

Guiding Principles of the *Coaliția*

1. Legal Standing

- 1.1. The name of the group is “*Coaliția pentru Dezvoltarea României*” (*Coaliția*). The *Coaliția* does not have a juridical form in Romania but it is constructed as a formal collaborative arrangement by its combined membership, all of which have good standing as organisations in Romania, subscribing to ethical entrepreneurship.

2. Purpose

- 2.1. Conscious of the fragmented nature of the business and employer voice in Romania, the *Coaliția* aims to be a broad-based representative forum that brings together a number of Romanian-based business and employer organisations to provide a more cohesive basis for consultation with Government on topics that impact on the business climate in Romania.
- 2.2. The *Coaliția* does not lay claim to exclusivity in the process of dialogue with Government, but it has been constructed in the belief that it is more effective for Ministers and the Government to consult with a broad-based business and employer forum. This, in turn, should bring coherence in the message from businesses and employers to Government.
- 2.3. It is the belief of the *Coaliția* that a process of systemic consultation with Government will enhance predictability for businesses, improve the economic climate in Romania and increase investment.

3. *Modus Operandi* of the *Coaliția*

- 3.1. The *Coaliția* will establish representative Task Forces to enable individual Ministers to consult on matters specific to their areas of responsibility.
- 3.2. The initial set of Task Forces will be established in the areas of: Public Finance; Energy; SMEs; Infrastructural Projects; EU Funds; and Agriculture. Once these Task Forces are working effectively, further Ministerial Task Forces will be established.
- 3.3. A small number of “Meta” Task Forces will also be established to deal with “cross-Government” issues. The initial “Meta” Task Forces will be on the matter of the Investment Climate in Romania and on Capital Markets. Once the “Meta” Task Forces are working effectively, further “Meta” Task Forces will be established.

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4. Structure

The Structure of the *Coaliția* will consist of the following roles:

4.1. Plenary Group

4.1.1 The Plenary Group consists of all members of the *Coaliția*. The Plenary Group will meet at least twice a year, every January and July. Decisions within the Plenary Group will be taken by consensus. Where consensus cannot be achieved, the Coordinator will consult with members and propose a compromise solution to progress the work of the *Coaliția*.

4.2. Steering Group

4.2.1 The role of the Steering Group is to guide the work of the *Coaliția* and ensure that the consultative process with Government works effectively. The Plenary Group will appoint the members of the Steering Group every January and July. Appointments to the Steering Group will have regard to the members that provide dedicated administrative support to ensure the successful working of the *Coaliția*. Ideally, membership of the Steering Group will be limited to no more than seven groups from within the membership of the *Coaliția*. The Government may also nominate two liaison persons who will be invited to the Steering Group to ensure effective communication between the *Coaliția* and the Government. All decisions within the Steering Group will be taken by consensus. Where the Guidelines do not provide enough clarity the Steering Group will take a decision which it will reconfirm with the Plenary Group.

4.3. Secretariat

4.3.1 Secretariat support is critical successful operation of the *Coaliția* and will be provided by the constituent members of the *Coaliția*. Member organisations are invited to assign a staff member (on at least a 50% FTE basis) from their own organisation to work on the programme of the *Coaliția*. Those assigned to the secretariat will be known as Rapporteurs.

4.3.2 The Standing Secretariat of the *Coaliția* will be ensured by the organisation to which the Coordinator belongs to.

4.3.3 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 *Coaliția*.

4.4. Coordinator

4.4.1 Each January and July, the Plenary Group will appoint from within its membership a person to facilitate the work of the *Coaliția*. The role of the Coordinator will be to convene and chair meetings of the Plenary and Steering Groups and to publicly represent the *Coaliția*.

5. Expenses of the *Coaliția*

5.1. The Standing Secretariat will cover the daily administrative costs of the *Coaliția*.

5.2. The cost of convening the Plenary Group and of organising the public events of the *Coaliția* will be covered by the business associations that are members of the Steering Group.

6. Task Forces

6.1. The *Coaliția* will establish two types of Task Forces:

6.1.1 Ministry specific Task Forces that will provide a consultative mechanism for Ministers to consult on business specific issues relevant to their individual Ministries; and

6.1.2 Meta Task Forces focussed on over-arching/cross-governmental matters impacting on the business and investment climate in Romania where more than one Minister is required (for example: Innovation, Foreign Direct Investment).

6.2. Task Forces will comprise of a minimum of four members of the *Coaliția*, at least one of which will come from outside the Steering Group members and a Rapporteur. Task Force Members should have sufficient seniority, as well as business and ethical standing in Romania.

6.3. Leaders and Rapporteurs for each Task Force will be appointed by the Steering Group. The leaders and the Rapporteurs will not be from the same member organisation.

6.4. Task Forces will be free to establish sub-groups on specific topics of interest.

6.5. In creating Task Forces consideration will be given to achieving a balance which respects the representative nature of the *Coaliția* with specific concerns for gender and geographical balance.

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- 6.6. The role of Task Forces is not to act as a lobby group or to pursue the sectorial interests of its individual members. Its purpose is to be a forum for active consultation with the Government and individual Ministers to enable informed decisions having regard to the perspective of businesses and investors in Romania.
- 6.7. To enable timely response to Government consultations, Task Forces will function autonomously in their consultations with the Government.
- 6.8. 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. Requests for such documents will be made to the Standing Secretariat. *Coaliția* documents can only be used to serve the scope and objectives of the *Coaliția* as defined in chapter 2 (Purpose).
- 6.9. The Task Force leader will be responsible for the inclusiveness of its functioning and for the outreach process to non-member experts on the subject. Contributions by such non-member experts will be considered on a consensus basis at the Task Force Meetings.
- 6.10. The Task Force leader will represent the Task Force or assign a member to participate at monthly meetings of *Coaliția* with the Government, provided the Task Force has an urgent or pending topic to address. New topics for such meetings will be added to the agenda only with the approval of the Steering Group. Task Force leaders will submit new topics for approval through a position paper. The Steering Group will make a decision in maximum 3 working days. If no feedback is provided, the new topic will be approved tacitly and accordingly added to the meeting agenda.

7. Membership

- 7.1. Membership and associated membership is open to Romanian-based business and employers groups with good ethical standing that aspire to the *Coaliția's* aim of improving the business and investment climate of the country and have a broad representative membership.
- 7.2. This initial membership consists of:
- AmCham Romania;
 - Asociația Oamenilor de Afaceri din România (AOAR);
 - Foreign Investors Council (FIC);
 - Fundația Romanian Business Leaders (RBL); and

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- A number of business organisations and bilateral chambers of commerce, with a broad representation of business interests, from countries in the EU, EEA and North America.
- 7.3. The participation of some Embassies, as associated members, and Bilateral Business Associations will enable the *Coaliția* to draw from international best practice experience of business/government dialogue, in particular, in Scandinavian, western European countries and other non-EU countries with best practices in this area.
- 7.4. Associated members are part of the Plenary Group without voting rights and cannot be appointed to the Steering Group. Associated members are not required to actively participate in Task Forces. They have access, at any time, to any report, position note or any other document elaborated by the Task Forces as stipulated in paragraph 6.8.
- 7.5. Membership or associate membership does not prevent any organisation to continue to engage independently with the Government.
- 7.6. The *Coaliția* intends to grow its membership to increase the representative nature of the dialogue with Government. The Steering Group will manage membership matters and will report to the Plenary Group on this.
- 7.7. Associations that aim to adhere to *Coaliția's* membership will submit a letter of intent to the Steering Committee, reflecting their objectives and relevant expertise. If approved by the Steering Committee, the applicant will be granted a six-month temporary associate-membership and shall nominate representatives in at least two task forces. At the end of the six months, the Steering Committee will evaluate the commitment and involvement of the association and may decide to accept the applicant in *Coaliția's* standing membership.
- 7.8. Representation and active contribution to a minimum of two task forces will be observed by all *Coaliția* members.
- 7.9. The initial register of members will be compiled within 7 days of the adoption of these Guiding Principles of the *Coaliția*.

8. Consultative Council

- 8.1. If required by the Prime Minister's Office, the Steering Group will establish an ad-hoc Consultative Council for direct dialogue with the Prime Minister. Membership will comprise senior business people from within the *Coaliția's* constituent organisations and will be decided by the Steering Group.

