production and institutionalisation of knowledge

## ENABLERS

Exert leadership in the international antitrust agenda

Enhance the outreach and efficiency of internal and external communication actions

Promote CADE's innovation and digital transformation

## CONTRIBUTIONS TO SOCIETY

Ensure an efficient merger control

Ensure an efficient fight against cartel conduct and abuse of dominant position

Strengthen the antitrust culture in Brazil

## VISION

Foster competition in Brazil





# GOALS, INDICATORS, AND STRATEGIC INITIATIVES

Following from the Mission and Vision set by our high-level management, the institution decided on the contributions it wants to give to society, stemming from its core activities. It is our wish to

- ensure an effective merger control;
- ensure an efficient fight against cartel conduct and abuse of dominant position; and
- strengthen the antitrust culture in Brazil.

Once the desired outcome has been defined, the next step is understanding what is needed to achieve these objectives. Hence, the authority drew up its enabling goals, that is, what enables CADE to deliver the expected contributions. They are the following:

- exert leadership in the international antitrust agenda;
  - enhance the outreach and efficiency of internal and external communication actions;
  - promote CADE's innovation and digital transformation;
- and
- encourage the production and institutionalisation of knowledge.

Finally, how to build the foundations to fulfil the mission and offer these contributions?

- Establishing CADE as a great place to work.
- Planning employees' career development.
- Strengthening governance practices and playing an active role in transforming public management.

These are the foundations for the new Strategic Plan, as further detailed in the next section.

Strategic Goal

**No. 1**

**Ensure an  
efficient merger  
control**

*Ensure the control of mergers and acquisitions with quality and efficiency to produce the desired impact: protect competition and ensure a favourable business environment with legal certainty.*

## Strategic Goal No. 1 – Ensure an efficient merger control

Indicator	Goal	
	2021	2024
1.1 CADE's average time in processing summary proceedings	20-30 days	20-30 days
1.2 CADE's average time in processing ordinary proceedings	120 days	120 days
1.3 Number of mergers reviewed by CADE within the fiscal year	430	416
1.4 Number of mergers reviewed by year / Number of pre-merger notifications received by year (Multiannual Plan)	95%	100%

Strategic Initiatives	Projects	Start	End
Leverage merger review	Digital pre-merger notification form	2021	2024
	Monitor gun-jumping	2022	2024
	Uniformização e sistematização dos procedimentos de notificação nacional e internacional	2021	2022
Enhance the methodology for assessing the quality of decisions	Develop efficiency indicators	2021	2022
	Monitor Merger Control Agreements (ACC)	2022	2024

Strategic Goal

## **No. 2**

**Ensure an efficient  
fight against cartel  
conduct and abuse of  
dominant position**

*Ensure CADE acts strategically  
to detect the most violations and  
impose legal sanctions in a fast and  
predictable manner.*



## Strategic Goal No. 2 – Ensure an efficient fight against cartel conduct and abuse of dominant position

Indicator	Goal	
	2021	2024
2.1 Anticompetitive conduct proceedings at CADE for more than 60 months	10%	7%
2.2 Average time proceedings in stock await processing	3,3 years	3 years
2.3 Average time taken to process concluded proceedings	2,6 years	2,5 years
2.4 Number of antitrust proceedings processed by CADE in the fiscal year	35 proceedings	40 proceedings
2.5 Percentage of success in settlements	95%	95%

Strategic Initiatives	Projects	Start	End
Reduce time to process antitrust proceedings	Revise efficiency indicators for antitrust proceedings	2022	2023
	Mega processos	2022	2023
Improve the detection of anticompetitive conduct	Projeto Combustível - Deter fuel resale cartels*	2021	2024
Strengthen transparency and predictability in adjudicating anticompetitive conduct	Set criteria for evidence presented in CADE's leniency programme	2021	2021
	Resolution on unilateral anticompetitive conduct	2022	2023
	Internal manual on the exchange of sensitive information between competitors	2021	2023
	Prevenção no combate a cartéis em licitações à luz da Lei 14.133/21	2022	2022
	Clique-Leniência - Marker*	2021	2021

(\*) Project stemming from the 2017-2020 Strategic Plan

Strategic Goal

**No. 3**

**Strengthen the  
antitrust culture  
in Brazil**

*Promote a competition culture,  
develop competition advocacy  
initiatives, prepare market studies –  
all aligned with CADE’s case review  
– and organise events and courses  
with social engagement.*

### Strategic Goal 3 - Strengthen the antitrust culture in Brazil

Indicator		Goal	
		2021	2024
3.1	No. of applicants registered at courses available at the platform for professional qualification EVG	1000	1000
3.2	No. of submissions to PinCade, a programme to introduce university students to CADE and its activities	190	190

Strategic Initiatives	Projects	Start	End
Foster competition with other governmental agents	Competition and Foreign Trade Defense*	2021	2021
	Competition and Data Protection*	2021	2021
	Competition assessment of the ports and airline sectors, with the OECD*	2021	2022
	Competition assessment of public procurement in Brazil, with the OECD*	2021	2022
	Training on prevention and detection of cartels in public tenders	2021	2022
Raise society awareness of the role and importance of antitrust	60 <sup>th</sup> anniversary of Cade	2022	2023
	10 years of Law 12.529, the Brazilian Competition Law	2021	2022
	1 <sup>st</sup> CADE and WIA's Antitrust Simulation	2021	2021
	Radar da Concorrência - 2 <sup>nd</sup> stage	2021	2023

(\*) Project stemming from the 2017-2020 Strategic Plan

Strategic Goal

## **No. 4**

# **Exert leadership in the international antitrust agenda**

*Exert leadership in the international antitrust agenda via strategic projects and initiatives that (1) expand CADE's performance in international forums; (2) strengthen cooperation with other antitrust agencies; (3) increase CADE's participation in international events, including as a host; and (4) increase the international dissemination of institutional information.*

## Strategic Goal 4 - Exert leadership to the international antitrust agenda

Indicator	Goal	
	2021	2024
4.1 No. of stars in the GCR ranking	4	5
4.2 No. of international projects led by CADE	5	5
4.3 No. of physical or virtual mentorships held by CADE to new agencies	1	1
4.4 No. of Working Groups of which CADE is a member	6	6
4.5 No. of multilateral international cooperation measures carried out	25	25
4.6 No. of bilateral international cooperation measures carried out	45	45
4.7 No. of CADE's representatives participating in international events	50	50
4.8 No. of international events physically or virtually hosted by CADE	0	1

Strategic Initiatives	Projects	Start	End
Exercer protagonismo em fóruns internacionais	Write report on the Merger Control in Times of Crisis webinars, held by MWG/ICN	2021	2021
	New edition of the ICN Merger Notification and Procedures Template	2021	2022
	Apply to host the ICN MWG workshop	2021	2021
	ICN Steering Group	2021	2021
	Organise CADE's participation in OECD meetings	2021	2024
	OECD recommendations	2021	2024
	Organise CADE's participation in BRICS meetings	2021	2024
Strengthen bilateral cooperation	Mentor new agencies	2021	2024
Strengthen CADE's voice on the international field	ASINT Plus	2021	2024
	Go International	2022	2024
	Have a new international antitrust event in Brazil	2022	2024
	Host LACCF Rio de Janeiro	2022	2022
	Hot Topics	2022	2024

Strategic Goal

## **No. 5**

**Enhance the  
outreach and  
efficiency of  
internal and external  
communication  
actions**

*Develop internal and external  
communication initiatives aimed  
to disseminate information and  
provide accountability.*

## Strategic Goal 5 – Enhance the outreach and efficiency of internal and external communication actions

Indicator	Goal	
	2021	2024
5.1 Indicator for communication effectiveness	In progress	In progress

Strategic Initiatives	Projects	Start	End
Expand CADE's institutional outreach on the internet	Cade.BR Plus	2021	2022
	Cade.es*	2022	2024
	Cade.com*	2021	2022
	Instagram/cade	2021	2022
Strengthen internal communication channels	Intranet 2.0: implement new functionalities on the CADE Intranet	2021	2024
	Internal Publicity Campaign for the 2021-2024 Strategic Plan	2021	2024
Improve external communication	Assessment of stakeholders' perception of CADE	2022	2024
	Establish an indicator for communication effectiveness	2022	2022

(\*) Project stemming from the 2017-2020 Strategic Plan



Strategic Goal

## **No. 6**

# **Promote CADE's innovation and digital transformation**

*Guide CADE's digital transformation, providing better and simpler antitrust public policies and services that are accessible to citizens at a lower cost and at any time and place. Innovate in services, tools, methods, and work processes. Disseminate a culture of innovation.*

## Strategic Goal 6 - Promote CADE's innovation and digital transformation

Indicator	Goal	
	2021	2024
6.1 Rating score of the web portal Gov.br	greater than 4.0	greater than 4.3
6.2 No. of initiatives using AI	1	8
6.3 No. of automated work processes	1	20
6.4 No. of initiatives submitted to internal contest (InovaCade)	10	15

Strategic Initiatives	Projects	Start	End
Optimise work processes	Project Management Office - 2nd Stage	2021	2022
	People Analytics	2022	2023
	BPM.BR	2021	2023
	Sistema PG.Cade 2.0	2021	2022
	SIGCade - Internal software system to manage strategic plan and indicators	2021	2023
	CadeLegis - Solution to monitor legislative matters of interest	2023	2023
Promote innovation internally	Lorem Ipsum	2021	2023
	InovaCade contest*	2021	2023
Provide solutions that foster the digital transformation	Lab Inovacade	2023	2024
	Data collection survey*	2021	2022
	Case law search tool*	2021	2021
	CADE Digital - 2nd Stage	2021	2024
	DEIA: AI project	2022	2024
	PIM: Platform for analytical data and market information	2021	2023

(\*) Project stemming from the 2017-2020 Strategic Plan

Strategic Goal

## **No. 7**

**Ensure the quality  
of information and  
encourage the  
production and  
institutionalisation of  
knowledge**

*Provide reliable, timely, accurate,  
and accessible information.  
Encourage the production and  
institutionalisation of knowledge to  
protect the authority's memory..*

## Strategic Goal 7 - Ensure the quality of information and encourage the production and institutionalisation of knowledge

Indicator	Goal	
	2021	2024
7.1 No. of institutionalised databases	12	30
7.2 Internal and external visits to database (CADE's and hired databases)	125	200
7.3 Percentage of satisfaction with access to CADE's information	50%	100%

Strategic Initiatives	Projects	Start	End
Expand CADE's transparency	Cade Transparente	2022	2024
	Cade em Números	2021	2024
Encourage the production of institutional knowledge	RDC Qualis	2021	2022
	Saber Cade	2021	2024
	Communications Guidelines	2021	2022
Implement a curation of CADE's data	Communications Guidelines	2022	2024

Strategic Goal

**No. 8**

**Establish CADE  
as a great place  
to work**

*Create a physically and emotionally healthy work environment to leverage performance and provide employees with a positive work experience.*

## Strategic Goal 8 - Establish CADE as a great place to work

Indicator	Goal	
	2021	2024
8.1 Average civil servant retention	greater than or equal to 4 years	greater than or equal to 4 years
8.2 Short-term turnover rate	less than or equal to 20%	less than or equal to 15%
8.3 CADE overall rate at FIA's amazing places ranking	greater than or equal to 90 points	greater than or equal to 90 points

Strategic Initiatives	Projects	Start	End
Provide an amazing workplace	Roof Top		suspensio
	Inovacade Lab		suspensio
	Compartilha Cade		suspensio
	GreenCade - passport to sustainability	2021	2024
Manage the organisational environment	Strengthen the organisational identity	2021	2024
	Organisational environment management	2021	2024
Provide better working conditions	PG. Cade	2021	2022
	Welcome Journey: Onboarding of civil servants and trainees	2021	2024
	My Home-Office	2022	2024

Strategic Goal

**No. 9**

**Plan employees'  
career development**

*Improve CADE's intellectual capital through training and skills management with continued, consistent, and integrated development actions.*

## OE09 - Construir jornada de desenvolvimento dos profissionais no Cade

Indicator	Goal	
	2021	2024
9.1 Training hours	greater than or equal to 15,000 hours	greater than or equal to 15,000 hours
9.2 Percentage of trained employees	greater than or equal o 90%	greater than or equal o 90%
9.3 Percentage of implementation of the CADE Personnel Development Plan	greater than or equal o 95%	greater than or equal o 95%

Strategic Initiatives	Projects	Start	End
Plan employees' professional development	Path 1: skills for CADE's core activities	2021	2024
	Path 2: leadership	2021	2024
	Path 3: skills for management activities	2022	2024
	Jornada das Estrelas	2022	2024



Strategic Goal

## **No. 10**

**Strengthen governance practices and play an active role in transforming public management**

*Implement an integrity policy and innovate in governance and management practices*

## Strategic Goal 10 - Strengthen governance practices and play an active role in transforming public management

Indicator		Goal	
		2021	2024
10.1	Governance and Management Integrated Index (IGG/CADE)	In progress	In progress
Strategic Initiatives	Projects	Start	End
Enhance methods and solutions to support governance	Participate in international audit networks	2021	2022
	Create a governance and management index (IGG/Cade)	2021	2022
	Review CADE's value chain*	2021	2021
	Integrated solution to strategic planning	2022	2024
	Review policies related to governance, internal control, and risk management	2021	2021
Strengthen governance units	Structure CADE's Internal Affairs Office	2021	2024
	Institutionalise CAIC (committee for coordinating the authority's internal control)	2021	2022
	Restructure the compliance and risk management unit*	2021	2021
Enhance internal controls related to integrity	Integrity Programme - 2nd stage	2021	2022
	Conflict of interest policy	2021	2024
Strengthen CADE's participation in public management agendas	ArticulaCade	2023	2024
Foster risk management best practices	Risk Management - 2nd stage	2021	2024
	Business Process Management Office*	2021	2023

(\*) Project stemming from the 2017-2020 Strategic Plan

# CONCLUSIONS

With these numerous projects, CADE is set to meet the demands of the Brazilian society, fulfilling its purpose of ensuring a healthier competition environment.

In doing that, it will manage aspects crucial to success by preparing to the habitual leadership changes, keeping a budget that matches the proposed goals, increasing its reputation through consistent actions, bringing qualified professionals to its team, and enhancing knowledge management and internal and external communication.

We intend to contribute not merely by adjudicating cases but also presenting our experience with them in national and international forums and participating in the Brazilian public debate on topics connected to antitrust policy.

In this manner, we expect that, four years ahead, we see an institution that works towards a more competitive Brazil on a daily basis and, hence, heads for our vision:

***Foster competition in Brazil***

 Photos by:

Page 2	- CADE's facade / Déborah Lins e Nóbrega
Page 5	- Inner part of CADE / Roseanne Tavares Oliveira
Page 6	- CADE's facade / archive of the Communications Unit of CADE

CADE 2024  
Strategic Plan

**TOWARDS  
A MORE  
COMPETITIVE  
BRAZIL**



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