

Modus Operandi of Task Forces



This document describes the way of working of BIP Task Forces, building on the description of Task Forces and their modus operandi as described in Section 3.3 of the BIP Work Programme. This document has been discussed and agreed upon among TF co-chairs.

The BIP Work Programme states the following:

Task Forces are time-bound, and work on specific pre-defined actions mandated by the Governing Board. For each Task Force, its purpose, scope-of-work and suggested deliverables are laid out in Section 4 below. These deliverables and their timelines will have to be agreed upon by the Governing Board, based on a detailed proposal by Task Force co-chairs. The work load for Task Force members will be considerable.

It is recommended that Task Forces organise themselves in subgroups, each working on a specific deliverable. Co-chairs are responsible for creating subgroups and appointing one chair per subgroup. Co-chairs should be looking for the largest possible majority in decision making.

Task Force meeting frequency is decided by the co-chairs. At least:

- a. One yearly physical meeting, including a physical kick-off;
- b. Subgroups working should meet every two weeks;
- c. Co-chairs of each Task Force should meet every month;
- d. Co-chairs of all Task Forces should meet collectively three times each year ahead of each Governing Board meeting to ensure an effective exchange of information.

Starting up Task Forces

Following the creation of a new Task Force, its co-chairs get together to discuss and agree upon the suggested deliverables as included in the BIP Work Programme, their timelines and on the creation of subgroups to each work on one (sub)deliverable. The BIP secretariat facilitates this conversation.

In parallel, the Governing Board decides which organisations can become member of the Task Force, following applications via the BIP website and adhering to the selection criteria as included in the BIP Work Programme.

The co-chairs of a Task Force then organise, facilitated by the secretariat, a TF kick-off meeting to discuss the designated deliverables and their timelines with the full group, as well as the creation of subgroups, including their chair and membership. Each subgroup should have one chair.

The BIP secretariat will plan all meetings of Task Forces and Subgroups and will write meeting minutes, which should be reviewed by TF or subgroup chairs before finalisation and circulation to the full membership of TF/subgroups.

All meeting minutes, (draft) deliverables, background documentation and other documents will be stored and made available for all TF members via a cloud-based document sharing facility, that has been created by the BIP secretariat.

The Co-chairs of all Task Forces will convene at least every quarter to discuss cross cutting subjects and deliverables.

Creating deliverables

BIP TF deliverables are to be written in a clear and concise manner with a brief Executive Summary and presented based on the BIP visual identity. Deliverables preferably consist of a brief report of up to 15-20 pages, with the possibility to add technical annexes. Deliverables should be well-referenced so statements and lines of reasoning can be traced back to data and insights.

For each deliverable a brief Scope of Work document will be created, which outlines the goal, scope and approach of each activity and specifies the resulting deliverable. In principle, this Scope of Work document is created by Task Force Rapporteur (see below) in close coordination with the relevant Subgroup chair and involving the TF chairs. Draft versions of each Scope of Work document shall be discussed in the full Task Force meeting before being finalised.

Following the adoption of the Scope of Work document, the work effectively commences, often involving gathering data and insights from publicly available sources and drawing on the collective expertise of TF members and external experts where relevant (i.e., by inviting external experts to take part in (part of) TF or subgroup meetings or to organise dedicated public hearings with experts. In addition, insights from other TFs should be taken into account where relevant, which requires frequent interaction between TFs. Collected data and insights are being analysed and synthesised by TF or Subgroup members during meetings. Following this, and partly in parallel, the TF rapporteur starts the drafting of a deliverable.

Each deliverable should be iterated at least two times. Firstly, a full review by the Subgroup (if applicable) followed which the rapporteur iterates the document. Secondly, a review on a 'red flag' basis by the full Task Force. If no Subgroup is involved the TF will perform the first full review. Following the two iterations and if all key issues marked as 'red flags' have been closed, the deliverable is put forward to the TF for adoption before being submitted to the Governing Board who will oversee that the correct process has been followed. The final deliverables will also be shared with the co-chairs of the other Task Forces for information purposes. If the TF cannot achieve adoption after these iterations, then a third round of discussion can take place to reflect and agree on outstanding 'red flags', after which the

deliverable is put forward to the TF for adoption. If not all key issues marked with 'red flags' have been closed, the co-chairs of the TF will have to decide to continue the consultation process in the TF or to directly hold a vote in line with the approval process described below.

TF rapporteur

To allow an efficient and effective process, each Task Force should have a 'rapporteur' who is responsible for writing the deliverable, based on a structured input from all Task Force members. Together with the TF co-chairs and Subgroup chairs, the rapporteur coordinates the iteration process of TF deliverables. The rapporteur does not collect data and insights nor analyses them, which is the work of TF members. The rapporteur can naturally ask questions and raise possible issues concerning the consistency of the analysis and drawing of analysis-based conclusions. The Rapporteur is an experienced writer and is used to create joint deliverables in a multi-stakeholder context. Rapporteurs are appointed by TF co-chairs and can be a TF member, a member of the BIP secretariat staff, Commission official, or an independent expert.

Approval process

Following two rounds of iterations, the co-chairs of the Task Force discuss the adoption of each deliverable. Co-chairs should reach consensus among themselves on the approval of deliverables. Following this, they will propose to the full TF to adopt a deliverable. Usually adoption by the Task Force should not involve voting. In cases of controversy, TF co-chairs can decide to hold a vote, in which the full TF will decide on adoption of a deliverable based on a qualified majority of 66% of the Task Force members. Full Task Forces rather than Subgroups approve draft deliverables.