

A cooperation project of the  
National Council of German Women's Organizations  
and the Association of German Women Entrepreneurs



**G20 GERMANY 2017**  
WOMEN 20 DIALOGUE



Women20 Germany  
**Project Handbook**



## NOTE TO READERS

This project handbook provides a comprehensive overview on project management, implementation and evaluation of the Women20 Germany dialogue.

Women20 (W20) is an official G20 engagement group forming a transnational network of women's organisations, female entrepreneurs' associations and think tanks. The main goal of Women20 is to promote women's economic empowerment as an integral part of the G20 process. Within the framework of the 2017 German presidency of the G20, the National Council of German Women's Organisations and the Association of German Women Entrepreneurs were tasked by the Federal Government with organising the W20 dialogue process.

As the umbrella organisation of more than 50 nationwide women's associations and organisations, the National Council of German Women's Organisations (Deutscher Frauenrat, DF) is the largest women's lobby in Germany.

The Association of German Women Entrepreneurs (Verband deutscher Unternehmerinnen, VdU) is a cross-industry trade association which has been representing the interests of entrepreneurially active women in commerce, society and politics for more than sixty years.

The W20 Germany dialogue process is supported by the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ), followed by our international implementation partner Emerging Market Sustainability Dialogues (EMSD), a project of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ).

### **Women20 Germany handbook**

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## PREFACE

**by the Federal Minister for Family Affairs,  
Senior Citizens, Women and Youth,  
Dr. Katarina Barley**



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On 25 and 26 April 2017, all eyes were on the Women20 Summit in Berlin. The international guests included Queen Máxima and IMF Head Christine Lagarde. The delegates of this year's W20 dialogue discussed what needed to be done to put women's empowerment at the heart of the G20's work. The key message was that the G20 had to realize that enabling women and girls is the only opportunity to achieve a sustainable and prosperous future.

In their recommendations, the delegates stressed that women were still marginalized with regard to their equal participation in the labour market. This also affected their access to financial resources. The W20 delegates called on the G20 to advance gender equality in all policy fields. The G20 should identify concrete approaches to implementing the 25by25 target as agreed in Brisbane in 2014, to foster women entrepreneurs and to close the gender digital divide. Many of the W20 proposals fed into the G20's final Communiqué, the first-ever to include an individual section dedicated to women's empowerment. Indeed, the Women20 have generated a special and powerful momentum. They have made gender equality into a cross-cutting topic of the G20. This is a major success.

I congratulate the National Council of German Women's Organisation (Deutscher Frauenrat) and the Association of German Women Entrepreneurs (Verband deutscher Unternehmerinnen) on their excellent job in organizing a diverse and inclusive consultation process which has made the overall success of the W20 dialogue possible.

Providing a documentation of the outcome and a transparent evaluation of the implementation process, this handbook makes a valuable contribution to the sustainability of the W20 momentum. The Federal Ministry for Women will remain a committed supporter of Women20.

Sincerely,



Dr. Katarina Barley  
Federal Minister for Family Affairs,  
Senior Citizens, Women and Youth  
Member of the German Bundestag

# PREFACE

by the W20 Germany Chairs  
Mona Küppers, Stephanie Bschorr



Mona Küppers



Stephanie Bschorr

“There were more palm trees than women in the picture!” With these words, our colleagues Paola Subacchi and Susan Harris Rimmer once described a picture of a previous G20 summit. Indeed, the G20 had been representative of what we perceived as male-dominated economic governance.

Establishing Women20 as an independent engagement group was thus essential to counter the structural gender imbalances inherent in G20 deliberation. Still, when we were asked to chair Women20 in representation of the National Council of German Women’s Organisations and the Association of German Women Entrepreneurs, we were doubtful whether Women20 would be able to exceed its symbolic role of “adding” female representatives to G20 discussions.

As we said in the opening note at the W20 Summit: “We want to move from the side table to the negotiation table. W20 is not supposed to be a token side-show”.

The outcome of this year’s G20 communiqué proved the opposite. Thanks to the important groundwork of our predecessors of W20 Turkey and W20 China,

Women20 has managed to commit the G20 to concrete action to advance the 25by25 target at national level, to promote digital skills among young girls and to promote female entrepreneurs and enable access to financial resources. For the first time in G20’s history, the leaders’ communiqué contained an entire section dedicated to women’s empowerment. Considering that the G20 process is often regarded as a “black box”, we would like to disclose to what extent W20 had been able to participate in G20 policy-making and how the W20 itself developed the recommendation representing the voices of an entire network.

This handbook is an important tool for a more transparent and accountable consultation process at both civil dialogue and G20 level. It lays open relevant working processes of the W20 dialogue and provides a transparent account of the multi-level consultations preceding the G20 summit.

Chairing Women20, we aimed to offer a different, gender-sensitive perspective to G20 deliberation. Our very first request, manifested in the W20 communiqué, called upon the G20 to systematically include gender analysis in all its activities and thereby ensure

a gender-critical assessment of all G20 framework agreements. In this vein, the project handbook represents W20's critical assessment of its own activities.

Chapter eleven offers a thorough evaluation of all W20 activities to discuss to what extent we were able to fulfil our self-set goals. Through the identification of best practices and deficiencies, this handbook furthermore provides a valuable set of lessons learned. This set of recommendations on how to accelerate Women20 is relevant for future presidencies as well as to all kinds of civil society networks and women movements intending to influence global policy making.

Your,



**Mona Küppers**  
President of the  
National Council of German  
Women's Organisations

Finally, we would like to thank all our partners who helped facilitate W20 Germany. They represent a wide range of private and public entities. Our main supporter is the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth, followed by our international implementation partner Emerging Market Sustainability Dialogues (EMSD). We would also like to thank our supporting partners from the private sector, namely EY, Bertelsmann, Deutsche Bank and Google as well as our cooperation partners CIPPEC, betterplace lab and Women Political Leaders. Finally, our media partner is Deutsche Welle, Germany's international broadcaster. Only together were we able to tackle the W20.



**Stephanie Bschorr**  
President of the  
Association of German Women  
Entrepreneurs

## LIST OF ABBREVIATIONS

AA	Auswärtiges Amt (Federal Ministry of Foreign Affairs)
ACWF	All China Women Federation
B20	Business20
BMFSFJ	Bundesministerium für Familie, Senioren, Frauen und Jugend (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth)
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (Federal Ministry for Economic Cooperation and Development)
C20	Civil20
CIPPEC	Centre for the Implementation of Public Policies Promoting Equity and Growth (Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento)
DF	Deutscher Frauenrat (National Council of German Women's Organisations)
EMSD	Emerging Market Sustainability Dialogues
EY	EY GmbH (formerly Ernst & Young)
G20	Group of 20
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GPII	Global Partnership for Financial Inclusion
ILO	International Labour Organisation
ITC	International Trade Center
KAGIDER	Women Entrepreneurs Association of Turkey
L20	Labour20
OECD	Organisation for Economic Cooperation and Development
S20	Science20
T20	Think20
VdU	Verband der deutschen Unternehmerinnen (Association of German Women Entrepreneurs)
W20	Women20
WPL	Women Political Leaders (formerly Women in Parliament)
Y20	Youth20



# 1. INTRODUCTION

In 2016, the National Council of German Women's Organisations (Deutscher Frauenrat, DF) and the Association of German Women Entrepreneurs (Verband Deutscher Unternehmerinnen, VdU) were mandated by the German Chancellery to organise the Women20 Dialogue under German G20 Presidency in 2017. Women20 (W20) is an official G20 engagement group and was established under Turkish presidency in 2015 to lobby for women's economic empowerment in the G20. In its third year, the expectations of W20 increased considerably. Germany as a country with a strong civil society and a woman in lead of the government was expected to provide a central stage for gender equality issues in the G20.

The outcome of the months of consultations and advocacy of W20 was a powerful set of recommendations which were successfully integrated into the final G20 communiqué. For the first time since G20's inception, the final communiqué included an individual section dedicated to women's empowerment and fleshed out three specific initiatives related to gender equality: the #eSkills4Girls initiative, the Women Entrepreneurs Financing Initiative (We-Fi) and the establishment of a business women leaders' task force in close cooperation with the W20 and B20.

**For the first time since G20's inception, the final communiqué included an individual section dedicated to women's empowerment.**

The documentation of process management, institutional knowledge and advocacy work are key for the success of Women20 in continuing an impactful G20 engagement process. W20 Germany therefore composed this project handbook containing a comprehensive overview of this year's W20 process. It outlines W20's internal project management, the national and international consultation process leading to the final communiqué and its lobbying efforts within the G20 negotiations. The idea is to not only provide a full report of W20's diverse activities, but to also run a comprehensive evaluation on the impact and outcome of its actions. On the one hand, the handbook is created for internal documentation, namely on behalf of the coordinating teams at the National Council of German Women's Organisation and the Association of German Entrepreneurs. On the other hand, the report is written to guarantee coherence and continuity along changing W20 presidencies and will be submitted to future W20 organisers.

**The idea is to not only provide a full report of W20's diverse activities, but to also run a comprehensive evaluation on the impact and outcome of its actions.**

The W20 handbook is structured as follows. The second section deals with the institutional structure of the G20, its consultation process and the G20's dialogue with civil society. The emergence of Women20 is described in chapter three and summarizes key developments under Turkish and Chinese presidency. The fourth chapter comprises a project outline of W20 Germany's self-conception and organisational arrangement. Most importantly, it delineates the project's overall mission representing six goals and their key performance indicators. This is followed by an outline of W20's funding structure, its main sponsors and the type of support W20 received to succeed the project. Chapter six delineates W20's national and international dialogue process which build the basis for the formulation of the joint W20 communiqué and implementation plan. The chapter also includes a documentation of all W20 outreach events which contributed to the drafting process such as the W20 side event at the UN CSW 61 in New York. Most importantly, the subsequent section reports on the W20 dialogue's peak event, the W20 Summit which took place in April 2017. Shifting perspective from the W20 dialogue to the G20 level, the next chapter focusses on the advocacy work and explains the different points of access employed by W20 Germany to feed recommendations into G20 decision-making. In addition to the advocacy work at G20 level, W20 tried to report on its activities by maintaining active public relations which is presented in chapter nine. This is followed by a brief outline of the 'products'

generated along the W20 process, most importantly, the W20-EMSD study on the impact of digitalisation on women in G20 countries and the case study conducted by betterplace lab. Chapter eleven presents a comprehensive evaluation of the project by analysing its impact along the pre-defined goals and indicators of chapter four. Lastly, chapter twelve contains a valuable set of recommendations and lessons learned for future W20 presidencies which shall help sustaining the powerful role of Women20 in the G20 process.

**A valuable set of recommendations and lessons learned for future W20 presidencies which shall help sustaining the powerful role of Women20 in the G20 process.**

Finally, the W20 Germany office likes to thank its delegates, experts, partners and other stakeholders for their outstanding engagement in putting women's economic empowerment at the heart of the G20 under German presidency. Together we have created an important momentum in making gender equality and empowerment more visible.

## 2 ABOUT G20

The Group of Twenty (G20) is the central forum for international cooperation and consultation on financial and economic issues. Its main goal is to facilitate economic growth and thereby stabilise the world economy and global financial markets.

Altogether, the G20 economies account for 85% of the global economy, 75% of world trade, and two-thirds of the global population. Like the Group of Seven (G7), the G20 is not an international organisation with its own administrative body and permanent secretary's office, but an informal forum of heads of states and governments.

The G20 is therefore established outside the so-called "normal protocols of multilateral international law and the United Nations" (Slaughter 2013: 43) referring to the fact that the G20 neither obtains a constitution nor a specific budget it can build on. It therefore has no capacity to act independently of the institutional capabilities of its member states. Issues for non-binding decision making can largely be set by the respective presidency, which changes annually.

**The G20 has no capacity to act independently of the institutional capabilities of its member states.**

Originally, the G20 had been established as a committee of the G20 finance ministers and central bank

governors in 1998. Following the financial crisis, the G20 promoted itself to a leaders' summit level in 2008. A year later, the G20 leaders announced that the group would replace the G8 as the prime steering committee of the global financial economy and created an historic momentum as emerging markets were finally "actively involved in global economic governance as equal partners" (Sheel 2015: 39).

**Finally, emerging markets were actively involved in global economic governance as equal partners.**

As displayed in figure 2, the G20 comprises 19 countries plus the EU. The countries are Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, the United Kingdom (UK) and the United States of America (US). Spain attends the G20 summits as a permanent guest.

Each year the G20 president invites several guest countries to participate in the G20 events as well as an increasing number of further delegates from international organisations to provide policy advice.

The German presidency invited Norway, the Netherlands and Singapore as partner countries to the G20 process as well as the African Union (AU), the Asia Pacific Economic Cooperation (APEC), represented by

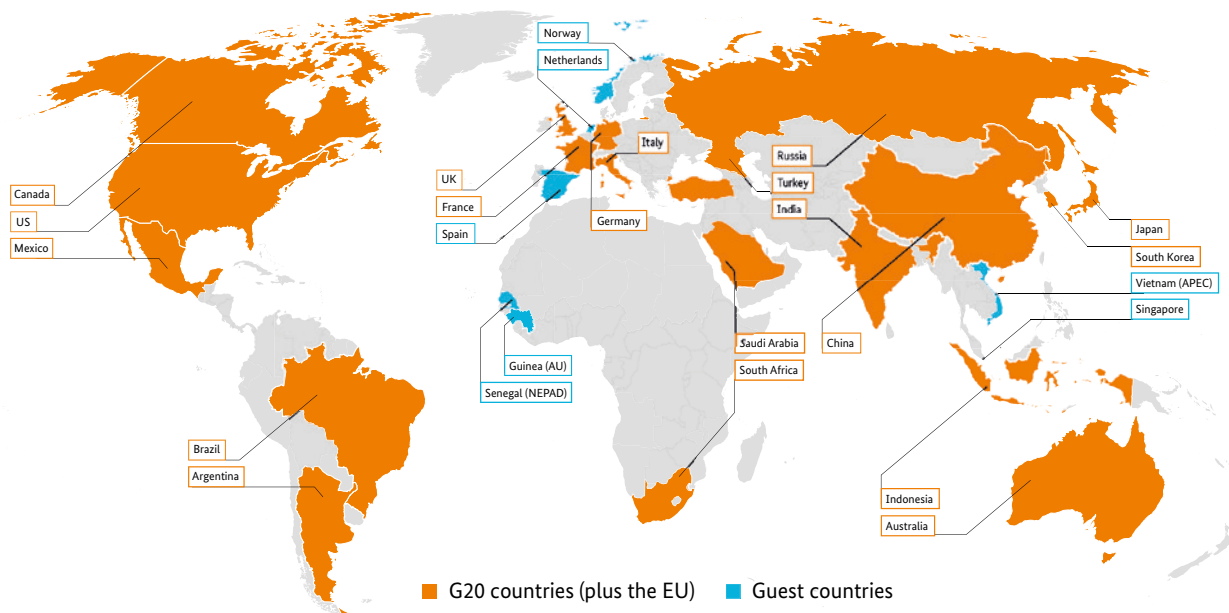
Vietnam, and the New Partnership for Africa's Development (NEPAD).

**Every year G20 invites a range of international organisations and guest countries to join the negotiation table.**

Apart from G20's national delegations, international organisations also participate regularly in the G20 summits like the International Monetary Fund (IMF), the World Bank (WB), the Financial Stability Board (FSB), the Organisation for Economic Co-operation and Development (OECD), the World Trade

Organisation (WTO), the International Labour Organisation (ILO) and the United Nations (UN). The German G20 presidency also invited the World Health Organisation (WHO). In addition to the main task of tackling the problems of the global economy and the global financial market, the G20 has continued to assume additional mandates since its inception. G20 promises, among other things, to create jobs, end corruption and reduce harmful energy subsidies. At the G20 summit in China in September 2016, the group announced its intention to implement the sustainable development goals of its agenda 2030 and to fight global warming.

**Figure 2: Overview of G20 countries and guest countries under German G20 presidency in 2017 | © BPA**



**The G20 is not accountable to independent scrutiny and the outcomes of G20 summits and ministerial meetings are not binding for any member.**

The G20 is not accountable to independent scrutiny and the outcomes of G20 summits and ministerial meetings are not binding for any member. Civil society criticism points to the exclusive, unaccountable, executive-driven nature of the process and its focus on a neoliberal growth paradigm that is increasingly regarded as controversial around the world.

## **2.1 G20 process and its dialogue with civil society**

As mentioned previously, the G20 does not have an administrative council with a permanent secretary's office or a permanent delegation of its members. Therefore, the G20 presidency, which rotates on an annual basis, plays a particularly important role. The presidency is responsible for organising the G20 process, setting its agenda and inviting guests. Indeed, much of what is discussed and approved at the G20 summit is worked out long beforehand.

The presidency of the annual summit begins on 1 December. The work programme shall be defined by the respective presidency in collaboration with the other troika members (presidencies of the previous and following year). While the summit takes place only once a year, the G20 ministers meet in a number

of thematic working groups throughout the year and resemble a government cabinet in their operation:

**Indeed, much of what is discussed and approved at the G20 summit is worked out long beforehand.**

The G20 works in two work streams: the so-called "Finance Track" and the "Sherpas' Track". The finance ministers and central bank governors meet in the Finance Track to regularly analyse global economic problems and take coordinated actions to solve them. It has been in existence since 1999 and focuses on financial and economic issues; including monetary, fiscal and exchange rate policies, infrastructure investment, financial regulation, financial inclusion and international taxation. The Sherpas' Track focuses on political, development-oriented non-financial issues, such as: agriculture, anti-corruption, development, employment and energy. Each country sends senior diplomats, the so-called "Sherpas", to delegate policy and technical analysis to working groups. The working groups consist of officials from each member country as well as of representatives of international organisations.

**Each country sends senior diplomats, the so-called "Sherpas", to delegate policy and technical analysis to working groups.**

A particularly important contribution to the preparation work consists of the numerous meetings of

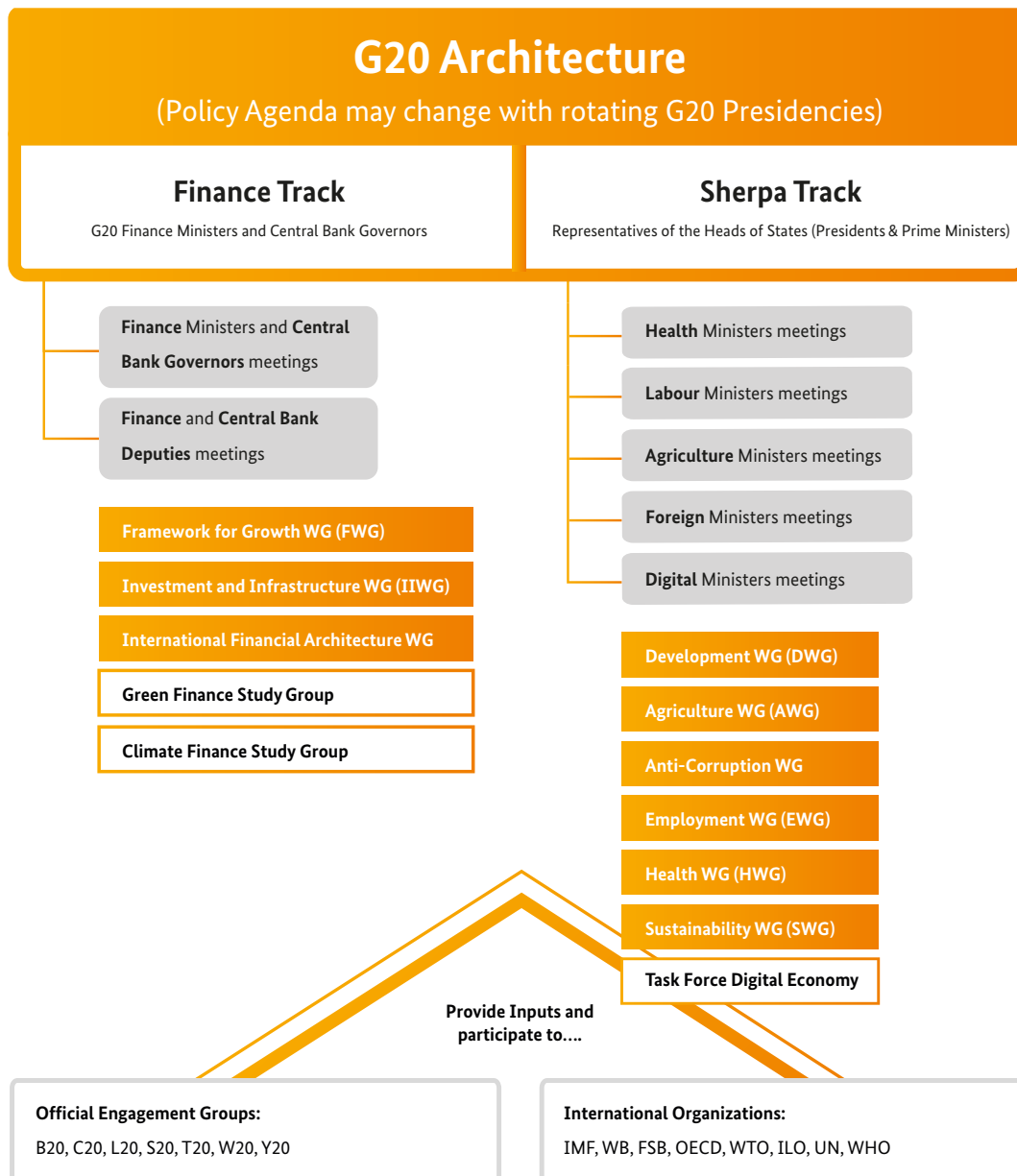
the specialised ministers in the run-up to the G20 summit. At these meetings, individual G20 topics are dealt with in depth. For example, the G20 finance ministers meet several times during the year. In addition, the ministers in charge of foreign affairs, labour, health, agriculture and digitalisation hold meetings during the German G20 presidency. Finally, the G20 summit marks the peak of the month-long consultation process. Hosted by the G20 president, all official actors and stakeholders including ministers and heads of states that have been involved in the G20 negotiations are invited to attend a two-day conference which culminates in the adoption of the G20 leaders' declaration: the G20 final communiqué.

**The G20 summit marks the peak of the month-long consultation process.**

Finally, the G20 seeks a wide-ranging dialogue with civil society. Under German presidency, consultations are held with non-governmental organisations (Civil20), trade unions (Labour20), the scientific and research community (Science20), women (Women20), youth (Youth20), business (Business20) and think tanks (Think20). The dialogue fora pick up on pertinent G20 issues and work with international partners to draw up recommendations for the G20 presidency. Representatives of each dialogue then meet with the G20 Sherpas to push for the integration of their demands in the G20 summit discussions and agreements. There are no binding rules governing the

rights of these stakeholders. The extent to which the respective G20 process can shape and co-operate is, depending on the presidency, very differently democratically legitimated.

Figure 2.1: Overview of G20 architecture in 2017 | © W20 Germany



### 3 EMERGENCE OF WOMEN20

Women20 is an official G20 engagement group promoting women's economic empowerment and gender-responsive economic governance in G20 countries. The mandate for the W20 includes helping achieve progress on the G20 commitments of "women's full economic and social participation" made in the Los Cabos leaders' declaration in 2012, "women's financial inclusion and education" in the St. Petersburg leaders' declaration in 2013, "reducing the gap in participation rates between men and women in our countries by 25 percent by 2025 (taking into account national circumstances)" and "bringing more than 100 million women into the labour force" in the Brisbane leaders' declaration in 2014. A year later, the importance of these challenges led to the creation of a sixth engagement group, the 'Women 20' (W20) tasked with the mission to anchor women's economic empowerment into the G20 agenda.

**Women 20 is tasked with the mission to anchor women's economic empowerment into the G20 agenda.**

Addressing persistent gender disparities is crucial to meeting the G20's economic objectives and evolves in strong congruence with the goals laid out in the post-2015 sustainable development agenda adopted

by the international community in September 2015<sup>1</sup>. The W20 is hence expected to formulate recommendations, set measurable and actionable goals to put pressure on G20 governments to implement these goals. It usually includes representatives from organisations, business associations and think tanks dedicated to advancing gender economic inclusiveness in G20 countries and is chaired by a prominent representative from the G20 host country.

Formed under Turkish presidency, the Women20 is one of the youngest G20 dialogue process. In October 2015, a meeting of the Women20 (W20) in Istanbul took place for the first time, where demands and measures were formulated to promote the economic participation of women in the G20 member states and strengthen their economic power. In 2016, these workflows were taken up again by the Chinese G20 presidency and a final declaration (W20 communiqué) was also handed over to G20 at the joint W20 Summit (W20 communiqué). In its third year, the expectations of W20 have increased considerably. Germany as a country with a strong civil society and a woman in lead of the government was expected to provide a central stage for gender equality issues in the G20.

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<sup>1</sup> In fact, among the 17 Sustainable Development Goals (SDGs) that were universally adopted, number 5 is to '[a]chieve gender equality and empower all women and girls'. The need for gender equality issues to be fully integrated into implementation of other SDGs is referred to as the "systematic mainstreaming of a gender perspective" (United Nations, 2015).



**In its third year, the expectations of W20 have increased considerably.**

Parallel to official W20 negotiations, the Global Economy and Finance Department at Chatham House has been working closely with countries hosting the G20 to raise awareness around gender-related issues and ensure that gender equality in the context of growth targets is on the G20's agenda. In September 2014, Chatham House and the Australian National University jointly organised and led the international policy forum 'Investing in Gender Equality at the Group of 20 Leaders' Summit – From Australia to Turkey' in Canberra during the Australian G20 presidency. According to Chatham House (2016b), this forum provided a space for a constructive dialogue on gender-inclusive growth in G20 countries and presented a series of recommendations to Sherpas for discussion on G20 level.

Each year, the royal think tank holds a number of consultations in different G20 countries, bringing together policy makers, stakeholders and representatives of external organisations to discuss their views and experiences on gender equality for the achievement of

a balanced and inclusive growth. The conclusions of these discussions inform the recommendations to be presented to the G20 policy makers (Chatham House 2016a).

### **3.1 1st year | Women20 Turkey**

In 2015, the Turkish presidency officially proposed establishing W20 as a G20 engagement group to provide support for the efforts made by the G20 towards achieving inclusive growth and raising the profile of gender issues. In mid-April, Babacan informed the Women Entrepreneurs Association of Turkey (KAGIDER)<sup>2</sup> about their mandate to organise the consultation process together with the Women and Democracy Association (KADEM) and the Turkish Businesswomen Association (TIKAD). Mrs Gülden Türktan was elected as the President of the W20 committee and to chair the very first W20 meeting.

**In 2015, the Turkish presidency officially proposed establishing W20 as a G20 engagement group.**

To establish the very first W20 dialogue, several organisations known to the three organising institutions

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<sup>2</sup> The Women Entrepreneurs Association of Turkey was founded in Istanbul in September 2002 by 38 successful women entrepreneurs and is a nation-wide, non-profit civil society organisation. Today, KAGIDER has over 300 members, all active in various sectors including textiles, communication, public relations, tourism, mining, chemistry and health. KAGIDER received the special consultative status of UN ECO SOC in 2010. Their mission is to develop and support entrepreneurship among women to strengthen their status economically and socially aiming for a world in which women produce and establish their existence freely and play an effective role in decision-making processes.

were contacted to join a first W20 network meeting in September. In addition, the Turkish Sherpa office invited other G20 Sherpa offices to nominate up to three representatives from the “private sector, academia and/ or civil society to join a W20 executive committee, which would meet regularly, provide guidance and carry out advocacy work” (W20 concept paper 2015). However, finding a representative mix of respective organisations from each G20 country was indeed a major challenge. While most of the countries had nominated at least one representative to join W20 discussions, there were a few countries that did not follow the call. Furthermore, some organisations were officially mandated but could not join W20 discussions because of their schedule or a lack of financial resources.

**G20 envisaged the nomination of representatives from the private sector, academia and civil society to form a W20 executive committee for each country.**

The selection of focus topics that W20 Turkey would deal with was made on the grounds of a governmental concept paper and a compromise of priorities agreed on by KAGIDER, TIKAD and KADEM. Furthermore, the governmental concept note on W20 highlighted that establishing a Women20 dialogue offers “a good opportunity to link the G20s work with efforts to agree new UN development goals, in particular to follow up the current goal on gender equality and empowerment of women as a support to UN Women and

the Beijing +20 campaign”. In this concept note, the Turkish government envisaged a strong W20 group that would set “its own agenda dedicated to advancing gender economic inclusiveness”. Furthermore, G20 Turkey suggested the establishment of “ad-hoc task forces on priority issues” with other engagement groups to avoid duplication, one of the key arguments against opening another civil dialogue. It hence recommended:



*The W20 working through a series of engagement meetings with policy makers, experts, representatives of civil society and of the business community from all G20 member countries. As a result of its work, the W20 would aim to produce specific, economically sound and evidence-based recommendations for the G20.*

Women20 was officially launched in Ankara on 6 September 2015. Prime Minister Ahmet Davutoglu, IMF Managing Director Christine Lagarde and OECD Secretary-General Àngel Gurría participated in the launch event.

President Recep Tayyip Erdogan held the first opening key note of the W20 promising to actively lobby G20 leaders at the Antalya summit to incorporate W20 recommendations in the leaders communiqué. During the meeting, W20 Turkey organisers distributed a first communiqué draft that was later commented and discussed via telephone conferences.

At the first W20 Summit which was held on 16 and 17 October in Istanbul, the first W20 communiqué was adopted by consensus. It called on the G20 leaders to empower women by strengthening linkages between education, employment and entrepreneurship, supporting work-life balance, increasing the number of women in leadership positions, ensuring women's access to finance, eliminating workplace discrimination, supporting women's networks and women-owned enterprises, delivering adequate social protection and contributing to sustainability. In this communiqué, W20 had also agreed to play an active role in monitoring and asked the G20 to develop a scorecard to measure progress in the participation of women in the economy.

**In the first communiqué, the W20 agreed to play an active role in monitoring the G20's progress.**

Throughout the G20 negotiations, W20 Turkey was asked to join a Sherpa meeting and reported "several engagements and quite positive exchanges" with Turkish Sherpa Ambassador Mrs Ayse Sinirlioglu. Gulden Turkkan, in her role as W20 Turkey chair, was invited to the labour ministers' meeting. Nevertheless, W20 Turkey's impact on the overall G20 process suffered from its late establishment. Formed in April and launched in September, the W20 communi-

qué was adopted less than a month before the G20 communiqué was passed. The organisers hence lacked sufficient time to lobby W20's recommendations. In the end, they welcomed a reference to Brisbane's commitment to closing the employment gap by 25 percent by 2025 and a direct note at the end of the communiqué that officially welcomed the W20 as a G20 outreach group. Apart from these two references, women's economic inclusiveness is named indirectly through the label "inclusive growth" in the G20 2015 communiqué.

Women20 Turkey was mostly financed by the government of Turkey who paid for the meeting venue and all conference-related costs. In addition, each NGO raised money to finance costs for staff and advocacy work as well as for three evening events during the W20 Summit which each organising NGO hosted respectively.

### 3.2 2nd year | Women20 China

China successfully continued Turkey's investment in Women20 and organised the second W20 dialogue during its G20 presidency in 2016. The Vice President of China, Li Yuanchao, opened the May 2016 W20 Summit in Xi'an, alongside the summit host, the All-China Women's Federation<sup>3</sup>. Nearly 200

<sup>3</sup> The All-China Women's Federation, also known as the ACWF, is a women's rights organisation established in 1949. It has acted as the official leader of the women's movement in China since its founding and is responsible for promoting government policies on women, and protecting women's rights within the government.

representatives from 16 G20 members, seven guest countries and four international organisations participated in the event including women ministers, high-level representatives, W20 country representatives and those of key women's organisations, think tanks and the private sector (Hong 2017). The 2016 W20 meeting focused on "Equal Participation and Innovative Development", which comprised four sub-themes, namely "A Gender Perspective in Global Economic Governance", "Women's Employment and Entrepreneurship and Social Protection", "Women's Role in the Digital Economy" and "Interconnected and Innovative Women's Network".

Before the meeting, W20 China collected suggestions and opinions from experts and scholars both in China and abroad. Some W20 delegates were consulted in advance while others received the first draft of the W20 China communiqué only the night of their arrival. After two days of intensive discussions, the communiqué was agreed on unanimously.

**China went one step further at the W20, linking the female labour participation debates to the G20 'blueprint' for innovative growth.**

Under Chinese presidency, W20 delegates underlined the importance of seeing demonstrable progress by the G20 labour and employment ministers and the employment working group. In debates during the Turkish presidency, members opted for self-reporting

against a template on a biennial basis. W20 China went one step further, linking the female labour participation debates to their headline outcome of a G20 'blueprint' for the innovative growth of the world economy, to be released in Hangzhou (Chatham House 2016c). Furthermore, W20 China promoted a focus on women in the digital economy. They recommended that the G20 leaders should work to narrow and remove the digital divide, help women to gain equal access to the internet, provide effective digital skills training for women, set targets for women and girls to study STEM and strengthen the capacity of women to undertake Internet-based entrepreneurship and employment.

**W20 China promoted a focus on women in the digital economy.**

On top of that, W20 China actively participated in the meetings of other G20 working groups, and G20 Sherpa meetings. They took part in the labour and employment ministerial meeting, and meetings of the G20 employment group promoting proposals that would enhance women's employment, entrepreneurship and work-life balance. Likewise, they called upon the G20 groups to formulate specific action plans on achieving the goal of narrowing the gap of labour participation rate between men and women. W20 also attended meetings of L20, C20, B20 and other engagement groups to promote the mainstreaming of women's issues and gender equality.

In the end, the G20 2016 final communiqué acknowledged W20's input by formulating "inclusiveness" as one principle of the Hangzhou Consensus.

Furthermore, the G20 (2016) promised that "We will work to ensure that our economic growth serves the needs of everyone and benefits all countries and all people including in particular women, youth and disadvantaged groups, generating more quality jobs". The communiqué also included W20 communiqué's suggestions in terms of supporting skills training for science, technology and innovation (STI), supporting equitable access to finance and monitoring progress in achieving the employment goal and so on. Nevertheless, specific initiatives and measurable commitments were not agreed on.



W20 troika delegates at W20 China in 2016. © VdU

## 4 WOMEN20 GERMANY

W20 Germany is an official G20 engagement group focusing on women's economic empowerment under the German G20 presidency in 2017. Hosting the annually W20 presidency, Women20 Germany is chairing a transnational network of women's organisations, female entrepreneurs' associations and think tanks. In a broad dialogue facilitated by digital tools, expert meetings, roundtables and the final W20 Summit, W20 Germany jointly formulates specific recommendations to advance gender equality in G20 negotiations. It thereby builds on the efforts made by the previous W20 presidencies, W20 Turkey and W20 China, and remains in close collaboration with the future W20 presidency, W20 Argentina. The task of the W20 is to support the G20 through specific proposals for action, a consolidated representation of interests and expertise. The dialogue also intends to recall the implementation of already existing political declarations like the UN agenda 2030.

### 4.1 Project outline

Within the framework of the 2017 German presidency of the G20, the National of German Women's Organisations and the Association of German Women Entrepreneurs were tasked by the Federal Government with organising the W20 dialogue process. As the umbrella organisation of more than 50 nationwide women's associations and organisations, the National Council of German Women's Organisa-

tions is the largest women's lobby in Germany. The Association of German Women Entrepreneurs is a cross-industry trade association which has been representing the interests of entrepreneurially active women in commerce, society and politics for more than sixty years.

Women20 Germany is chaired by Mona Küppers, President of the National Council of German Women's Organisations, and Stephanie Bschorr, President of the Association of German Women Entrepreneurs. The execution of W20 Germany's process is guided by a steering committee that meets once a month consisting of the two organisations' general managers, Dr. Anja Nordmann and Claudia Große-Leege, policy advisors, Ulrike Helwerth and Dr. Silvia Mazura, and W20 Germany's executive manager Juliane Rosin and coordinator Nora Neubauer.

**The execution of W20 Germany's process is guided by a steering committee.**

Rosin and Neubauer formed the W20 Germany office in September 2016 and have been in charge of W20's daily administration and advocacy as well as the organisation and coordination of the W20 process. Their positions were sponsored by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth.

From 2017 on, Rosin and Neubauer were additionally supported by an intern and two consultants sent by W20 implementation partner Emerging Market Sustainability Dialogues (EMSD) and EY. In the beginning of the international dialogue, seven working group chairs were elected by their fellow delegates to consult the W20 Germany office in network-related matters and join the drafting process of the W20 communiqué. Also, staff of both organisations supported the W20 Germany office in their daily business during the final preparations of the W20 Summit.

## 4.2 Key topics

Diversity and full participation are essential for fostering the resilient, sustainable and viable growth of stable economies and societies, whereas homogenous systems bear risks and uncertainties. Women's economic empowerment is thus fundamental for a prosperous world. In 2017, the W20 Germany steering committee agreed to focus on the following four pillars: *labour market inclusion, financial inclusion, digital inclusion and strengthening the W20*.

With regard to increasing the labour market participation rate and the value of work traditionally done by women, Women20 stresses the importance of reconfirming the Brisbane agreement on reducing the gender gap by 25 percent by 2025 and calls on the G20 for the effective implementation of '25 by

25'. With regards to the globally agreed agenda 2030 with special focus on SDG 5, 'Achieve gender equality and empower all women and girls', it is crucial to think ahead and to focus on how women participate in the labour market.

### **W20 calls on the G20 for the effective implementation of '25 by 25'.**

Promoting female entrepreneurship and access to finance for women, W20 finds that the G20 has not yet fully acknowledged the potential of entrepreneurship as another driver of growth. Female entrepreneurship as well as women's access to finance, including full legal capacity for all women, should therefore be promoted by improving access to credit and investor networks, training, information services and technical support.

### W20 Focus Topics



Furthermore, closing the digital gender divide is one of W20's key demands towards the G20. The digital revolution is one of the greatest opportunities and yet also one of the greatest challenges for the global economy. W20 calls on the G20 to pay special attention on narrowing and removing the digital gender divide regarding the access to, use of, or impact of information and communication technologies (ICT).

Finally, *Women20 is a driving force for pushing progress on the G20 commitment* of “women’s full economic and social participation” as per the G20 2012 Los Cabos declaration. W20 therefore actively calls upon the G20 to promote gender equality and women’s economic empowerment as an integral part of the G20.

### 4.3 Mission and goals

The overall mission of Women20 Germany is to push for women’s economic empowerment in the G20.

With regard to the project management of W20, it is found crucial to operationalise this mission into six specific, measurable, attractive, realistic and terminated project goals that shall guide the project design and prioritisation of the W20 Germany process. *W20 Germany aims to:*

## 1 Set up an inclusive W20 dialogue leading to a powerful W20 communiqué

An inclusive W20 dialogue comprises several rounds of consultations that offer several opportunities and points of access to contribute to the discussion. It needs to incorporate perspectives from delegates from all G20 countries representing business, think tank and civil society. Economically marginalised delegates need to be empowered to ensure their participation in the drafting process.

A powerful communiqué, hence, takes into account diverse perspectives and is drafted in a transparent manner. Finally, all delegates need to agree on and support its content and feel that their input has been regarded and reasonably discussed within the consultations.

## 2 Organise a diverse and influential Women20 summit

A successful W20 Summit involves a diverse agenda that features well conceptualised panel discussions, impulses, presentations and room for questions from the audience (Q&A) which trigger critical debates on women’s empowerment in the G20. W20 key topics need to be presented visibly and, most importantly, in exchange with G20 president and Chancellor



Angela Merkel, to ensure its impact on the overall G20 process. The final communiqué must be presented in national and international media to lift gender issues in the public discourse, outside the political arena, as well.

### **3 Feed W20 recommendations into G20 negotiations**

Recommendations and proposals drawn from the W20 consultations must be actively fed into the G20 negotiations in the months before the G20 summit in Hamburg. G20 Sherpas are the crucial stakeholders in this process which is why W20 needs to engage in a frequent dialogue with the Sherpa offices via personal meetings, e-mail exchange and active engagement in G20-related conferences. The engagement of all W20 delegates with their national Sherpa offices is hence of utmost importance to ensure the proper integration of W20 recommendations into G20 negotiations. Finally, W20 hosting organisations must ensure to actively advocate its agenda at G20 working group meetings, ministerial meetings and with other G20 civil dialogues such as B20, C20, L20, T20, S20 and Y20.

### **4 Exert influence on the G20 communiqué**

While it is crucial to consistently lobby the recognition of W20 recommendation in G20 negotiations, real impact can only be seen in the G20 leaders' declaration, the G20 communiqué. W20 Germany aims at integrating its focus topics and specific, gender-related recommendations into the final communiqué.

### **5 Establish a strong Women20 network**

As the G20 presidency changes annually, the W20 likewise suffers from a lack of permanent secretary's office and organisation. It is hence regarded essential to implement an efficient W20 working structure that works independently from the annually changing G20 presidency. The German presidency hence aims at raising funds and implementing a permanent digital platform to ensure consistent network communication and exchange. Working groups need to persist in order to increase their sphere of influence.

## 6 Foster W20 process coherence beyond German presidency

One important long-term goal of this project is to foster process coherence despite changing W20 presidencies. W20 Germany accordingly aims to pass on a comprehensive account of documentation and process evaluation to future presidencies. This includes an early outreach to the W20 Argentina hosting or

organisations and an efficient handover of governance structures to following hosts. Finally, the role of the W20 troika needs to be strengthened through frequent exchange via working meetings and teleconferences.

## 5 FUNDING

Strengthening the voice of civil society in the G20 means to ensure substantial funding for its project. This chapter shall provide a transparent overview of the main pillars of W20's project funding, the sources and the types and value of support which facilitated its successful execution.

### 5.1 Main pillars

Overall, the costs spent on the German W20 dialogue can be divided into four pillars: office, events, research and communication.

Hosting a W20 process presumes the establishment of a temporary W20 office. Under German presidency, this office consisted of an executive manager (39h)

and an administrative coordinator (30h). Office costs further include the supply of technical equipment and the daily expense on office material. Also, to address issues of G20 effectively, costs of air travel, conference calls and international phone calls must be included.

The biggest pillar of the W20 project in terms of funding comprises the costs of the organisation of events, most importantly the W20 Summit. Organising an event of this size implies a lot of hidden costs, for example when the venue must change on short notice or additional costs for catering, printing and last-minute transportation occur.

The third pillar consists of the budget needed for the implementation of research assignments. Compared with the other three, this pillar probably appears rather surprising. Therefore, it should be noted that the conduct of scientific studies was regarded crucial for the formulation of evidence-based W20 recommendations and measures. Good research is, however, costly and thus made up more than a tenth of the W20's overall budget. Finally, the fourth pillar entails costs for communication which comprises a wide range of services from digital facilitators such as website, video conference tool, online survey provider and press services. Further, budget for communication needs to consider costs for corporate branding, layout design, printing as well as editing and translation services. In the end, the four pillars may add up to an approximate project budget of EUR 1,000,000.

## 5.2 Sources

When the National Council of German Women's Organisations and the Association of German Women Entrepreneurs were tasked by the federal government with organising the W20 dialogue, they were granted financial support by the *Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ)*. The BMFSFJ sponsored the establishment of the ad-hoc W20 office and covered a significant share of costs for travel, communications and working material as well as for events such as the W20 national dialogue forum and the W20 Summit.

The BMFSFJ also ensured that the W20 office was sustained until a proper transition of the project to the Argentinian W20 office was guaranteed. In addition to the financial support from federal level, Women20 entered an implementation partnership with Emerging Market Sustainability Dialogues (EMSD), a project of Deutsche Gesellschaft für international Zusammenarbeit (GIZ), commissioned by the Federal Ministry of Development and Economic Cooperation (BMZ).

In the framework of this partnership, EMSD facilitated the execution of a W20 study, the employment of digital communication tools for the W20 consultation process and institutional support through project consultancy. Besides, EMSD facilitated a range of events such as the W20 EMSD engagement group roundtable in February, the W20 outreach dialogue in Buenos Aires in March and the all W20 presidencies table in September. On top of that, *Emerging Market Sustainability Dialogues (EMSD)* co-hosted the W20 side event on the Civil Society Policy Forum of the WBG/IMF Annual Meeting in Washington with support of the Federal Ministry for Economic Cooperation and Development (BMZ). The implementation partnership was complemented by the outstanding support of EY who organised a roundtable in May 2017 and strengthened the W20 office with project consultancy and additional staff (part-time consultant and a full-time intern) to support the implementation of W20's international dialogue from February to April 2017.

Further financial contributions include a study on “Bridging the Digital Gender Divide” which complemented the macro-perspective of the W20 study with a grassroots perspective. The study was funded externally and conducted by the social innovation think tank *betterplace lab*. On top of that, *KPMG* facilitated W20-related discussions on corporate level by sponsoring a range of corporate roundtables from January to July 2017. In this notion, the role of the network of *Women Political Leaders (WPL)* should be highlighted who enabled a joint stakeholder event at the side of the G20 digital ministers’ conference in Düsseldorf in April 2017.

Finally, the organisation of the W20 Summit would not have been possible without the engagement of a range of kind donors who enriched the event by facilitating important parts of the agenda. The *Berliner Verkehrsbetriebe (BVG)*, for example, supplemented the W20 Summit agenda by an offer of two exclusive tunnel tours for W20 delegates and advisors on 24 April.

The same day, Bertelsmann funded a welcome dinner with opening speeches by BMFSFJ Parliamentary State Secretary, Elke Ferner and BVG CEO Dr. Sigrid Evelyn Nikutta. On 25 April, *Deutsche Bank* hosted a gala dinner inviting all W20 delegates and advisors as well as distinguished guests from the first W20 Summit day such as Chancellor Angela Merkel and Minister Manuela Schwesig who both delivered welcoming speech-

es. Finally, *Google* joined W20’s supporting partners and sponsored additional EUR 10,000 for extra staff and summit-related expenses.

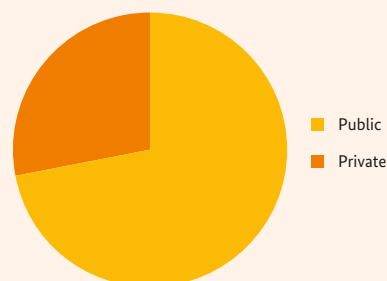
### 5.3 Type of support

Overall, W20 Germany was mostly funded by public sponsors with approx. EUR 700,000 and by corporate partners with approx. EUR 300,000. The list of engagements in the previous paragraphs, however, show that a large share of the EUR 1,000,000 project costs were funded through in-kind. In-kind services may include the organisation of W20-related events or the provision of project consultancy and additional staff to the office. In fact, to calculate costs of these in-kind contributions is difficult and can only be estimated. Accordingly, about EUR 600,000 of the overall project budget was sponsored ‘in kind’ in terms of goods and services while about EUR 400,000 translated into monetary support.

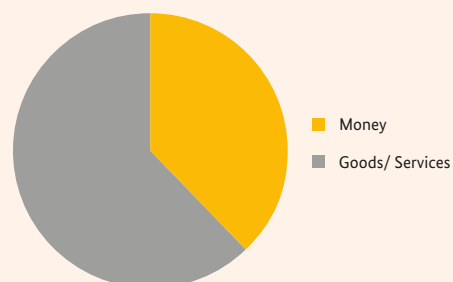
## 5.4 Estimated W20 funding overview

Main pillars	Costs in €
Office	240,000
Staff	
Office rooms	
Technical equipment	
Travel budget	
Events	600,000
W20-KPMG corporate roundtable (Jan-Jul 2017)	
W20 national dialogue forum (Feb 2017)	
W20-EMSD engagement group dialogue (Feb 2017)	
UN CSW side event New York (Mar 2017)	
W20 outreach Argentina (Mar 2017)	
W20/ WIP roundtable (Apr 2017)	
W20 summit (Apr 2017)	
W20 bridging the way to the G20 summit (May 2017)	
All-W20-Presidencies-Roundtable (Sep 2017)	
WBG-IMF civil policy forum side event (Nov 2017)	
W20 2nd national dialogue forum (Feb. 2018)	
Studies	120,000
The Effects of Digitalisation on Gender Equality in the G20 Economies	
Bridging the Digital Gender Gap	
Communication	40,000
Website	
Mango Apps, WebEx, SurveyMonkey	
Social media consultants	
Press release distribution software	
Printing	
Translation	
Photography	
<b>OVERALL</b>	<b>1,000,000</b>

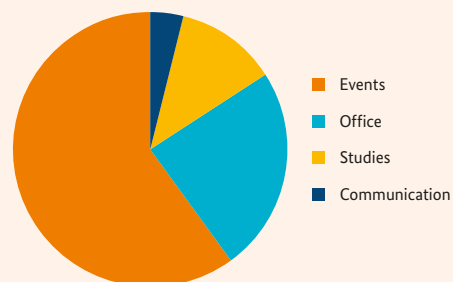
Type of sources



Types of support



Main pillars



## 5.5 W20 Interview with international implementation partner EMSD

*During W20 Germany's tenure Emerging Market Sustainability Dialogues (EMSD) was its international implementation partner. W20's Executive Director Juliane Rosin speaks with Nina Roth, senior advisor of EMSD, who both coordinated the implementation partnership. The two discuss EMSD's work, the implementation partnership and personal highlights along the W20 process.*

**Nina, you coordinated the implementation partnership with W20 from EMSD side. does EMSD exactly do and how does it relate to Women20?**

EMSD facilitates consultation, dialogue and research among various actors from think tanks, multinational corporations and the financial sector and tries to overall enable solutions for sustainable economic development in emerging economies. The G20, as one of the most relevant policy processes, relies on engagement groups and dialogue processes, such as Women20, that are the voice of civil society and sometimes even the voice of reason. The role of EMSD – as we see it – is to accelerate these voices to bring sustainability topics and emerging markets perspectives on the public agenda.

**As an implementing partner of Women20, you supported the project with process consultancy, organisation of side events, financial resources, and**

**many other ways of support. Which type of support did you perceive as especially game changing for the project's overall success?**

In fact, the project's success feeds from a combination of the three. EMSD is well positioned to effectively support engagement groups given its multi-topic expertise across sustainability-related economic policy development, sustainable business solutions and everything around sustainable finance. Nevertheless, process consultation is clearly the most useful type of support for organisations that are not familiar with the overall G20 process and engagement group efforts. Regarding the organisation of side events, EMSD acts as an independent facilitator, for instance for the G20 cross-engagement group discussions on digitalization convened in February which led to the joint B20, T20 and W20 declaration on “Ensuring Inclusiveness in a Digitalised World”.

To ensure the success of projects or processes that EMSD supports, it is crucial to have the partner organisation lead on all content development and execution, which was clearly the case with W20. In addition, very close communication, cooperation and high frequency exchanges are essential for probably all successful collaborations.

**Your implementation partnership did not end with the G20 summit in July. In fact, you hosted the All-W20-Presidencies roundtable in September and facilitated the creation of this handbook. Why did you decide to stay 'on board' and to what extent will this partnership continue when Argentina takes over presidency?**

Everything was laid out with the implementation partnership of W20 Germany and is now moving on to a strategic partnership with W20 Argentina. The first All-W20-Presidencies roundtable was a highlight from our perspective, which further served to strengthen the W20 process. With W20 being an important dialogue process, EMSD clearly wanted to continue its support. Plus, gender equality is not yet achieved, so: on we go!



All-W20-Presidencies-Roundtable hosted by EMSD in Berlin in September 2017 © W20 Germany

## 6. CONSULTATION PROCESS

The consultation process forms the heart of the W20 dialogue and formulates joint recommendations to be fed into G20 negotiations. In this notion, W20 Germany's consultation process comprises an intensive and multi-staged dialogue at both national and international level from January to July 2017. It includes an online discussion and drafting process as well as offline workshop and meetings taking place in Berlin, Frankfurt, New York and Buenos Aires. On 25 April, the consultation process reached its peak with the adoption of the W20 communiqué and implementation plan and its presentation to Chancellor Angela Merkel. The following sub-chapters delineate the different components of this consultation process.

### 6.1 National dialogue

As outlined above, the National Council of German Women's Organisations and the Association of German Women Entrepreneurs were tasked by the federal government with organising the W20 dialogue process. When taking up the lead on 1 December 2016, the W20 steering committee – formed by the two organisations – published a first agenda evolving around three (later four) focus topics that would lead W20 discussions under German presidency: (1) Labour market inclusion - Increasing the labour market participation rate and the value

of work traditionally done by women; (2) Financial inclusion - Promoting female entrepreneurship and access to finance for women; (3) Digital inclusion - Closing the digital gender divide and (4) Strengthening the W20.

On 17 February 2017, W20 Germany organised a national dialogue forum which was hosted and funded by the BMFSFJ. At the forum, around 60 representatives of various women's social business and political associations came together for a committed and enthusiastic debate on the goals of W20 Germany. Considering the four focus areas defined by the W20 steering committee, the participants fleshed out the topics with specific recommendations and agreed on a joint national agenda to be included in the international W20 discussions.

### 6.2 International dialogue

From December 2016 to February 2017, the W20 office sent out invitations to representatives of 270 civil organisations, associations, business federations, entrepreneurs, think tanks and international organisations from all G20 countries working on the advancement of women's economic empowerment. The selection of organisations and individuals that were invited to this



process was based on the participant lists of previous W20 presidencies on the one hand and on recommendations provided by established women's network and international organisations on the other hand. The aim was to expand previous W20 networks to an even more diverse and civil society-based community.

Finally, 91 institutions represented by 114 individuals joined the international dialogue of W20 Germany starting in January 2017. 35 of those served as 'Advisors' meaning that they consult official discussions but would not vote on the communiqué's final adoption. These 35 include representatives from international organisations, partners such as KPMG, EY or GIZ and representatives or other G20 engagement groups such as B20, C20 or S20.

**Finally, 91 institutions represented by 114 individuals joined the W20 Germany dialogue.**

The aim was to draft a communiqué that presented key recommendations to the G20 that were jointly agreed on throughout a multi-level consultation process. The different components of this consultation process explain a kick-off survey, online discussions and several outreach events.

**Kick-off survey**

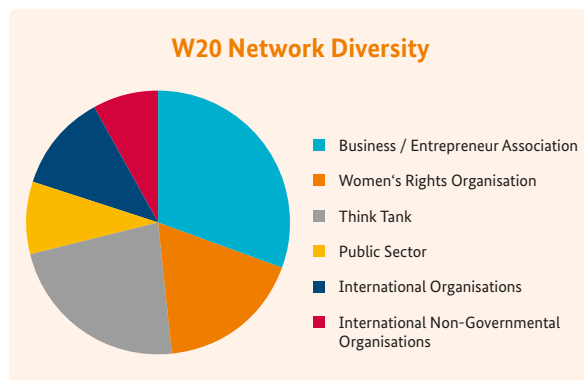
The W20 dialogue process was initiated with an upfront virtual consultation: when delegates received the official confirmation to join this year's W20 consultation dialogue, they obtained a W20 manual delineating the communiqué drafting process and an invitation to the "W20 kick-off poll". The survey consisted of 19 questions asking for background information of each delegate's constituency as well as for ideas of proposals and recommendations for the W20 final communiqué. 66 delegates took part in this survey representing about 60% of the whole network. The survey revealed that about one third of the network had already taken part at a W20 process in previous years. The W20 network hence increased by about 70 delegates that had not taken part in W20 activities prior to the German presidency.

**The W20 network increased by about 70 delegates who had not taken part in previous W20 activities.**

95% of the participants indicated a female gender and 5% male. About a fifth of the delegates came from the academic sector or represented think tank perspectives in the discussion. Nearly 30% advocated from a business or entrepreneurial background and 15% came from women's rights organisations. About 20% represented international organisations (for ex. OECD, UN Women, ITC) and international non-governmental organisations (for ex. Global Banking Alliance for Women or International Association of Feminist

Economics). Finally, a few parliamentarian and representatives from federal agencies contributed a public sector perspective to the discussions.

Regarding the age structure of the W20 network, it should be noted that about 40% of the network has indicated an age between 45 and 54 years. A fourth was less than 44 years and only eight percent less than 34 years old. A third of the network was older than 55.



Finally, the participants of the survey identified five main issues of concern that would form the basis for first discussions: (1) To enforce gender equality and monitor its progress; (2) To mainstream women's economic empowerment as an integral part of G20 and all its commitments; (3) To ensure female access to financial resources; (4) To push the participation of women in the labour market; (5) To foster female entrepreneurship.

### Online discussions

On 20 February, delegates were invited to join the W20 collaboration tool Mango Apps. The platform was built in the form of a social network. Users had an overview of activities in the "W20 dashboard", could check out other profiles and pictures in "users", contact individuals or groups in private "messages" and discuss, share documents or comment on "updates" and "posts" along "groups". Another important application was the "documents" tool that allowed the upload of communiqué drafts which could be edited and commented on directly by its users. In the first stage of discussion, the network's administrator created working groups along the four focus issues. Delegates were invited to join their group of interest, share literature, updates and finally, their recommendations with the rest of the group for discussion.

From 27 February to 4 March, four video conference calls, one for each focus group, were scheduled via the online tool Cisco WebEx, a company that provides on-demand collaboration, online meeting, web conferencing and video conferencing applications.

The objective of the conference calls was to provide a personal round of introduction, introduce the W20 process, establish common ground on the four focus topics and vote for the chair and co-chair of each group. In the end, a short webinar on the use of Mango Apps was given to ensure access and usability of the community tool.

### **Election of working group chairs**

Working group chairs play an essential role in W20 discussions as there are several tasks allocated to this position. Firstly, chairs are invited to actively moderate the discussion of their focus group and to try to motivate fellow delegates to participate. Secondly, they serve as a connection to the W20 Germany office to ensure the opinions of their peers are actively represented and remarks, worries and feedback reach the organisers. Also, if there are disputes among group members, chairs will be invited to facilitate compromises. Finally, working group chairs ensure a proper integration of the group's proposals into the W20 final communiqué.

### **The drafting process**

The W20 communiqué drafting process represents an integral part of the W20 process. The German presidency therefore aimed for an inclusive consultation process involving different digital facilitators such as SurveyMonkey for the W20 kick-off poll, WebEx for video conferences and Mango Apps as a network discussion platform. Drawing from the inputs coming

from these different channels, the W20 communiqué was drafted in four stages as shown in the graphic below and in the W20 Consultation operational plan in the annex.



Based on the input, suggestions and ideas provided by the W20 kick-off poll, the first round of video conferences and the first round of discussions on Mango Apps, a first draft of the W20 communiqué was created by the W20 team in collaboration with the W20 working group chairs. The first version was published on Mango Apps on 10 March and disseminated within the network.



Figure 4. Management of W20 drafting process | © W20 Germany

During the second stage, delegates and advisors were invited to comment on the proposed recommendations, suggest mergers of similar requests and propose additional aspects. To ensure an in-depth discussion, delegates were asked to concentrate on one of the four focus topics and make sure their perspective and expertise are included in the policy drafting. The working group chairs served as moderators within their group of practice to ensure that everyone's input was properly discussed and regarded in the policy

formulation. Along this process, it was suggested to create an additional implementation plan to complement the W20 communiqué with specific recommendations, best practices from the W20 network and a documentation of key literature supporting the proposed requests. On 28 March, the second draft of the W20 communiqué and the recently created implementation plan was published online on Mango Apps and distributed by e-mail via the W20 mailing list.

During the third stage, delegates and advisors were asked to critically assess the newly drafted version of the communiqué and implementation plan and comment its overall structure. This included a suitable prioritisation of the W20 requests and a concise, 'politically sexy' and to-the-point communiqué design. After a video conference with the W20 working chairs, the network agreed on reducing the communiqué to a one-pager and emphasize five key requests on women's economic empowerment to the G20 leaders. This third draft was published on 10 April, two weeks before the W20 Summit and the final adoption of the W20 communiqué was planned.

**The network agreed on reducing the communiqué to a one-pager and emphasize five key requests.**

Within the fourth and last part of the W20 communiqué negotiations, W20 delegates and advisors were granted another five days to review and critically assess the communiqué's final version and contact respective working group chairs in case of disagreements. After this period, *the pre-final communiqué version and implementation plan* were submitted to a language office to review and refine grammar and spelling of the final documents.

At the W20 Summit, around 50 delegates participated in the delegates working sessions in the morning and afternoon of 25 April. The final W20 communiqué was adopted and presented to Chancellor Angela Merkel on 26 April.

**W20 outreach events**

The W20 Summit in April was not the only 'offline' event organised under German W20 presidency. In fact, the online consultation process was accompanied by five side events taking place in Berlin, New York City, Düsseldorf, Buenos Aires and WashingtonDC. Furthermore, with the support of KPMG Germany an engaged group of women board members of internationally operating DAX businesses convened in several roundtable discussions on areas of action and core themes. According to the final position paper "Women's Economic Empowerment along the

Value Chain", the keen and sustained interest of women board members testified to the economic interests in empowering women and to the significance of the corresponding development potential. With their experience and influence, the undersigned committed themselves to "raising labour market participation of women, to promoting women in leadership positions and to acting in an exemplary manner in carrying out their managerial responsibilities, and to ensuring through a powerful network that the interests of women in business are considered".

On 28 February, W20 Germany together with its implementation partner EMSD invited the executive staff of the G20 civil engagement groups to enter into a meaningful dialogue and exchange on the topic of "Digitalisation and the G20". The aim of the roundtable was to identify synergies of individual positions on the topic of digitalisation and draft joint recommendations for the G20 digital ministers' meeting in April. The results of this event culminated in a joint statement with B20 and T20 published in June. The UNCSW 61 side event in New York City, that took place on 13 March 2017, introduced W20 on an international arena as a young, but influential G20 outreach dialogue. More specifically, Germany's role as the G20 president 2017 was highlighted to tackle the current obstacles for women's economic empowerment and strategies discussed in advancing women's economic empowerment in the G20 and beyond.

The W20 dialogue was further strengthened through the close cooperation with its implementation partner EMSD and the Argentine think tank CIPPEC. On 20 and 21 March 2017, the German-Argentine dialogue process was introduced on the occasion of two events in Buenos Aires. At these events, the preliminary findings of the W20 & EMSD study were presented and discussed, also a first meeting of Argentine NGOs took place to introduce and discuss W20 recommendations.

In the run-up to the W20 Summit, the Women in Parliaments WIP (now Women Political Leaders, WPL) G20 roundtable: “Digitalisation: Policies for a Digital Future” was co-hosted by W20 from 5 - 6 April

2017 in Düsseldorf. At this roundtable, a group of selected parliamentarians and high-level women political leaders from G20 countries and guest countries to the German G20 presidency discussed the major drivers transforming both digital economy and digital society as well as strategies for women political leaders to steer this transformation in a sustainable and gender-equal manner. The high-level round table took place in the context of the G20 ministers of digital affairs meeting and German Minister of Economic Affairs Brigitte Zypries brought the outcomes of the WIP – W20 roundtable to the attention of the G20 ministers starting the day after.

Event	Location	Date
W20-KPMG corporate roundtables	Berlin	Dec - Apr 2016
W20 national dialogue forum	Berlin	17 Feb 2017
W20-EMSD engagement group dialogue	Berlin	28 Feb 2017
W20 side event at UNCSW 61	New York	13 March 2017
W20-EMSD-CIPPEC outreach to Argentina	Buenos Aires	20 March 2017
W20-WIP roundtable	Düsseldorf	5 April 2017
W20 Summit	Berlin	25 – 26 April 2017
VdU-EY: W20 Bridging the Way to the G20 Summit	Berlin	18 May 2017
W20-EMSD All-presidencies-roundtable	Berlin	6 Sep 2017
W20 side event to the WBG/ IMF Civil Society Policy Forum	Washington	12 Oct 2017

**Women political leaders discussed the major drivers transforming both digital economy and digital society.**

Finally, two events facilitated by W20 implementation partner EMSD, ensured the continuation of the W20 dialogue even after the G20 summit. At the All-W20 presidencies roundtable taking place in Berlin on 6 September 2017, representatives for all past, present and future W20 presidencies as well as G20 experts were invited to exchange lessons learned from previous W20 processes and discuss a joint understanding about future W20 governance structures.



Winners of Eskills4Girls Challenge © Martin Funck

On 12 October Women20 and the Emerging Market Sustainability Dialogues (EMSD) co-organised an event in the realm of the WBG/IMF Civil Society Policy Forum in Washington, D.C. 70 representatives from the public, private and financial sectors attended "Women20 targeting financial inclusion in

the G20 and beyond: The Women Entrepreneurs Finance Initiative (We-Fi)". The event focused on the potentials and challenges of the initiative. The panellists discussed specific contributions to We-Fi's design and execution. Central issues related to the importance of better knowledge transfers, the urgency to support the development of new networks, the key role of transparency and accountability in project funding as well as the need for sex-aggregated data on bank lending.



W20 delegates vote on W20 communiqué © Martin Funck

## 7. WOMEN20 SUMMIT

The W20 Summit from 24 – 26 April 2017 in Berlin displayed the highlight of the international dialogue process welcoming more than 450 international guests from all over the world and 400 international media representatives. The two conference days comprised an official part open to distinguished guests and press outside the W20 network as well as closed working sessions which were only accessible to W20 delegates and advisors.

In the framework of three working sessions, W20 delegates finalised the talks of the online discussions and facilitated the adoption of the W20 final communiqué and implementation plan. Whereas the recommendations presented in the communiqué were agreed upon in advance of the summit within the online discussions, the debates in the summit's working sessions evolved around the specific wording

and the prioritisation of the communiqué. Furthermore, the inclusion of indicators and best practices in the W20 implementation plan were discussed. Unlike the W20 communiqué which was officially adopted on 25 April, the implementation plan was not voted on but is regarded as a helpful appendix to the communiqué. In the end, a final working group session was dedicated to a joint formulation of strategies on how to lobby the agreed recommendations in the follow-up to the summit as well as the question on how to proceed with W20 consultations.

The official part of the W20 Summit involved key notes by EY Managing Partner Julie Teigland, Federal Minister of Family Affairs Manuela Schwesig and W20 Argentina President Susana Balbo; topical impulses on financial inclusion, labour market



Argentinian Delegation at W20 Summit © Martin Funck



Prominent Guests at W20 Summit © Martin Funck



participation and digital inclusion presented by the GPMI, ILO and the OECD; an award ceremony for the winners of the Eskills4girls challenge; presentations of the two W20 studies and the W20 political and corporate roundtables; video portraits of distinguished W20 delegates and a video message to the conference sent by Melina Gates. On top of that, the summit included four high-level panel discussions dealing with different, but crucial aspects of 2017's W20 dialogue: "Women's Economic Empowerment – Chances for Growth and Sustainable Development", "Inspiring Women: Scaling Up Women's Entrepreneurship", "How to lobby best for Women's Economic Empowerment in the G20 and beyond" and "Taking Gender Equality to the Core of the G20". Each panel featured prominent high-level guests including W20 delegates, chairs and advisors.

One of the medial highlights was the panel discussion on "Scaling up Entrepreneurship" featuring Queen Maxima from the Netherlands, Chancellor Angela Merkel, IMF CEO Christine Lagarde, Canadian Foreign Minister Chrystia Freeland, Vice Chairwomen of the Bank of America Anne Finucane, First Daughter and Assistant to the US President Ivanka Trump, Kenyan fin-tech specialist Juliana Rotich and President and Chairwomen of the Trumpf GmbH Nicola Leibinger-Kammüller.

The W20 delegates' and advisors' efforts cumulated in the voting of the final draft of the W20 communiqué during the second working session on 25 April. In preparation of the final voting, the pre-final drafts were distributed in print to the delegates and jointly reviewed on a grand monitor screen. The communiqué was adopted unanimously.



W20 chairs present communiqué to Angela Merkel © Martin Funck

On 26 April, the communiqué together with the implementation plan were handed over to German Chancellor and G20 President Angela Merkel by Women20 Germany chairs Mona Küppers and Stephanie Bschorr. This was followed by a 90-minute panel discussion of Chancellor Angela Merkel with four W20 delegates on the outcome of the W20.

## 8. ADVOCACY

Alongside the consultation process, the members of the W20 steering committee and the W20 chairs advocated the network's work in the G20 negotiations and lobbied other G20 stakeholders, such as the six other civil engagement groups. After an introductory meeting of all engagement groups with the German Sherpa team in September 2016, Women20 used the political momentum of the official launch of Germany's G20 presidency in December by advocating first requests on women's empowerment at the first G20 Sherpa meeting on 12 December 2016 as well as guest speakers at the G20 employment working group meeting on 19 December. These meetings were followed by further official consultations with the German G20 team in March, June and October 2017. Unfortunately, W20 was not invited to the G20 development working group until October 2017 and only joined a debriefing of the trade and investment working group in February.

With regard to the G20 ministers' conferences, W20 representatives joined the digital ministers in April drawing attention to the urgent need of closing the digital gender divide and accelerating ICT education for young girls. Executive Manager, Juliane Rosin, furthermore presented W20 requests in a panel featured by the Global Partnership for Financial Inclusion (GPII) and joined the G20 labour ministerial meeting in Bad Neuenahr

on 18 May. Again, W20 received neither an invitation to the G20 ministers' conferences on agriculture nor on finance, both pivotal areas of interest for Women20 issues.



W20 chairs and Minister Manuela Schwesig © Martin Funck

**W20 participated at every major event of other G20 engagement groups.**

Finally, W20 participated at nearly every major event of other G20 engagement groups. Stephanie Bschorr represented W20 at a panel on "responsibility and responsiveness" at the B20 summit on 2 May. Mona Küppers advocated W20 recommendations in a panel at the Labour20 summit on 17 May in Berlin and W20 strengthened the cooperation with L20 through the publication of a joint statement. Women20 also participated in the T20 "global solution" summit in Berlin on 30 May and presented the W20



Joint photo with Angela Merkel after W20 communiqué hand over  
© Martin Funck

communiqué in an expert discussion with Y20 delegates at the Y20 summit in Berlin on 4 June. A week later, on 12 June, a joint declaration with B20 and T20 was published on “Ensuring Inclusiveness in a Digitalised World” followed by a joint statement signed by B20, C20, L20, T20, W20, Y20 and F20 condemning the withdrawal of the United States from the Paris climate agreement. To finish, Civil20 organised the last civil dialogue on “The World We Want” in Hamburg on 20 and 21 June. On 7 and 8 July, members of the W20 steering committee headed to the official G20 media centre in Hamburg to facilitate press briefings as well as interviews with international media on women’s empowerment in the G20. The outcome was a great success for W20 history and is further analysed in Chapter 8.

**Advocacy work did not stop with the adoption of the G20 communiqué.**

Finally, it is important to note that advocacy work did not stop with the adoption of the G20 communiqué. Considering that the G20 negotiations are an ongoing process, the W20 office used a short summer break to fill up the batteries to pick up the lobbying again in September 2017. Following the fourth official meeting with the German G20 Sherpa, W20 Germany



Christine Lagarde and Angela Merkel © Martin Funck

represented the joint communiqué at the development working group in New York and at the G20 task force on digitalisation in Hamburg. Both invitations were a ‘first’ in W20’s advocacy. Finally, on 11 October, W20 joined the first meeting of the “governing committee” of the Women Entrepreneurs Financial Initiative (We-Fi) in Washington DC. Sitting next to representatives of UN women and the ‘Multinational Development Banks’ (MDBs), Women20 was invited as an ‘observer’ to the We-Fi kick-off.

## 9. PUBLIC RELATIONS

W20 Germany established a partnership with the public international broadcaster Deutsche Welle who sponsored moderators for the W20 Summit and served as Women20 media partner along the year-long process.

Furthermore, W20 published eleven press releases communicating different stages and events of the W20 Germany dialogue to the public audience. Three press conferences in Berlin and Hamburg in December, April and July further invited public media to engage with the W20 steering committee and executive office.

The W20 dialogue was accompanied digitally by an active Twitter account. @WomenTwenty\_Ger featured updates on recent W20 topics and events with #W20, #W20Ger and #W20Germany. In preparation of the W20 Summit, delegates were introduced and linked through Twitter. During the summit, a social media expert followed the conference with Live-Tweets and retweeted other crucial tweets by participants. In October 2017, @WomenTwenty\_Ger issued 562 Tweets, followed 448 other Twitter profiles, enjoyed a public audience of 1,534 followers and received a total of 948 Likes.

#	Press releases	Date
1	National Council of German Women's Organisations and Association of German Women Entrepreneurs organise international women's summit in 2017	19 July 2016
2	Women drive the global economy forward – it's time to clear the lane	7 September 2016
3	G20 must set new standards for the economic empowerment of women	1 December 2016
4	Women20 at the first meeting of the German presidency of the G20	13 December 2016
5	Women20 goes UN	14 March 2017
6	G20: German Federal Minister for Economic Affairs and Energy, Brigitte Zypries, calls for more leading women in the digital economy	7 April 2017
7	Women20 Summit starts in Berlin on 24 April with prominent guests from around the world	20 April 2017
8	Women's economic empowerment	24 April 2017
9	Women20 goes G20 – W20 on its way to the core of the G20	26 April 2017
10	Digital transformation must incorporate women	17 June 2017
11	G20 has its sights set on equality	8 July 2017

## 10. OUTPUTS

Considering that the W20 dialogue is still young and only beginning to establish itself as an influential engagement group within the G20 arena, W20 Germany focused to sustain its dialogue by generating specific ‘products’ which would remain legacy to this dialogue’s work.

### 10.1 Website

W20 Germany’s website provides a useful source of research on previous G20 and W20 presidencies and their work related to gender equality and women’s empowerment. Furthermore, the website provides access to other crucial G20 documents such as previous leaders’ communiqués or the declarations of other G20 conferences or working group meetings. This is complemented with the latest literature and papers pivotal to the W20 agenda such as the “Global Gender Gap Report” by the World Economic Forum and the latest ILO paper on “Women at Work” from 2016.

Moreover, the website offers a transparent overview of the W20 consultation process by introducing the individual delegates and advisors, delineating events organised or attended by W20 and presenting W20 Germany’s main recommendations and areas of focus.

### 10.2 Studies

In order to back the Women20 goals of labour market inclusion, financial inclusion and digital inclusion, it is considered essential to acquire evidence-based information and research on the issues at stake to enable empowerment and develop policy strategies. Women20 hence launched cooperation with two research institutions to undertake studies providing a background, future scenarios and specific recommendations regarding the challenges ahead in promoting women’s economic empowerment.

#### W20-EMSD study

The W20 study on “The Effects of Digitalisation on Gender Equality in the G20 Economies” supported by W20 implementation partner Emerging Market Sustainability Dialogues (EMSD) concludes that women could be the great winners of the digital age if only directed the right course. Elsewise, digitalisation may even broaden the digital gender divide and accelerate gender inequalities.

#### W20-Betterplace Lab study

In “Bridging the Gender Digital Access Gap” W20 partners at Betterplace Lab examined gender-specific barriers that prevent women from accessing and using digital technologies. Complementing the macro-oriented W20-EMSD study, the Betterplace Lab research team

under Franziska Kreische and Carolin Silbernagl examined the grassroots level more closely and travelled to six countries in which socioeconomic development, levels of digitalisation and gender equality were found fundamentally different: Brazil, Ethiopia, Germany, India, Indonesia and South Africa.

### 10.3 Communiqué and Implementation Plan

Finally, the W20 dialogue generated a short but concise communiqué which consists of five key recommendations. The communiqué is complemented by a comprehensive set of measures, best practices and pivotal literature references in the W20 implementation plan. The W20 fora with corporate women and parliamentarians created two impactful position papers, too, which joined the overall key message to the G20, to finally anchor women's empowerment policies at the core of the G20 process.

### 10.4 Joint statements

The call for inclusive and sustainable growth was seconded by several joint statements of W20 who partnered with other G20 engagement groups, such as on inclusive growth and SMEs with B20, on decent work for all with L20, on digitalisation with B20 and T20 and a common statement with all engagement groups on the US's withdrawal from the Paris climate agreement in June.

Furthermore, the W20-WIP roundtable on “Digitalisation: Policies for a Digital Future” issued a joint statement with women politicians from G20 countries, as well as representatives of international institutions which was discussed with the Minister of Economics and Energy Brigitte Zypis and at the digital ministers' meeting the day after.

Finally, the W20-KPMG private sector dialogue published a joint position paper on “Women's Economic Empowerment Along the Value Chain” which was printed and disseminated during the Women20 Summit the same day.

### 10.5 Handbook

This Women20 handbook displays another important product containing a comprehensive overview of this year's W20 process and project management. As outlined in the introduction, the idea is to not only provide a full report of W20's diverse activities but to also run a comprehensive evaluation on the impact and outcome of its doings. The handbook accordingly aims to guarantee coherence and continuity along changing W20 presidencies and will be submitted to future W20 organisers.

Joint statements	Partner	Date
G20 engagement groups: statement for open and inclusive societies	B20, C20, L20, S20, T20	15 Feb 2017
Digitalisation: for a digital future	WIP	5-6 April 2017
Women's economic empowerment along the value chain	KPMG	25 April 2017
Shaping an inclusive business environment in a globalised world: strengthening women-owned SMEs	B20	11 May 2017
Fostering women's economic empowerment and ensuring decent work in an interconnected world	L20	18 May 2017
Ensuring inclusiveness in a digitalised world	B20, T20	17 June 2017
Statement on the withdrawal of the United States from the Paris climate agreement	B20, C20, L20, T20, Y20, F20	14 June 2017

## 11. PROJECT EVALUATION

Evaluating a project's commitment to its underlying goals and indicators is fundamental for the execution of a successful project. The evaluation draws upon different forms of data collection involving both quantitative and qualitative data from expert interviews, three online surveys, participant observation and a documentary analysis of W20 documents and its project material.

Regarding the online surveys, it should be noted that the participation rate differed between the survey conducted before and the surveys executed after the W20 Summit. While the first survey was completed by nearly 60% of the whole W20 network, the second and third survey evaluating the consultation process and national W20 commitment only represents a share of about 30%.

### Online Surveys



Kick-off survey | February 2017 | 60%  
Evaluation survey | June 2017 | 30%  
Stock-taking survey | June 2017 | 30%

### Documentary



G20 & W20 communiqués  
G20 & W20 website  
Press releases and policy papers

### Expert interviews



W20 executive manager  
Previous W20 organisers  
W20 steering committee

### Participant observation

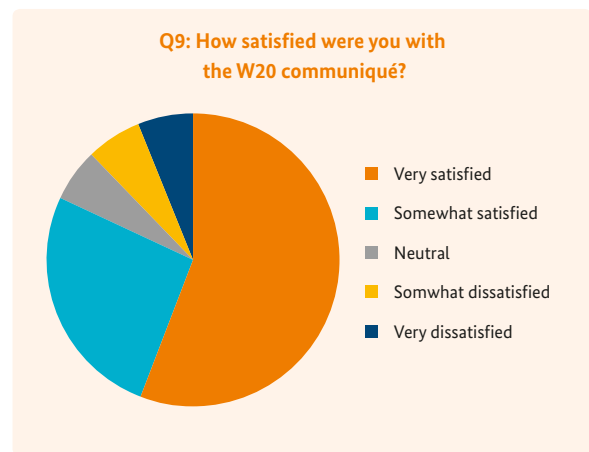
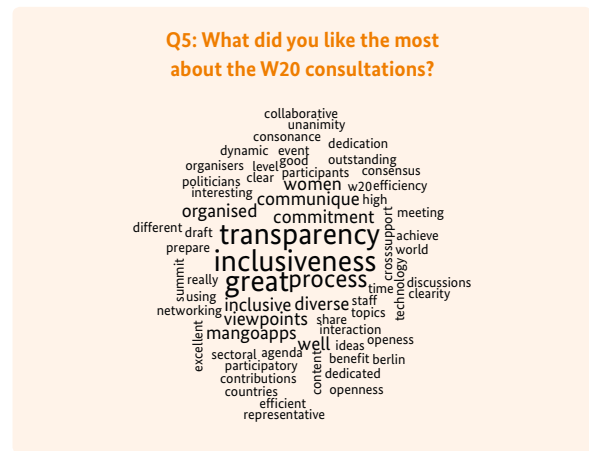
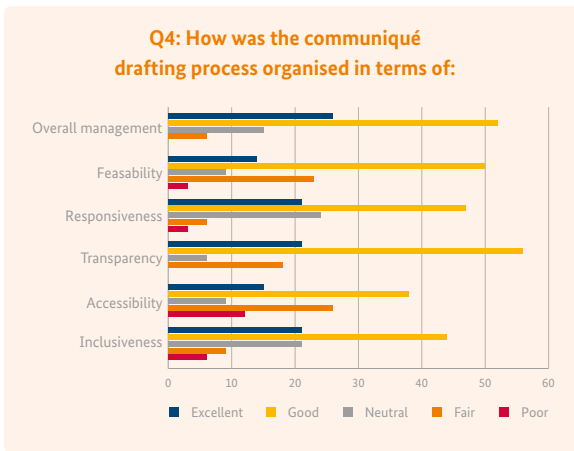


Participation in all W20 events  
Organisation of W20 consultations  
Coordination of drafting process



# Goal I - Establish an inclusive W20 dialogue leading to a powerful communiqué

Indicators	
A	Consultation process comprises several rounds of drafting and opportunities for contributions
B	Delegates from all G20 countries representing business, think tank and civil society get engaged
C	Economically marginalised delegates are represented and empowered to get equally engaged
D	Final W20 communiqué is agreed on and supported by all W20 delegates
E	Positive feedback by delegates on process management and 'feeling of inclusion'



The goal to implement an inclusive W20 dialogue leading to a powerful W20 communiqué was overall successfully met by the project. As outlined in section four, the consultation process on the final W20 communiqué comprised four rounds of drafting facilitating several opportunities for contributions by W20 delegates and advisors. The inclusiveness of the dialogue was further heightened by the range of digital tools employed to broaden the delegates' access. Delegates and advisors could contribute through an online survey, video conferences, by chairing and contributing to a working group, engagement in online discussions or by submitting direct input via mail or calling up the W20 Germany office. The multilevel nature of the process displayed a key aspect of the consultations even though not all digital tools were equally easy to manage. Accordingly, nearly half of the network reported that the usability of the online discussion tool Mango Apps was 'neutral' (21%), somewhat difficult (15%) or very difficult (12%).

**The multilevel nature of the process displayed a key aspect of the consultations.**

The 2017 W20 Germany network, in fact, represented a diverse mix of delegates from all G20 countries representing business (30%), academia (25%), civil society (15%), international organisations and international non-governmental organisations (15%). In the W20 evaluation survey, an overwhelming majori-

ty of 90% "strongly agree" or "agree" with the statement that the selection of W20 delegates should be based on previous W20 presidencies and on recommendations made by established women's networks. Nevertheless, it was emphasised in three comments that it was important to also have experienced advocates who understand public policy and who know the process supporting the W20 network.

While some delegates explicitly welcomed the participation of NGOs in the 2017 dialogue, the statistics also show that there was an underrepresentation of civil society representatives in the consultation process who only account for 15% of the overall network.

**Statistics show that there was an underrepresentation of delegates with civil society background.**

It should also be noted that the W20 office encountered problems finding suitable candidates for the following G20 countries: South Africa, Japan, South Korea and France. Here, most of the established contacts did not reply to W20's invitation or refused participation because of other commitments and a lack of resources. Even though, distinguished candidates from all four countries eventually joined the drafting process, many of them joined the W20 discussion quite late and therefore were not able to engage in all rounds of the communiqué drafting process. Also, a few delegates participated in the online dialogue but could not join the final discussions at the summit in

Berlin. This is reflected in the survey's results, too. Here delegates rate an average of only 3.1. points out of five on "accessibility". The evaluation of indicator 1c - "Economically marginalised delegates get involved in W20 dialogue" - is therefore pointing to a deduction of the dialogue's inclusiveness.

**EMSD provided a budget to support delegates from civil society from emerging markets.**

Luckily, implementation partner EMSD provided a budget to support delegates from civil society from emerging markets. A big challenge in this context was the identification of delegates in need of financial resources. In fact, delegates from emerging countries in need of funds had to actively voice their lack of resource in correspondence with the office or in the W20 kick-off survey in order to become eligible for the extra budget. This way, some potential recipients might have given up on the possibility of acquiring funding before contacting the W20 Germany office. The evaluation survey indicates a share of 65% who found the W20 dialogue "inclusive" in terms of including women's organisation of diverse and marginalised background (see Q4). A fifth judged the inclusiveness factor as "neutral" and still 14% as "poor" or "fair". In the comment section it was mentioned that women of colour, young women and those of indigenous backgrounds were underrepresented.

With reference to indicator 1d, an overwhelming share of 82% were "very satisfied" and "somewhat satisfied" with the W20 communiqué and with the W20 implementation plan. The communiqué, nevertheless, received a higher acceptance rate. Here 54% were "very satisfied" in opposition to 41% with regard to the implementation plan. Overall, it should be highlighted that the feasibility, overall management, responsiveness, accessibility, inclusiveness and transparency of the W20 consultation score highly positive in the majority of answers. The transparency of the process in particular is a category that is perceived positively of almost 80% of the delegates and advisors.

## Criticism raised by delegates

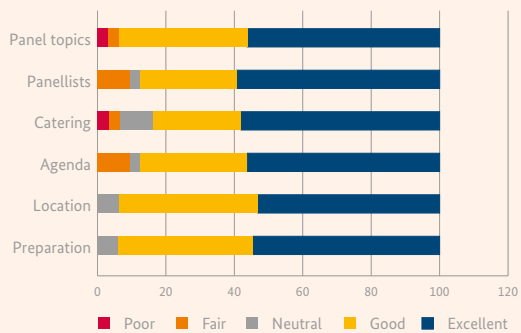
- » Difficulty to use MangoApps platform for discussion and sharing of documents.
- » Underrepresentation of black women, young women, women of indigenous backgrounds and women from developing countries
- » Consultation process was too short and deadlines were too tight. Many delegates asked for a longer instead of short and intensive consultation period
- » Excessive demand of W20 office. Delegates supported the idea that more human resources were required to sufficiently meet the requirements of a consultation process
- » Inclusion of participants from other countries who have scalable models for women's economic empowerment
- » Better solutions to overcome time zone differences, for example for video conferences
- » Lack of information flow regarding outcome and discussions with G20 Sherpas
- » Lack of permanent secretary's office for W20 to ensure sustainability
- » Inclusion of key government officials and development agencies with proven track record in women's development
- » Less change in network membership would support W20 continuity
- » Poor leadership by moderators at W20 Summit's working sessions which should be more structured next time
- » More information on the type of input and language valuable to a communiqué drafting process should be presented in advance.
- » Missing introductions to other country representatives prior to attending impeded substantial discussions on national level
- » Difficulties to advocate own opinion facing the high level of inputs of people involved in the drafting process

## Goal II - Organise a diverse and influential Women20 summit

### Indicators

- A Diverse summit agenda involving well conceptualised panel discussions which trigger critical debates on women's empowerment in the G20
- B Visible presentation of W20 focus topics and W20 delegates, among others, in discussion with Chancellor Angela Merkel
- C (Inter-)national media coverage on the event and women's economic empowerment topics

### Q12: How would you rate the organisation of the W20 Summit in terms of...?



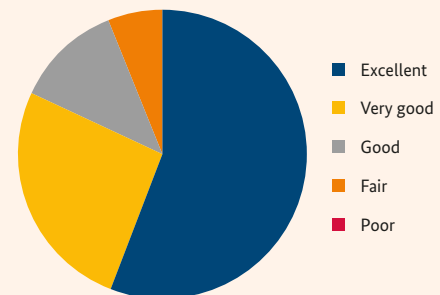
W20 Delegates discuss recommendations with Angela Merkel

© Martin Funck

### Q13: What did you like the most about the W20 Summit?



### Q18: Overall, how would you rate the success of the W20 summit in terms of drawing the G20's attention to women's economic empowerment?



Regarding the second goal to organise a diverse and impactful Women20 Summit, section 4c of this handbook delineates a diverse summit agenda involving inspiring key notes such as those by EY CEO Julie Teigland, Federal Minister of Family Affairs Manuela Schwesig and W20 Argentina President Susana Balbo.

The key notes were complemented by awaking impulses on financial inclusion, labour market participation and digital inclusion presented by the GPMI, ILO and the OECD as well as an award ceremony for the winners of the *Eskills4girls* challenge on the second day of the conference. This interactive format was accompanied by a video message sent by Melinda Gates and presentations of the two W20 studies spotlighting the urgency of W20 focus topics with research evidence.

On top of that, the summit included four high-level panel discussions dealing with different, but crucial aspects of 2017's W20 dialogue and featuring prominent guests as well as distinguished W20 delegates and advisors. The panels discussed important topics such as "Women Economic Empowerment – Chances for Growth and Sustainable Development", "Inspiring Women: Scaling Up Women's Entrepreneurship", "How to lobby best for Women's Economic Empowerment in the G20 and beyond" and "Taking Gender Equality to the Core of the G20".

### **The summit included four high-level panel discussions dealing with crucial W20 topics.**

Indicator 2b highlights the importance of a visible representation of W20 delegates and W20 focus topics at the summit. In fact, several W20 delegates and advisors contributed to the discussions as panellists such as W20 Turkey President Gülten Türk-tan from KAGIDER or Marta Dassu, Senior Director of European Affairs at the Aspen Institute in Italy. Moreover, W20 working group chairs Dr. Basmah Omair (labour market inclusion), Sucharita Eashwar (financial inclusion), Cynthia Drakeman (financial inclusion), Virginia Littlejohn (digital inclusion), Arancha González and Jennifer Bisceglie (both strengthening the W20) opened the first conference day with a presentation of the working groups' discussions and findings on the four focus topics from the online dialogue. On the second day, four W20 delegates – Inez Murray, Mmaki Jantjies, Sue Harris Rimmer and Sucharita Eashwar – joined a 90-minute panel discussion with Federal Chancellor Angela Merkel which was followed by questions from W20 delegates and advisors in the audience.

According to the evaluation survey, 79% regarded this panel discussion as a "very suitable" and 12% as a "somewhat suitable" tool for advocating the G20 agenda. A majority of 84% of the delegates found Chancellor Angela Merkel's answers in the panel discussions "very responsive" to "somewhat

responsive”. In fact, Women20 was the only G20 civil dialogue that enjoyed three official visits by Chancellor Angela Merkel – in a panel on conference day one, a welcoming speech at the Gala dinner and in a panel discussion on conference day two.

**W20 delegates joined a 90-minute panel discussion with Chancellor Angela Merkel.**

However, when being asked for points of improvements, 64% agreed that W20 Delegates could be presented more visibly at the summit, 54% indicated that W20 topics should receive more spotlight and 68% suggested to design the summit more interactive. The majority (58%) also agreed that more time for working sessions would have been helpful. In the comment section of this question, delegates similarly suggested integrating more workshops and time to interact with other delegates and issues. A three-day event was seen as more appropriate with regard to the time frame.

**64% agreed that W20 delegates could be presented more visibly at the summit.**

Finally, the survey seconds the success of the W20 Summit depicting an overwhelmingly high satisfaction with the overall organisation of the W20 Summit (see graphic below).

About indicator 2c, it should be highlighted that media coverage of the Women20 Summit was excellent. The W20 office was happy to receive over 700 requests for accreditation from media representatives from all over the world and was able to allow more than 400 representatives to attend the event.

How could future W20 Summits be improved? (several answers possible)	
Make the summit more interactive	68%
Present W20 delegates more visibly	64%
Make W20 topics more visible	54%
Allocate more time for working sessions	57%
Have more knowledgeable speaker(s)	32%
Take more breaks during the event	21%
Use a more comfortable space to host the event	7%

## Criticism and ideas raised by delegates

- » More time to getting to know the organisers and other delegates was needed
- » Additional workshops would have been helpful to promote joint partnerships
- » Invite more governmental and officials to the summit to feed recommendations more effectively into national agenda
- » More informal time and interaction within the network was needed
- » Ivanka Trump carried the headlines instead of W20 topics
- » Access to translation services other than English
- » More democratic procedure regarding the choice of panellists representing the W20 in discussion with Chancellor Angela Merkel
- » Panel discussions could have been more interactive
- » Choice of cultural programme to get to know the city would have been good
- » More time to refine the implementation plan
- » Not getting the opportunity to network with the German delegation as they were too busy organising
- » Summit could have been more inclusive to various groups of population
- » Missing introductions to other country representatives prior to attending impeded substantial discussions on national level
- » Difficulties to advocate own opinion facing the high level of inputs of people involved in the drafting process
- » Lack of time – extend summit to three full days including more working sessions
- » Too little breaks



## Goal III - Feed W20 recommendations into G20 negotiations

### Indicators

#### Directly

A Several meetings with G20 Sherpas involving active discussion and a meaningful exchange of ideas

B Several meetings with international Sherpa teams via W20 delegates

#### Indirectly

C Advocacy at G20 working group meetings

D Advocacy at G20 ministerial meetings

E Active participation at official G20 workshops and conferences

F Exchange with other civil dialogues

W20 Germany advocacy			
Institution	Role	Location	Date
B20 Kick-off	Panel	Berlin	2 Dec 2016
Sherpa office	1 <sup>st</sup> meeting	Berlin	12 Dec 2016
Employment working group	Statement	Berlin	19-21 Dec 2016
OECD-G20 conference	Panel	Berlin	17 Jan 2017
Debriefing, trade and investment working group	Statement	Berlin	21 Feb 2017
Sherpa office	2 <sup>nd</sup> meeting	Frankfurt	March, 2017
Digital minister conference	Panel	Düsseldorf	6 April 2017
Business20 summit	Panel	Berlin	2 May 2017
Global partnership for financial inclusion	Statement	Berlin	4 May 2017
Labour20 summit	Panel	Berlin	17 May 2017
Labour ministerial meeting	Statement	Bad Neuenahr	18 May 2017
Think20 summit	Attendance	Berlin	30 May 2017
Betterplace Lab parliamentary breakfast	Panel	Berlin	1 June 2017
Youth20 summit	Expert table	Berlin	4 June 2017
Sherpa office	3 <sup>rd</sup> meeting	Berlin	14 June 2017
Girls20 summit	Statement	Munich	16 June 2017
Civil20 summit	Attendance	Hamburg	19 June 2017
G20 summit	Press conference with B20, C20, and T20	Hamburg	7 July 2017
Sherpa office	4 <sup>th</sup> meeting	Berlin	9-10 Oct 2017
Development working group	Statement	New York	16 Oct 2017
G20 task force on digitalisation	Statement	Hamburg	23 Oct 2017
All engagement groups exchange with German Sherpas	Statement	Berlin	21 Nov 2017

The indicators which determine whether this task was successfully fulfilled distinguish between direct and indirect impact. Meetings with G20 Sherpas are considered as 'direct impact' because of the central role of Sherpa officials in coordinating the G20 communiqué drafting process. However, the participation at G20 working groups, ministerial meetings and other G20-related events is also considered important to feed W20 recommendations into the G20 process and is, thus, denoted as 'indirect impact'.

**Feeding W20 recommendations into the G20 process is a central task of W20's host organisation.**

After an introductory meeting of all engagement groups with the German Sherpa team in September 2016, Women20 used the political momentum of the official launch of Germany's G20 presidency in December by advocating first requests on women's empowerment at the first G20 Sherpa meeting in December and joined the G20 employment working group meeting as a guest speaker. These meetings were followed by two further official consultations with the German G20 team in March and June 2017. With regard to the G20 ministers' conferences, W20 representatives joined the digital ministers meeting in April drawing attention to the urgent need of closing the digital gender divide and accelerating ICT education for young girls.

With reference to indicator 3f, it can be highlighted that W20 participated at nearly every major event of other G20 engagement groups. Stephanie Bschorr represented W20 at a panel on "Responsibility and responsiveness" at the B20 Summit on 2 May. Executive Manager, Juliane Rosin, presented W20 requests on a panel featured by the Global Partnership for Financial Inclusion (GPMI) on 4 May. Mona Küppers advocated W20 recommendations in a panel at the Labour20 Summit on 17 May in Berlin and one day later Rosin joined the G20 labour ministerial meeting in Bad Neuenahr on 18 May and published a joint statement with L20. Women20 also participated in the T20 "Global Solution" Summit in Berlin on 30 May and presented the W20 communiqué in an expert discussion with Y20 delegates at the Y20 Summit in Berlin on 4 June. A week later, on 12 June, a joint declaration with B20 and T20 was published on "Ensuring Inclusiveness in a Digitalised World" followed by a joint statement signed by B20, C20, L20, T20, W20, Y20 and F20 condemning the withdrawal of the United States from the Paris climate agreement. To finish, Civil20 organised the last civil dialogue on "The World We Want" in Hamburg on 20 and 21 June.

**W20 participated in nearly every major event of other G20 engagement groups.**

On international level, 21% of the W20 network held correspondence with the Sherpa office, 9% met with representatives of this office and 21% obtained the

promise that he or she would push for W20 recommendations at G20 level. Another 36% forwarded the final communiqué to their respective Sherpas per mail. On top of that, 22% engaged with other civil dialogues and more than a third talked to representatives of federal ministries in their country promoting the W20 agenda.

As a result, the W20 Germany office put a great effort in feeding W20 recommendations into G20 negotiations at several levels involving meetings with German G20 Sherpa, participation in G20 minister conferences, G20 working groups and an active exchange with other civil dialogues through joint statements and events. On international level, about half of the delegates engaged with G20 stakeholder but also reported that political problems, institutional disorganisation or a lack of knowledge of the G20 civil dialogues decreased substantial opportunities for engagement for the W20 cause.

## Goal IV – Have an impact on the G20 communiqué

### Indicator

#### Directly

A Adoption of W20 recommendations and language in G20 leaders' communiqué

#### Indirectly

B Integration of gender-specific recommendations in leaders' communiqué

C Adoption of Women20 focus topics in leaders' communiqué

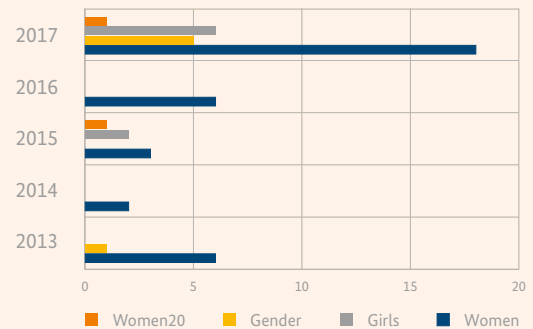
### W20 communiqué

1. Systemic integration of gender analysis and gender budgeting
2. Implementation of '25 by 25' target with national action plans
3. Support of women entrepreneurs
4. Closing the digital gender divide
5. Access to all G20 negotiation tracks and Sherpa meetings

### G20 communiqué

29. "We are making progress in achieving our 2014 Brisbane commitment to reduce the gender gap in labour force participation by 25 percent by 2025 but agree that more needs to be done. We also commit to take further action (...)"
30. "Digitalisation and access to ICT serve as powerful catalysts for the economic empowerment and inclusion of women and girls"
31. In order to scale up support for women's entrepreneurship, we welcome the launch of the Women Entrepreneurs Financing Initiative (We-Fi), housed at the World Bank Group.

### Occurrence of W20 buzzwords in G20 communiqués



The fourth and maybe most important goal of this project was to exert influence on the G20 negotiations and have a substantial impact of the G20 results which are usually displayed in the G20's leaders' declaration, the G20 communiqué. Identifying a direct influence as shown in indicator 4a.-c is therefore operationalised in the adoption of W20 recommendations and language in the G20 communiqué. Even though, such direct impact has never been reported before in W20's young history, this year's G20 leaders' declaration comprises a whole sub-section dedicated to women's empowerment (G20 2017: 11-12). The increase from only three 'mentions' of the keyword "women" in the communiqué adopted under Turkish G20 presidency (G20 2015), to four 'mentions' under Chinese presidency (G20 2016) to 18 'mentions' in this year's communiqué (G20 2017) is already a great success in the history of Women20. However, the 2017 leaders' declaration exceeds the sole mention of "women" but dedicates a whole sub-section on page 11 and 12 to "women's empowerment".

#### **G20 leaders' declaration comprises a whole sub-section dedicated to women's empowerment.**

Examining content and language of the first two paragraphs of this section, W20 recognises a strong resemblance to its own communiqué. In fact, references to three out of five W20 recommendations (2. – 4.) were taken up directly in the leaders' declaration: implementation of the 2014 Brisbane

commitment to reduce the gender gap in labour force participation by 25 percent by 2025; scaling up support for women's entrepreneurship and reducing barriers to financial inclusion; recognising digitalisation and access to ICT as powerful catalysts for the economic empowerment and inclusion of women and girls. In this context, the G20, however, does not explicitly mention the prevailing risk for women implied by the increasing digitalisation of jobs. W20's suggestion to expand the Women's Initiative in Developing STEM Career (WINDS) by setting up a scheme for gender-equal digital transformation is also not included in the leaders' declaration. Furthermore, W20's first recommendation calling on the G20 member states to systematically integrate gender analysis and gender budgeting into all of its agenda was not particularly mentioned in the final communiqué. Nevertheless, looking at the first paragraph of the sub-chapter on "women's empowerment" reveals several important links to the W20 communiqué which are shown in quotation marks in the box above.

Another pivotal momentum in W20 history is the adoption of three specific initiatives related to gender equality in the G20 communiqué: the #eSkills-4Girls initiative, the Women Entrepreneurs Financing Initiative (We-Fi) and the establishment of a business women leaders' task force in cooperation with the W20 and B20. The results set a new benchmark for Women20's impact in G20 negotiations.

## A pivotal momentum was the adoption of three initiatives related to gender equality in the G20 communiqué.

First, the G20 welcomes the “launch of the #eSkills-4Girls initiative to promote opportunities and participation for women and girls in the digital economy, in particular in low income and developing countries” (G20 2017:11). Second, the G20 welcomes the “launch of the Women Entrepreneurs Financing Initiative (We-Fi)” (ibid.) which will be hosted by the World Bank Group to “scale up support for women’s entre-

preneurship” (ibid,) - An initiative corresponding to W20 recommendation three which urges the G20 to “support women entrepreneurs (...) to scale up their operations (...)”. Third, the G20 manifests the establishment of a “business women leaders’ task force which will, in close cooperation with the W20 and B20, bring together business women from G20 countries “. The aim of this task force is to examine ways to heighten women’s participation in the economy and to make recommendations for the implementation of G20 commitments.

## Extract from G20 2017 Communiqué

„full access to labour markets and decent working conditions for men and women, implementing the G20 Job Quality Framework.“

„full access to quality education for girls and women, with special attention on technical and vocational education“

**Women's Empowerment:** Enhanced **equal access to the labour market**, property, quality employment and financial services for women and men are fundamental for achieving gender equality and full realisation of their rights as well as a prerequisite for sustainable and inclusive growth. **We are making progress in achieving our 2014 Brisbane commitment to reduce the gender gap in labour force participation by 25 percent by 2025 but agree that more needs to be done.** We also commit to take further action to improve the **quality of female employment** and eliminate employment discrimination, and reduce gender compensation gaps **and provide women with protection from all forms of violence.** We will improve women’s access to labour markets through provision of **quality education and training**, supporting infrastructure, public services and social protection policies and legal reforms, where appropriate.

„The W20 urges the G20 to advance member state policies towards the .25 by 25’ target set by G20 for reducing the gender labour participation gap (...). Progress on closing the gender divide to date has been slow“

„... right so self-determination for women and girls and their effective protection from violence (...)“

## Goal V – Establishment of a strong W20 network

### Indicators

- A Efficient working structure independent from G20 presidency
- B Permanent digital platform for network communication and internal exchange
- C Delegates are representative of different women's perspective of all G20 countries
- D Delegates pursue active lobbying of national G20 stakeholders

At the beginning of the project, W20 Germany aimed to establish a strong network of delegates and advisors to sustain and grow in the presidencies to follow. A first evaluation of this goal will be due on 1 December 2017 when Argentina will take over G20 and W20 presidency for the first time. At this moment, there is, unfortunately, no permanent support structure visible which works independently from G20 presidencies.

W20 side events such as the All presidencies roundtable facilitated by EMSD strengthen coherence along changing W20 presidencies. Nevertheless, the lack of an administrative body may halt the flow of consultations: every time new organisers start preparing the W20 dialogue, the new staff must pick up on a lot of administrative matters and start fundraising efforts from scratch. In fact, obtaining sufficient funding is a central pre-condition for establishing a transparent, responsive and inclusive consultation.

A perpetual working structure could thus not only maintain organisational knowledge of the process,

but also obtain and grow constant funding to set up a more efficient and inclusive process, for example, by ensuring sufficient funding for travel and accommodation of delegates from marginalised backgrounds.

### **Obtaining sufficient funding is a central pre-condition for establishing transparent, responsive and inclusive consultations**

Furthermore, the use of a digital collaboration platform, Mango Apps, was the first of its kind in W20 history. It was an essential component of the consultation process as it facilitated a more inclusive and transparent discussion within the network. Yet, the use of Mango Apps leaves room for improvement when it comes to its technical management and accessibility to all delegates. In addition to that, the German presidency was not able to sustain Mango Apps as a permanent collaboration platform and had to close it after three months due to financial reasons. In the end, it should be highlighted that in addition to the wish to establish a permanent support structure and permanent collaboration tool, it is of



utmost importance that the authority of content and project strategy remains in the hands of the annually changing presidencies. This constant shift of perspective is vital for the diversity of G20 discussions and important for the maintenance of equal negotiation roles among twenty states of very different contextual backgrounds. Thus, possible solutions to the two indicators of this project goal need to remain on administrative level protecting content authority, flexibility and independence of respective hosts.

**It is of utmost importance that the authority of content and project strategy remains in the hands of the annually changing presidencies**

Engaging a diverse and representative mix of delegates in the W20 network is one of the greatest challenges of each presidency. The multi-level nature of the 2017 W20 consultation process enabled the participation of voices from all G20 countries and beyond. This was a great success considering the fact that W20 has only been in its third year since its inception. Nevertheless, not all national delegations represented voices from non-governmental organisations and grassroots movements in a sufficient manner. Convincing representative institutions from civil society and enabling their participation through additional funding was regarded vital by W20 Germany organisers. Though, the question whether a delegate is representative of women's voices in her country is often debatable. Also, the question when an associ-

ation or organisation can be considered a 'civil society' was a much debated topic under German W20 presidency. We thus recommend continuing this debate together with the W20 network and ensure a constant increase of representativeness by learning from the annual shift of perspectives along changing presidencies.

**Not all delegations represented voices from non-governmental organisations and grassroots movements in a sufficient manner**

Finally, indicator d emphasizes that a strong W20 network needs motivated delegates who are willing to spend intensive lobbying efforts in their respective constituency. To ensure that W20 recommendations are integrated in G20 decision-making, each W20 delegate must advocate W20 in national G20 deliberation and make W20 discussions visible in national civil society debates. The results of the "Stocktaking" online survey revealed that a majority of W20 delegates had problems establishing substantial contact with their national G20 Sherpas and missed considerable interest in W20's work in their country. To increase national lobbying efforts, working sessions at the W20 Summit included a session on how to improve national lobbying with the G20. Continuing mutual learning within W20 network was perceived a useful tool to increase joint influence on the G20.

## Goal VI – Foster W20 process coherence beyond German presidency

### Indicators

- A Transparent W20 Germany process documentation and evaluation
- B Efficient handover of governance structures to following W20 presidency
- C Early outreach of W20 Germany to W20 Argentina
- D Separate working meetings of W20 troika (China, Germany and Argentina)

Lastly, we find that a process documentation as well as project evaluation are key to the success of Women20 in continuing an impactful G20 engagement process in future G20 presidencies.

The fulfilment of this goal and indicator 6a and 6b are manifested in the creation of the project handbook at hand containing a comprehensive overview of this year's W20 dialogue. It outlines W20's internal project management, the national and international consultation process leading to the W20 communiqué and its lobbying efforts in the G20 negotiations. The idea is to not only provide a full report of W20's diverse activities, but also to run a comprehensive evaluation on the impact and outcome of its actions. On the one hand, the handbook is created for internal documentation, namely on behalf of the coordinating teams at the National Council of German Women's Organisations and the Association of German Women's Entrepreneurs. On the other hand, the report is written to guarantee coherence and continuity along changing W20 presidencies and will be submitted to future W20 organisers.

**Evaluation is key to the success of Women20 in continuing an impactful G20 engagement process in future G20 presidencies.**

Establishing an early outreach to the presidency to follow is strongly dependent on the fact whether the subsequent G20 host country ensures an early appointment of W20 organisers. Considering that Argentina had not elected W20 chairs prior to the W20 Summit, it was difficult to fulfil this criterion. Though, thanks to EMSD's support and in strong cooperation with CIPPEC, W20 Germany was able to host a German-Argentine dialogue with Argentine women's organisations in March 2017. Furthermore, ever since its appointment, W20 Argentina has remained in close collaboration with W20 Germany to ensure a coherent transition of governance structures.

**Ever since its appointment, W20 Argentina has remained in close collaboration with W20 Germany to ensure a coherent transition.**

Even though W20 China had been extremely helpful through the establishment of a W20 Germany dialogue, there was no permanent working structure in place which would have facilitated frequent meetings of W20 troika representatives. Again, to enable a frequent exchange among the three, the G20

presidency must ensure an early appointment of hosts as well as sufficient funds for staff to stay available in all three years of the troika. Also, a W20 support structure could help to engage a more continuing dialogue among previous, current and subsequent W20 organisers.



UK delegation at W20 working session © Martin Funck



Turkish delegation at W20 working session © Martin Funck



W20 working group chairs © Martin Funck

## 12. RECOMMENDATIONS TO FUTURE W20 PRESIDENCIES

### 12.1 Recommendations for the W20 Office

#### ORGANISATION

- » Establish a permanent support structure for W20 to ensure sustainability and process coherence along changing presidencies
- » Set up a W20 think tank to feed W20 policy recommendations with substantial research and to develop specific measures and tools which facilitate their implementation
- » Strengthen the role of the W20 troika through quarterly working meetings and joint events

#### MANAGEMENT

- » Ensure sufficient budget for staff and working material for all three years of W20 troika
- » Set up a monitoring body of experienced individuals guiding the process
- » Establish implementation and cooperation partnerships to foster process efficiency and outreach

#### INDEPENDENCE

- » While close collaboration with the government and the G20 presidency is crucial for active lobbying, W20 must ensure to remain independent from governmental affairs when it comes to content
- » Raise funds from different partners from both private and public partnerships to avoid dependence
- » Make sure W20 remains a critical/ questioning negotiation partner in G20 negotiations

## ADVOCACY

- » Demand the participation and active representation of W20 at as many G20 stakeholder meetings as possible
- » Stay in close contact with other civil dialogues and exchange experience and advice
- » Less is more! The more precise a proposal, the easier it will be to effectively advocate its integration into decision-making processes.
- » Find “likeminded Sherpas” and lobby them through the W20 delegates of these countries
- » Advocacy not just takes place in the G20 cosmos: social media and classic PR is crucial to spread your message and to create more pressure for the G20 to follow

## SUMMIT ORGANISATION

- » Reserve time for getting to know each other and fun network activities
- » Provide sufficient time for working group sessions to guarantee a democratic voting process
- » Make W20 delegates and W20 focus topics visible at the summit
- » Design a diverse agenda with interactive elements and topical workshops etc.
- » Be attractive to the media world (by inviting special guests or doing special activities): to be heard you need to be seen

## 12.2 Recommendations to the W20 Consultations

### ACCESSIBILITY

- » Agree on an accreditation procedure regarding participation in Women20 which ensures equal access for diverse institutions and backgrounds by taking into account that officially mandated candidates may have closer links to their governments which might want to support the delegate also financially
- » Provide access to all discussions and meetings, for example through digital tools that are easily accessible through phone and with low broadband access
- » Ensure that W20 website and documents are barrier free and employ engendered language.
- » Provide safe spaces for all delegates to speak freely, like anonymous surveys – for some delegates it might be challenging to speak up against their governments or even against the acting W20 presidency, especially if they receive funding from them.

### TRANSPARENCY

- » Inform delegates about the different drafting stages and important deadlines well in advance
- » Keep reporting on W20 activities on a frequent basis via mail throughout the year
- » Ensure a comprehensive project documentation and a critical evaluation towards the end of the project and share it publicly

## **INCLUSIVENESS**

- » Encourage representation of women of colour, trans\* people, women of indigenous backgrounds, young women and women with disabilities market country
- » Ensure that the personnel hired to executing W20 is sufficiently sensitised through intercultural and diversity trainings

## **ACCOUNTABILITY**

- » Agree on a joint code of conduct which staff and network can rely on during discussions
- » Inform network about dispute settlement procedures in case of conflict and discriminating actions
- » Have the network elect individual delegates as chairs to actively voice delegates' perspectives in the exchange with the ad-hoc W20 office and serve as an intermediary between office and network

## **RESPONSIVENESS**

- » Facilitate deliberation by moderating an online discussion platform which allows delegates to actively comment and reflect on each other's proposals
- » Try to consider as many contributions input as possible in the drafting process and provide reasons justifying the non-inclusion of proposals
- » Keep in frequent mail/ telephone/ online contact with the network and identify technical and content- related obstacles if apparent

## 13. OUTLOOK

Watching the role of civil society participation increase in the G20, the task to organise an impactful W20 dialogue becomes bigger every year. This handbook shows that organising a successful Women20 process is determined by several factors.

Firstly, W20 must build on a diverse and representative network of motivated delegates eager to bring forward W20 ideas of the national as well as international G20 agenda. Due to the young history of Women20, such network is yet in formation and needs to grow in constituency.

Secondly, organisers must begin preparations as early as possible to enable a democratically accountable consultation process. However, the fulfilment of democratic criteria such as transparency, inclusiveness, responsiveness, accountability and accessibility is reliant on the sustainment of sufficient funds to implement a W20 dialogue successfully. In addition to that we have seen that digital tools facilitating online surveys, video conferencing, live streaming and collaboration platforms can play an essential role in keeping consultation costs down while easing a democratic process.

Thirdly, this handbook demonstrates that feeding recommendations into the G20 involves a constant engagement in G20 working groups, ministerial meetings and, most importantly, carefully prepared

exchange with G20 Sherpas. We have learned that we must remain persistent and loud to become visible among the many stakeholder groups trying to influence G20 policy making.

Many delegates have reported that they still do not know their national G20 Sherpa and miss support on national level. Thus, we must improve our joint efforts to feed W20 ideas from all G20 sides and build on lobbying efforts through mutual learning and sharing useful information. Looking back at the past twelve months, we are extremely honoured to have had the opportunity to chair an amazing group of inspiring delegates and advisors who decided to push for women's empowerment in a male-dominated G20 arena. Together we have created an important momentum by enforcing the G20's commitment to foster equal access to financial resources to women entrepreneurs, enabling digital inclusion of women and young girls and to keep the G20 accountable regarding their national implementation of the 25by25 goal. Yet, we want more. Our first recommendation this year called upon the G20 to systematically integrate gender analysis and gender budgeting within all its frameworks. Thus, we should not rest on our achievements, but look ahead to Argentina and start consulting with our estimated colleagues on how to push women's economic empowerment to the heart of G20 discussions.



Lastly, we thank the wonderful hosts of W20 Turkey and W20 China for their relentless efforts in establishing a fruitful W20 dialogue and ensuring a smooth transition to Germany's W20 presidency. The amazing outcome of this year's W20 dialogue would not have been possible without the substantial groundwork and support of our predecessors. We are

excited to see what the future will bring and look forward to a colourful W20 process hosted by our fellow colleagues in Argentina.

Mit herzlichen Grüßen,  
Your W20 Germany Team



W20 Germany team © Martin Funck

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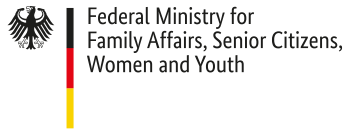
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