

## Guiding Principles for Task Forces

### Introduction

1. The purpose of the *Coaliția* is to provide a more cohesive basis for consultation with Government on issues that impact on the business climate in Romania. The work of the *Coaliția* is conducted through Task Forces:
  - **Ministry-specific Task Forces** that will provide a consultative mechanism for Ministers to consult on business specific issues relevant to their individual Ministries; and
  - **Meta Task Forces** focused 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, Investment Climate).
2. 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.
3. 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

4. The purpose of the *Coaliția* 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.
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. Task Forces will function autonomously in their consultations with the Government and, as such, are the manifestation of private sector problems and issues for the concerned government Minister(s).
7. This is a two-way dialogue process based on partnership between the Government and the *Coaliția*. As well as responding in a timely manner to the issues presented by Minister(s), it is expected and understood that Task Forces will also act as a catalyst for change. Consequently, Task Forces are expected to be proactive in raising issues with Ministers that are important for the private sector and the health of the economy

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in general. In addition, Task Forces will provide pragmatic recommendations, negotiate and oversee the implementation of agreed action points to address such concerns.

8. In summary, a Task Force acts as an advisor and has two main functions:
  - To listen to the difficulties facing Ministers and to recommend appropriate courses of action from the perspective of the business sector in order to minimise potential adverse economic impacts on Romania.
  - To highlight to the Minister problems that the Task Force feels need to be tackled even if the Minister is reluctant to raise such matters.
9. In responding to Ministerial requests for recommendations, Task Forces should not be afraid to signal that specific initiatives being proposed on the government side will not work or lack consistency with other economic strategies of government. However, in the spirit of constructive dialogue Task Forces are expected to propose alternative viable solutions.

## Composition of Task Forces

10. Membership of Task Forces is regulated by the Steering Group of the *Coaliția*.
11. 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.
12. To fully reflect government and ministerial engagement, Task Force Members should have sufficient seniority, as well as business and ethical standing in Romania.
13. 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. 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.
14. Nominations of replacements/alternate members of the Task Forces should be approved by the Steering Group.
15. 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.
16. 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.

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17. 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 Ministers, it is expected that Task Force Leaders would establish “Specialized Sub-Groups” to tackle specific issues or problems of a technical nature raised by Ministers. 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.
18. 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.
19. The establishment of *ad hoc* Sub-Groups, including membership details, should be communicated to the Standing Secretariat of the *Coaliția*.

## Outcomes and Deliverables

20. Frequently, the Government has to make difficult choices/decisions. The purpose of the dialogue process with the *Coaliția* is to allow the Government to make informed choices with a fuller understanding of the potential impact of government decisions on the business and investment climate.
21. In this regard, it is important that Task Force advice/recommendations for Minister(s) should focus on **actionable** solutions, as opposed to theoretical and academic solutions or position papers.
22. 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 Government’s perspective.
23. 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.
24. Solutions being proposed by Task Forces must be viewed first by Mr. Dante Stein and/or Mr. Dan Ionel Blănculescu before they are submitted to the Ministers. This is necessary because Mr. Stein and Mr. Blănculescu have an intimate view of the government strategies and, as such, can inform the Task Forces if the proposed solution is in line with the various strategies of the Government.



## Operational Considerations

25. To reflect the high level engagement of the dialogue process, it is understood that Ministers will be fully and personally engaged with the Task Force and will not delegate this responsibility. Accordingly, it is imperative to establish a clear line of communication between the Task Force Leader and the Minister(s). It is also expected that the initial meeting should confirm that the Minister will be the main counterpart for the Government while on the Task Force side it will always be the Task Force Leader.
26. 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;
  - Prioritise the actions together with the Minister(s) 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 (see Appendix 1).
27. Initial Task Force meetings with Ministers will be scheduled by the Standing Secretariat of the *Coaliția* in coordination with Mr. Dante Stein and Mr. Dan Ionel Blănculescu from the Government side.
28. To ensure effective meetings with the Minister, participation should be limited to the Task Force Leader plus 5 members of the Task Force. Attendance should be 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.
29. In order to establish a climate of professionalism and ensure effective dialogue, it is expected that the frequency of Task Force meetings with Ministers should ideally be of 3-4 week intervals.
30. The date for the next meeting should be agreed between the Task Force Leader and the Minister at the previous meeting. All efforts must be made to schedule meetings

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with at least **2 weeks advance notice** so that the Minister and members of the Task Force can schedule their time.

31. Clarifications requests or “working” meetings with officials (not requiring ministerial attendance) may take place in between the scheduled “high level” meetings of the Task Force and the Minister.
32. 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.
33. Following each Task Force meeting with a Minister, the Rapporteur should issue the Minutes of the Meeting (MoM) not later than 2 working days after each relevant meeting. The MoMs should be written in English, but a Romanian translation should always be available for the Government side. A template of the MoMs is available in Appendix 2.
34. The Rapporteur should circulate MoMs to the Task Force Members, the Minister’s team and the Standing Secretariat of the *Coaliția*. The Standing Secretariat will ensure that arrangements are in place for MoMs to be distributed to the Steering Group members, Mr. Dante Stein and Mr. Dan Ionel Blănculescu.
35. 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.
36. 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

37. The Standing Secretariat of the *Coaliția* will maintain a Central Project Log (CPL) of requests made by a Minister and agreed recommendations proposed by Task Forces. The CPL will contain such details as:
  - Date of Request;
  - Requester (Minister/Task Force);
  - Description of Issue;
  - Status of Request (Open/Ongoing/Finalised)
  - Date of Response (lapse of time between Request and Response);

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- Description of Response;
  - Agreed Action/Implementation (if any);
  - Date of Implementation (if any) (lapse of time between Response and Implementation).
38. 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.
39. The MoMs and all papers produced by Task Forces will be copied to the Steering Group and the Standing Secretariat of the *Coaliția*, including Mr. Stein and Mr. Blănculescu.
40. 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.
41. The Standing Secretariat will hold periodic meetings with the Rapporteurs to ensure consistency in the approach to supporting Task Forces.

### Media/Corporate Identity

42. 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 a 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.
43. Where government ministers/spokespersons are issuing press statements or media comments regarding the process of dialogue, it is envisaged that a copy of their statement should be provided to the Task Force Leader and/or the Standing Secretariat of the *Coaliția* for circulation to the Steering Group.
44. 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 the government side chooses to engage in public comment.
45. The Corporate Identity will be designed by Saatchi & Saatchi who will retain the copyright of the images on behalf of the *Coaliția*. The initial usage of the corporate identity will be confined to:

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- Using the logo in the email signatures of the Standing Secretariat and Task Force Leaders / Rapporteurs;
  - Electronic letter heads for correspondence with Government; and
  - Table flags for Task Forces meetings with Ministers.
46. *Coaliția* members should not incorporate the *Coaliția* logo in their normal day-to-day business transactions or their business cards.
47. Requests for additional use of the Corporate Identity should be submitted to the Steering Group for approval.

ENDS



## Appendix 1

### Monthly Progress Report

Task Force:

Task Force Leader:

Date:

Recent Achievements:	Risks & Dependencies:
Next Steps:	Comments Regarding Task Force Status:

Detailed status of the actions:

No	Action	Deadline	Responsible	Status*	Details and Comments on Progress
1					
2					

\* Status:

**Green** – running according to plan

**Yellow** – a delay in the action plan might occur

**Red** – the final deadline is affected

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## Appendix 2

### Meeting Minutes Template

Task Force:

Date:

Location:

Rapporteur:

Participants:

Requester:

Topics addressed:

- Description of the Ministerial request
- Nature of Advise/Recommnedation
- 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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