

## Guiding Principles of the Coaliția

### 1. Legal Standing

- 1.1. The name of the group is “Coaliția pentru Dezvoltarea României” (Coaliția). The Coaliția is not a legal entity according to Romanian law and it is constructed as a formal collaborative platform by its combined membership, all of which have good standing as organisations in Romania, subscribing to ethical principles of doing business. .
- 1.2. The business associations which are members of the Coalitia have the prime responsibility to ensure the proper functioning and observance of all rules and principles.

### 2. Purpose

- 2.1. Conscious of the fragmented nature of the business and employer voice in Romania, the *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.
- 2.2. The *Coaliția* does not lay claim to exclusivity in the process of dialogue with any Romanian authorities, nor has it been established solely for this purpose but it has been constructed in the belief that it is more effective for the Romanian authorities to consult with a broad-based business and employer forum that has already aligned its positions. This brings coherence and increases the quality of public policies in Romania in the message from businesses and employers to Romanian authorities.
- 2.3. It is the belief of the *Coaliția* that a process of systemic consultation with the Romanian authorities will enhance predictability and stability, improve the economic climate and increase the economic competitiveness in Romania.
- 2.4. Coalitia does not act as a lobby group or pursue any interest of its individual members.



- 2.5. The Steering Committee will periodically formulate or redefine the priorities that the Coalitia will focus for the next period, which will be observed by the Task Forces.

### 3. *Modus Operandi of the Coalitia*

- 3.1. To accomplish its goals Coalitia will establish task forces in order to achieve alignment among its members and consult on specific matters and long term planning.
- 3.2. **The Steering Group decides on the setting up of task forces and on dismantling them once it no longer considers them necessary for carrying out the objectives of the Coalitia.**
- 3.3. Each member of the Coalitia is responsible for observing the rules of the Coalitia as regards their representatives and the input to the Coalitia work.
- 3.4. Each organisation have to brief their representatives on the rules and the way of engagement in Coalitia.
- 3.5. Any breach of the rules may lead to reviewing the membership status of their organization in the Coalitia by the Steering Group.

### 4. Structure

The Structure of the *Coalitia* will consist of the following:

#### 4.1. Plenary Group

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

#### 4.2. Steering Group

4.2.1 The role of the Steering Group is to guide the work of the *Coalitia* and ensure that the consultative process with Romanian authorities works effectively. The Plenary Group will appoint the members of the Steering Group.. Appointments to the Steering Group will be made from Coalitia members that provide leadership and administrative support to ensure the successful working of the *Coalitia*. Ideally, membership of the Steering Group will be limited to no more than seven groups from within the membership of the *Coalitia*. All decisions within the Steering Group will be made by consensus.

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Where the Guidelines do not provide enough clarity or under special circumstances, the Steering Group will make a decision which it will be endorsed by the Plenary Group.

4.3. **Coordinating Organization**

4.4. Every 6 months,, the coordination of the Coalitia will be allocated to one of the members of the Steering Group. The coordinating organization will appoint a Coordinator to facilitate the work of the *Coalitia*, to convene and chair meetings of the Plenary and Steering Groups and to publicly represent the *Coalitia*

4.3.2: *Coalitia* also has a Troika mechanism of representation which consists of former, current and future organization's coordinators.

4.5. **Standing Secretariat**

4.5.1 Secretarial support is essential for a successful operation of the *Coalitia*.

4.5.2 The Standing Secretariat of the *Coalitia* will be ensured by the Coordinating Organisation to which the Coordinator belongs to.

4.5.3 The role of the Standing Secretariat is to observe the enforcement of the Guiding Principles of the Coalitia and to report any violation/deviation to the Steering Group.

4.5.4 The Coordinating Organisation will allocate all the necessary resources for the proper functioning of the Coalitia.

## 5. Task Forces

5.1. The *Coalitia Task Forces* will be approved by the Steering Group and will support the fulfilment of the Coalitia's goals. Task Forces will be established on specific business areas which benefit of a simple majority support, and expertise from Coalitia members.

5.2. The technical work of Coalitia will 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.

5.3. Task Force Members should have sufficient seniority, as well as business and ethical standing in Romania.

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- 5.4. 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.
- 5.5. Task Forces will be free to establish sub-groups on specific topics of interest.
- 5.6. The role of Task Forces is to provide technical support and expertise in defining Coalitia's view points on areas of concern for business community and in shaping public policies
- 5.7. The Task force purpose is to be a forum for active consultation with the Romanian authorities to enable informed decisions having regard to the perspective of businesses and investors in Romania.
- 5.8. Only members of a Task Force approve by consensus the agenda, the documents and the actions of its Task Force. .
- 5.9. 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).
- 5.10. 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. Non-member experts will discontinue their participation in task force meetings once the subjects they cover are no longer on the TF agenda.
- 5.11. 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.

## 6. Membership

- 6.1. Membership and associated membership is open to Romanian-based cross-industry 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.
- 6.2. This initial membership consists of:

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- AmCham Romania;
  - Asociația Oamenilor de Afaceri din România (AOAR);
  - Foreign Investors Council (FIC);
  - Fundația Romanian Business Leaders (RBL); and
  - 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.
- 6.3. 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/Romanian authorities dialogue, in particular, in Scandinavian, western European countries and other non-EU countries with best practices in this area.
- 6.4. 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 5.9.
- 6.5. Membership or associate membership does not prevent any organisation to continue to engage independently with the Romanian authorities.
- 6.6. The *Coaliția* intends to grow its membership to increase the representative nature of the dialogue with Romanian authorities. The Steering Group will manage membership matters and will report to the Plenary Group on this.
- 6.7. 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.
- 6.8. Representation and active contribution to a minimum of two task forces will be observed by all *Coaliția* members.

## 7. Expenses of the *Coaliția*

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



- 7.2. 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.
- 7.3. The cost of Task Forces activities will be covered by the Task Force members.

