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1. INTRODUCTION

B20’s trademark is the development of consensus based concrete policy proposals from the private sector to the G20 Leaders. The process involves the constitution of taskforces (TFs) of the entire G20 and invited countries in order to focus on specific areas attending to issues directly related to the different G20 working groups and themes.

B20 Argentina task forces are: Employment and Education; Digital Economy and Industry 4.0; Trade and Investment; Financing Growth and Infrastructure; Sustainable Food System; Energy, Resource Efficiency and Sustainability and two cross-thematic (CTG); SMEs Development and Integrity and Compliance.

The deliverables of these task forces will be prepared at the working level by respective coordination groups and presented to the task force members for substantial input.

These working guidelines offer general orientation for the coordination groups and all the task force members on the B20 process and deliverables. Each task force may have special circumstances resulting in requirements for exceptions.

2. GOVERNANCE & RESPONSIBILITIES

2.1 Task Force Coordination Group

The coordination group for each task force is integrated by the CHAIR, CO-CHAIRS, knowledge partners, concept partners, B20 Sherpas & Secretariat. A representative for each network partner may be called upon to provide specific content at the request of the CHAIR.

The group will be responsible for the deliverables of the TF, namely drafting policy papers, background material, and advocacy documents. The coordination group will hold regular conference calls and in-person meetings according to work process arrangements. The B20 Secretariat and specifically the Policy Sherpa is responsible for supplying basic orientation for the B20 recommendations and oversees the process of preparing policy papers in order to ensure consistency, alignment and regular exchange amongst B20 members.
2.2 Chairs

Each TF has a CHAIR who guides the drafting of policy papers and presents the TF’s recommendations in public and political forums. TF CHAIRS belong to the business community of the host country. Being the main leader of their task force, the CHAIR is responsible for setting an agenda, planning and implementing the activities of that task force. Where relevant, establishes a team to work on content development. Within meetings has the Moderation role with the support of the B20 Sherpas. The CHAIR will also lead the process of dissemination and advocacy of the proposed policies.

2.3 Co-Chairs

Each task force is also co-lead by 4 to 9 CO-CHAIRS, who represent the diverse voices of the international community. The CO-CHAIRS are business leaders of high hierarchy. They contribute with ideas, guidelines and proposals in the meetings and discussions of the task force.

2.4 Deputies

Both CHAIR and CO-CHAIRS can name a representative or “deputy” who will support and assume each of the operational activities and may take their place if the CHAIR or CO-CHAIR cannot attend to a particular meeting.

2.5 Knowledge Partners

Knowledge Partners are consulting firms that work with the B20 Secretariat and representatives of the TF CHAIRS to prepare B20 policy papers, under the oversight of the Secretariat and on the basis of the discussions maintained in the TFs and CTGs. Knowledge partners also supply inputs (such as econometric calculations and case studies) and support the B20 Secretariat in coordination processes (for example, consolidating submissions from TF members, organizing telephone conferences and meetings) and the preparation of contributions (e.g., overview of G20 and other global initiatives, relevant statistics, problem analysis, etc.). Knowledge partners keep the minutes of TF/CTG discussions, helps with the evaluation and feedback to inputs by TF/CTG members.

2.6 Concept Partners

Concept Partners are organizations with recognized expertise regarding specific issues. They provide technical support in the drafting of recommendation.
2.7 Network Partners

Network Partners are international business organizations and networks. They provide essential support to TFs by contributing their expertise and engaging their broad international constituency in TF activities, as well as disseminating recommendations.

2.8 Task Force Members

Regular Members
TFs members are high level business executives or board members of business organizations associated with the G20 member countries or special countries invited to the specific G20 cycle. TF Members are expected to:

- Provide ideas to be investigated by TF/CTG, transfer knowledge and share best practices and case studies.
- Review draft materials and provide comments.
- Discuss B20 recommendations with officials of the respective country/constituency.
- Identify (country-specific) barriers for implementation and ways to overcome them.
- Members are expected to proactively seek consensus.

Observer Members
Government entities can become members of the task force adding to the efficiency and perspective of the process. Observers are encouraged to provide input and counselling to the group with their expert knowledge.
3. RECOMMENDATIONS DEVELOPMENT

Discussions and working sessions to generate the B20 recommendations will take place within a series of events and teleconferences throughout the year. Seven to eight TF calls or meetings will be conducted to develop recommendations and streamline advocacy (namely four individual TF conference calls, two face to face meetings, one joint TF meeting and the B20 Summit).

3.1 Inception Document

The inception document informs and prepares the TF members regarding the themes likely to be undertaken by the task force. As such, might provide guidance regarding the issues known to be undertaken by G20, and or to be continued as mandated by past G20 discussions.
It will also include possible new themes, considering areas not covered by past recommendations or by G20 within the scope of the task force.

3.2 Survey

An On-line survey for TF members will be included in the inception document in order to help define or refine the task force priorities. It may also give a sense of direction towards how much TF members think the G20 needs to address them.
The result of the survey would be a significant tool for the agenda prioritization.

3.3 Policy Paper

Each TF coordination group will provide drafts leading to a policy paper with recommendations and addressable policy proposals. The document sets the context for the relevance of these global issues, explains the target to be achieved and highlights the actions that need to be taken by governments, the private sector and civil society in order to reach that goal. Based on the final version of the eight policy papers, the B20 Secretariat will draft a B20 communiqué (summary paper).
4. **MEETINGS AND CALLS**

4.1 **Preparatory Material**

B20 Secretariat will deliver the call/meetings presentation, drafts and final agenda about 2 to 7 days beforehand. All back up documents will be delivered by the B20 Secretariat.

4.2 **Participation**

Any event relevant to task forces work, such as meetings, calls, documents or news, will be notified by email. Some meetings or calls may need prior registration, and this will be also notified. In the case of in-person meetings, participation by teleconference will always remain an option, even though not encouraged. If a member cannot participate and neither his/her deputy can, a representative can exceptionally be assigned to that meeting. A formal request to the B20 Secretariat, providing the representative full contact details must be noticed two-weeks in advance.

4.3 **Moderation**

Calls/Meetings chairmanship will be a responsibility of the TF CHAIR or his deputy. The CHAIR can delegate the moderation to a B20 Sherpa if necessary.

4.4 **Interventions**

Member’s interventions during the call/meeting will be moderated by the B20 Secretariat. This will be done in a manner to ensure maximum input by all interested parties. Member’s Interventions should in this respect be respectful and concise (3-minute max time as initial guidance). Further input members would like to submit will be received to the task force specific e-mail address within 7 days following the call/meeting.

4.5 **Calls/Meetings Records**

Calls and Meetings minutes will be taken by the Knowledge Partner and then delivered by the B20 Secretariat.
5. **TIMELINE**

Timeline is specific to each TF but will fall within the following general principles:

<table>
<thead>
<tr>
<th>Date</th>
<th>Key Activities</th>
<th>Recommendation Development</th>
<th>Prior Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mld-February</td>
<td>Welcome Package Delivery</td>
<td>- Complete the TF survey, go over the Inception Document.</td>
<td>Survey Inception Document</td>
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<tr>
<td>Late February</td>
<td>Kick-Off conference calls</td>
<td>- Survey results, review of preliminary policy paper draft.</td>
<td>Preliminary Policy Paper Draft</td>
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<tr>
<td>Beginning March</td>
<td>1st Face to face meetings</td>
<td>- Review 1st policy paper draft, gain input for 2nd draft policy paper (notably best practices and case studies). - Narrow down policy proposals and indicators. Propose business compromises, discuss two paragraphs for the joint TF declaration.</td>
<td>1st Policy Paper Draft</td>
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<tr>
<td>Mld-March - April</td>
<td>2nd Conference calls or meetings</td>
<td>- Review 2nd policy paper draft. Close policy proposals.</td>
<td>2nd Policy Paper Draft Joint Meeting Declaration Draft</td>
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<tr>
<td>Late April</td>
<td>2nd Conference calls or meetings</td>
<td>- Finalize the paragraphs of the joint declaration.</td>
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<tr>
<td>May</td>
<td>B20 joint TF meeting in the OECD week in Paris</td>
<td>- Refinement of the 3rd policy draft.</td>
<td>Joint Meeting Declaration Draft</td>
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<td>June</td>
<td>3rd Conference calls or meetings</td>
<td>- Refinement of the 4th policy draft.</td>
<td>4th Policy Paper draft</td>
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<td></td>
<td>- Prepare the 1st Summary document (B20 Communiqué).</td>
<td>Summary Document 1st Draft</td>
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<td>July</td>
<td>4th Conference calls or meetings</td>
<td>- Closure for the final comments and feedback on the policy paper.</td>
<td>Final policy papers</td>
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<td>- Discuss summary document 2nd draft</td>
<td>Summary paper 2nd Draft (B20 communiqué)</td>
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<td></td>
<td>- Discuss final advocacy</td>
<td>Advocacy papers</td>
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<td>August</td>
<td>Final Conference calls or meetings</td>
<td>- Refine B20 Communiqué</td>
<td>B20 Communiqué 3rd Draft</td>
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<tr>
<td>4-5 October</td>
<td>B20 Summit</td>
<td>- Engagement with the G20</td>
<td>Final B20 communiqué</td>
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6. CONSULTATION & ADVOCACY

A crucial step to ensure the recommendations delivered are taken into consideration by the G20 leaders is to provide a strong, flexible and comprehensive advocacy strategy. B20 Argentina has constituted a High-Level International Business Advocacy Caucus comprising business leaders, CEOs and other chief executives from the most prominent enterprises around the world in order to fulfill this purpose.

Additionally, local businessmen and women from the Argentine Business community have constituted the Argentine Leaders Forum. Both groups lead the advocacy process through strategic networking, know-how, and public-private cooperation.

Finally, the B20 CHAIR and Sherpas are also responsible for the public representation of the business proposals within the corresponding forums. The coordination group will be responsible for drafting advocacy documents (e.g. speaking points, letters, editorials) and facilitating advocacy activities of the CHAIR, CO-CHAIRS, High Level International Business Advocacy Caucus and TF members towards high-level policy makers and the public at large. Furthermore, the B20 Secretariat will engage government officials at the working level.