

Guiding Principles for Task Forces

Introduction

1. For the consultation/dialogue process to be successful, Ministers and Task Forces will need to engage in systemic dialogue which implies regular and structured discussion, negotiation and, where appropriate, jointly agreed actions.
2. This document sets out some guiding principles for the operation of Task Forces with a view to bringing some operational consistency across the dialogue process with Government.

Principles of Engagement

3. *Coaliția* is a broad-based platform that aligns the positions of Romanian-based business and employer organisations on behalf of their members, in order to provide a cohesive basis for consultation with Romanian authorities on topics that impact the business climate in Romania.
4. The technical work of Coalitia will be carried out within member associations. The role of the Task Forces is to align points of view of Coalitia Members and to consolidate a position on behalf of the Coalitia. Steering Group should be informed by the Task Forces about such documents. The final position documents will be circulated with the Steering Group and have two working days to reply.
5. Therefore, the role of a Task Force is **not** to act as a lobby group or to pursue the sectoral interests of its individual members. Contravention of this principle will lead to suspension from participation in the work of the Task Force.
6. This is a two-way dialogue process based on partnership between the public authorities and the *Coaliția*. Task Forces are expected to raise issues that are important for the private sector and the health of the economy in general. In addition, Task Forces will provide pragmatic recommendations, negotiate and oversee the implementation of agreed action points to address such concerns.
7. In summary, a Task Force acts as an advisor and has several main functions:
 - To set an annual list of priorities which will be approved by the Steering Committee; Task Forces will mainly pursue the achievement of these priorities.

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- The role of the task forces is to align the views of the various members in terms of the priorities agreed and come up with an integrated Coalitia position
 - To listen to the difficulties facing public authorities and to recommend appropriate courses of action from the perspective of the business sector in order to minimize potential adverse economic impacts on Romania.
8. In responding to requests for recommendations coming from public authorities, Task Forces should not be afraid to signal that specific initiatives will not work or lack consistency with other economic strategies. However, in the spirit of constructive dialogue Task Forces are expected to propose alternative viable solutions.

Composition of Task Forces

9. Membership of Task Forces is regulated by the Steering Group of the *Coalitia* together with Task Force Leaders. Task Force leaders will accept new members in the Task Force only after having consulted with the Steering Committee and after having notified the Standing Secretariat of their intention.
10. Every CDR member can nominate up to two full members in every task force and a shadow member. The shadow member will replace a full-time member when such member is not available to participate and will be kept informed about the activity of the task force on a permanent level. Regardless of the number of nominations in a task force, any CDR member has only one vote.
11. In case a Task Force member does not attend 2 consecutive Task Force meetings, the Secretariat of Coalitia informs the member and the organization who nominated him about the member's inactivity within the working group. If a Task Force member does not attend 3 consecutive meetings, the Secretariat will notify the member's organization and will initiate the procedures to replace the Task Force member.
- a. Those assigned to the secretariat will be known as Rapporteurs. The role of the Rapporteur is to support the work of Task Forces by arranging meetings, keeping records of meetings and researching issues. The work of Rapporteurs will be guided by the Task Force leaders. Rapporteurs will also report on progress in relation to the working of Task Forces to the Steering Group and will be the conduit for ensuring effective communication with all members of the *Coalitia*.
 - b. Task Force Members should have sufficient seniority and expertise, as well as business and ethical standing.

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- c. Member organizations are responsible to ensure that their representatives have the mandate to speak on their behalf on each of the issues discussed in the task forces.
 - d. Only full members of a Task Force approve by consensus the agenda, the documents and the actions of the Task Force.
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- 12. Given the expected demands being placed on Task Forces, the Steering Group will, where possible, avoid nominating individuals to serve on more than one Task Force.
 - 13. Replacement of members of the Task Forces will be approved by the Steering Committee after the prior approval of the Task Force Leader and the notification of the Standing Secretariat.
 - 14. Leaders and Rapporteurs for each Task Force will be appointed by the Steering Group with a mandate of one year, starting with January of each year. The Leaders and the Rapporteurs will not be from the same member organisation.
 - 15. The Task Force Leader may appoint up to two Deputy Leaders from within the Task Force membership to ensure effective deployment of resources in the Task Force and continuity in the event of the unavailability of the Task Force Leader for certain periods of time.
 - 16. Task Forces will be free to establish *ad hoc* Sub-Groups on specific topics of interest. While the “Standing” Task Forces will always be available for dialogue with public authorities, it is expected that Task Force Leaders would establish “Specialized Sub-Groups” to tackle specific issues or problems of a technical nature raised by public authorities. In such instances, it would be imperative that Sub-Groups are composed of specialists in that particular field. Expert resources can be drawn from across the *Coaliția* or from other appropriate sources consistent with the principles of the *Coaliția*. Such Sub-Groups will be subject-specific and will have a temporary lifespan. Non-member experts will discontinue their participation in task force meetings once the subjects they cover are no longer on the TF agenda.
 - 17. Where the Task Force Leader considers that there is a competency gap in the composition of a Task Force, she/he should submit proposals to the Steering Group to address this matter.
 - 18. The establishment of *ad hoc* Sub-Groups, including membership details, should be communicated to the Standing Secretariat of the *Coaliția* and approved by the Steering Committee

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Outcomes and Deliverables

19. The purpose of the dialogue process with the *Coaliția* is to allow public authorities to make informed choices with a fuller understanding of the potential impact of government decisions on the business and investment climate.
20. In this regard, it is important that Task Force advice/recommendations for public authorities should focus on **actionable** solutions, as opposed to theoretical and academic solutions or position papers.
21. Advice/recommendations must have, where applicable, proven track records in other countries and should be based on “best practice” models in other EU countries (i.e. “Don’t re-invent the wheel”). This approach will enhance the acceptability of *Coaliția* recommendations from the public authority’s perspective.
22. In particular, proposed solutions must display a full understanding of the Romanian legislative environment and must be compatible with existing EU legislation and strategic targets.

Operational Considerations

23. Before proposing a topic for the agenda with the highest officials in Romania (Prime Minister, President, President of the Senate, etc.) Task Force leaders will ensure that the matters have been thoroughly discussed with all the appropriate levels in the public administration.
24. The main responsibilities of Task Force Leaders are to:
 - Review the list of actions for the respective area together with the Task Force members and update it with any other necessary actions;
 - Prioritize the actions together with the public authority and the Task Force members;
 - Ensure that the Task Force benefits of the involvement of all the relevant experts in order to fulfill its mission;
 - Coordinate the impact analysis for each of the actions;
 - Ensure that a proper and realistic implementation schedule is established for each action;
 - Support the implementation process with know-how;
 - Report the progress regarding its action plan on a monthly basis to the *Coaliția* Steering Group and/or the Standing Secretariat.
25. To ensure effective meetings with public authorities, participation should be limited to the Task Force *Leader* plus 5 members of the Task Force. Attendance should be

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decided by the Task Force Leader taking into consideration expertise in the subjects under discussion at each particular meeting and achieving a representative balance from the *Coaliția* membership. In nominating the attendees at the Ministerial meetings, priority should also be given to those actively participating in the internal meetings of the Task Force. Ideally priority should be given to members representing Steering Associations to those actively participating in the internal meetings of the Task Force.

26. It is expected that meeting papers are provided in sufficient time ahead of meetings so that the Minister and the Task Force can be prepared for a substantial discussion.
27. Following each Task Force meeting with a Minister, the Rapporteur should issue the Minutes of the Meeting (MoM) not later than 5 working days after each relevant meeting. The MoMs should be written in English.
28. The Rapporteur should circulate MoMs to the Task Force Members and the Standing Secretariat of the *Coaliția*. The Standing Secretariat will ensure that arrangements are in place for MoMs to be distributed to the Plenary Group members.
29. Only members of a Task Force will be allowed to attend its meetings. However, each member of the *Coaliția* will have access, at any time, to any report, position note or any other document elaborated by the Task Force, regardless of whether it is a draft or a final version. Such requests should be directed in the first instance to the Standing Secretariat of the *Coaliția* for onward transmission to the Task Force concerned.
30. The Leader will be responsible for the inclusiveness of the functioning of her/his Task Force. In particular, arrangements should be in place for an outreach process to non-Task Force members of the *Coaliția*. Such contributions will be considered on a consensus basis at Task Force Meetings.

Coordination/Overseeing of the Process

31. The Standing Secretariat of the *Coaliția* will maintain an overview of all Coalitia activities.
32. Progress reports on the dialogue process will be presented to the Prime Minister on a quarterly basis or more frequently if requested by the Prime Minister's office.
33. The MoMs and all papers produced by Task Forces will be copied to the Standing Secretariat of the *Coaliția*.

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34. The Steering Group will conduct periodic meetings with Task Force Leaders to ensure consistency in the operation of Task Forces and avoid the potential of duplication of work.
35. The Standing Secretariat will hold periodic meetings with the Rapporteurs to ensure consistency in the approach to supporting Task Forces.

Media/Corporate Identity

36. In principle, members of Task Forces will not comment publicly or in the media in their capacity as representatives of the *Coaliția*. However, *Coaliția* and Task Force members are free to comment in their capacity as representative of the member organisations of the *Coaliția*. In such cases comments should be of a generic nature regarding participation in the *Coaliția* and not refer to specific issues being discussed by Task Forces without the prior approval of the Steering Group.
37. The Steering Group will develop some media guidelines (including a logo/public image in the event of a requirement to issues press statements) for *Coaliția* members making public comments. In the absence of specific guidance to the contrary, the presumption is that the work of a Task Force is confidential and not subject to public comment by *Coaliția* members, even if public authorities choose to engage in public comments.
38. The initial usage of the corporate identity will be confined to:
 - Using the logo in the email signatures of the Standing Secretariat and Task Force Leaders / Rapporteurs;
Electronic letter heads for official correspondence;
39. *Coaliția* members should not incorporate the *Coaliția* logo in their normal day-to-day business transactions or their business cards.
40. Requests for additional use of the Corporate Identity should be submitted to the Steering Group for approval.

ENDS



Appendix 1

Meeting Minutes Template

Task Force:

Date:

Location:

Rapporteur:

Participants:

Requester:

Topics addressed:

- Description of the Ministerial request
- Nature of Advise/Recommendation
- Agreed Course of Action :

No.	Type* (T/I/D)	Points discussed & Decisions	Responsible Task Force/Public Authority	Deadline	Status**

Next Meeting (Date and proposed Agenda):

*Type:

T- Task

I- Information

D- Decision

**Status:

Open

In Progress

Finalised

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