



Guiding Principles of Coaliția pentru Dezvoltarea României

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Title I

Guiding Principles of the Coalitia

Art. 1. Legal Standing

- (1) The name of the group is “Coalitia pentru Dezvoltarea României” (Coalitia). The Coalitia 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.
- (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.

Art. 2. Purpose of Coalitia

- (1) Conscious of the fragmented nature of the business and employer voice in Romania, the Coalitia 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) Coalitia 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.
- (3) It is the belief of the Coalitia 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.



- (4) Coalitia does not act as a lobby group or pursue any interest of its individual members. Nevertheless, each business organization member will register in RUTI for the participations at CDR's meetings with authorities.
- (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.

Title II

Modus Operandi of the Coalitia

Art. 3. Modus Operandi of the Coalitia

- (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.
- (2) The Steering Group decides on the setting up of task forces and on dissolving them once it no longer considers them necessary for carrying out the objectives of the Coalitia.
- (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.
- (4) Each organisation has to brief its representatives regarding the rules and way of engagement in Coalitia.
- (5) Any breach of the rules may lead to reviewing the membership status of their organization in the Coalitia by the Steering Group.

Art. 4. Structure

The Structure of the Coalitia will consist of the following:

- (1) **Plenary Group** - 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, meaning that each organisation must present its viewpoint and engage in discussions that may result in compromises so that different points of



view are taken into consideration. Where consensus cannot be achieved, the Coordinator will consult with members and propose a solution in order to progress the work of the Coaliția.

- (2) **Steering Group** - The role of the Steering Group is to guide the work of the Coaliția and to 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 Coaliția. Ideally, membership of the Steering Group will be limited to no more than seven groups from within the membership of the Coaliția. All decisions within the Steering Group will be made by consensus, meaning that each organisation must present its viewpoint and engage in discussions that may result in compromises so that different points of view are taken into consideration. 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.
- (3) **Coordinating Organization** - 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 Coaliția, to convene and chair meetings of the Plenary and Steering Groups and to publicly represent the Coaliția.
- (4) **Troika** - Coaliția also has a Troika mechanism of representation which consists of former, current and future organization's coordinators.
- (5) **Standing Secretariat** - Secretarial support is essential for a successful operation of the Coaliția.
 - 1) The Standing Secretariat of the Coaliția will be ensured by the Coordinating Organisation to which the Coordinator belongs to.
 - 2) 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.



- 3) The Coordinating Organisation will allocate all the necessary resources for the proper functioning of the Coalitia.

(6) Task Forces

- 1) The Coalitia Task Forces will be approved by the Steering Group and will support the fulfilment of the Coalitia's goals.
- 2) Task Forces will be established on specific business areas which benefit of a simple majority support, and expertise from Coalitia members.
- 3) 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.
- 4) 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) Task Force Members should have sufficient seniority, as well as business and ethical standing in Romania.
- 6) 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.
- 7) Task Forces will be free to establish sub-groups on specific topics of interest.
- 8) 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
- 9) 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.
- 10) Only members of a Task Force approve by consensus the agenda, the documents and the actions of its Task Force. Task Force members will present the position of the organisation that nominated them and their opinions in the TF are opposable to the organization.
- 11) Each member of the Coalitia will have access, at any time, to any report, position note or any other document elaborated by the Task Force in the 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 Art. 2 (Purpose).

- 12) 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.

Art. 5. Membership in Coalitia

- (1) Membership and associated membership are 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.
- (2) The participation of Business Organizations 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.
- (3) 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.
- (4) Membership or associate membership in Coalitia does not prevent any organisation to continue to engage independently with the Romanian authorities.
- (5) 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) Associations that aim to adhere to Coaliția's membership:



- 1) Will submit a letter of intent, along with the membership form, to the Steering Committee, reflecting their objectives and relevant expertise.
 - 2) 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.
 - 3) 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) Representation and active contribution to a minimum of two task forces will be observed by all Coaliția members.

Art. 6. Expenses of the Coaliția

- (1) The Standing Secretariat will cover the daily administrative costs of the Coaliția.
- (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.
- (3) The cost of Task Forces activities will be covered by the Task Force members.

Title III

Guiding principles of Task Forces

Art. 7. 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.



Art. 8. Principles of Engagement

- (1) 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) 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.
- (3) 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.
- (4) The role of a Task Force is not to act as a lobby group or to pursue the sectorial interests of its' individual members. Contravention of this principle will lead to suspension from participation in the work of the Task Force.
- (5) 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.
- (6) 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:
 - 1) 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.
 - 2) 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.
 - 3) 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 response 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.

Art. 9. Composition of Task Forces

- (1) Membership of Task Forces is regulated by the Steering Group of the Coaliția, together with Task Force Leaders.
- (2) New Task Force members must be notified to the Standing Secretariat and approved by the Task Force leaders. After approval, the nomination will be sent to the Steering Committee for final validation.
- (3) 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 organization.

Art. 10. Responsibilities of a Task Force Leader

The main responsibilities of Task Force Leaders are to:

- 1) Review the list of actions for the respective area together with the Task Force members and update it with any other necessary actions;
- 2) Prioritize the actions together with the public authority and the Task Force members;
- 3) Ensure that the Task Force benefits of the involvement of all the relevant experts in order to fulfill its mission;
- 4) Coordinate the impact analysis for each of the actions;
- 5) Ensure that a proper and realistic implementation schedule is established for each action;
- 6) Support the implementation process with know-how;
- 7) Report the progress regarding its action plan on a monthly basis to the Coaliția Steering Group and/or the Standing Secretariat.



Art. 11. Nomination of the members

- (1) Every CDR member can nominate up to three full members in every task force and a shadow member.
- (2) 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.
- (3) Regardless of the number of nominations in a task force, any CDR member has only one vote.

Art. 12 Attendance in Task Forces

- (1) 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 paper or any other document elaborated by the Task Force, in its 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.
- (2) In case a Task Force member does not attend 2 consecutive Task Force meetings in a calendar year, the Secretariat of Coalitia informs the member and the organization who nominated him about the member's inactivity within the working group.
- (3) If a Task Force member does not attend 3 consecutive meetings in a calendar year, the Secretariat will notify the member's organization and will initiate the procedures to replace the Task Force member.
- (4) At the beginning of the calendar year the attendance statistics is reset.

Art. 13. Rapporteurs

- (1) Those assigned to the secretariat will be known as Rapporteurs.
- (2) The role of the Rapporteur is to support the work of Task Forces by arranging meetings, keeping records of meetings and researching issues.
- (3) The work of Rapporteurs will be guided by the Task Force leaders.



- (4) 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.

Art. 14. Task Force members

- (1) Task Force Members should have sufficient seniority and expertise, as well as business and ethical standing.
- (2) 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.
- (3) Only full members of a Task Force approve by consensus the agenda, the documents and the actions of the Task Force.
- (4) 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.
- (5) 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.
- (6) 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.

Art. 15. Deputy Leaders

The Task Force Leader may have 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. If desired, a Task Force Leader may have one deputy chair identified via election from within the membership of task force. In case the areas covered by the Task Force are diverse and require different specializations, the Task Force Leader may have two Deputy Leaders.



Art. 16. Ad-hoc subgroups

- (1) Task Forces will be free to establish ad-hoc subgroups 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 Subgroups” to tackle on specific issues or problems of a technical nature raised by public authorities.
- (2) In such instances, it would be imperative that subgroups 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.
- (3) Such subgroups will be subject-specific and will have a temporary lifespan.
- (4) Non-member experts will discontinue their participation in task force meetings once the subjects they cover are no longer on the Task Force agenda.
- (5) The establishment of ad-hoc subgroups, including membership details, should be communicated to the Standing Secretariat of the Coaliția and approved by the Steering Committee.

Art. 17. Membership suspension in Task Forces

Task Force members are responsible for their own conduct.

- (1) The membership in a Task Force can be suspended or withdrawn, at the request of the Task Force leader, in situations where the member causes a prejudice to the Coalitia and /or fails to abide by the Guidelines.
- (2) The Task Force Leader will inform the CDR Secretariat, for causes described in the precedent paragraph.
- (3) The CDR Secretariat acts as a mediator and will notify the nominating member organization about the withdrawal or suspension request.
- (4) The CDR Secretariat will also notify the Steering Committee regarding the withdrawal or suspension request.

Should the nominating member organization decline the suspension or withdrawal request, the final decision will be taken by the Steering Committee.



Art. 18. Outcomes and Deliverables

- (1) 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.
- (2) 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.
- (3) 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.
- (4) 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.

Art. 19. Operational Considerations

Before proposing a topic for the agenda with the highest officials in Romania (Prime Minister, President, President of the Senate, etc.), the Task Force leaders will ensure that the matters have been thoroughly discussed with all the appropriate levels in the public administration.

Art. 20. Meetings with public authorities

- (1) To ensure effective meetings with public authorities, participation should be limited to the Task Force Leader plus 5 members of the Task Force.
- (2) Attendance should be decided by the Task Force Leader taking into consideration the expertise on the subject under discussion at each particular meeting and achieving a representative balance from the Coaliția membership.
- (3) 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.



- (4) Ideally priority should be given to members representing Steering Associations to those actively participating in the internal meetings of the Task Force.
- (5) 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.
- (6) Following each Task Force meeting with a Minister, the Rapporteur should issue the Minutes of the Meeting (MoM) no later than 5 working days after each relevant meeting. The MoMs should be written in English.
- (7) The Rapporteur should circulate MoMs with 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.

Art. 20. 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.

Title IV **Coordination of Coalitia**

Art. 22. Coordination/Overseeing of the Process

- (1) Every 6 months, the coordination of the Coalitia will be allocated to one of the members of the Steering Group.
- (2) The coordinating organization will appoint a Coordinator to facilitate the work of the Coaliția, to convene and chair meetings of the Plenary and Steering Groups and to publicly represent the Coaliția
- (3) The Standing Secretariat of the Coaliția will maintain an overview of all Coalitia activities.
- (4) 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.



- (5) The MoMs and all papers produced by Task Forces will be copied to the Standing Secretariat of the Coaliția.
- (6) 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.
- (7) The Standing Secretariat will hold periodic meetings with the Rapporteurs to ensure consistency in the approach to supporting Task Forces.

Title V

Media and corporate identity of Coalitia

Art. 23. Media and Corportate Identity

- (1) In principle, members of Task Forces will not comment publicly or in the media in their capacity as representatives of the Coaliția.
- (2) 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.
- (3) 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.
- (4) The Steering Committe members have the right to make public statements in CDR's name exclusevely on agreed subjects.
- (5) The CDR Coordinator is the only one to own full media rights on all CDR agreed positions. Anyone else willing to make public statements on behalf of Coalitia should have a mandate from the Steering Committee prior to going public.



Art. 24. Classification of Coalitia documents

(1) Documents in a draft version, containing sensitive information, that are not intended for public and other such situations shall be watermarked with “CONFIDENTIAL” (diagonal, 40% transparency) and will contain a disclaimer in the page footer

“CONFIDENȚIAL – Acest document este o schiță, proprietatea organizațiilor din Consiliul Director al Coaliției pentru Dezvoltarea României. Este interzisă orice copiere, modificare, distribuire, transmitere, afișare sau altă utilizare neautorizată a acestui material” on every page.

(2) MoMs and other such documents will contain a watermark „FOR CDR INTERNAL USE ONLY” (diagonal, 40% transparency) and a disclaimer „For internal Coalitia pentru Dezvoltarea Romaniei use only”.

Art. 25. 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.

Art. 26. Coaliția members should not incorporate the Coaliția logo in their normal day-to-day business transactions or their business cards.

Art. 27. Requests for additional use of the Corporate Identity should be submitted to the Steering Group for approval.



Title VI

Final mentions

Art. 28. Situations that are not covered by the CDR Guidelines will be handled by the Steering Committee.



Appendix 1

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



Appendix 2

Coalitia's Steering Committee consists of:

- AmCham Romania;
- Asociația Oamenilor de Afaceri din România (AOAR);
- AHK Romania
- CNIPMMR
- Confederația Patronala Concordia
- CCIFER
- Foreign Investors Council (FIC);
- Fundația Romanian Business Leaders (RBL);

