FOREWORD

Several years have passed since the Business 20 (B20) community gathered for the first time in order to make an assessment and provide the G20 leaders with constructive, consistent and effective policy proposals. Although various recommendations and constructive policies have been set forth, the world’s main economic and social problems remain an unresolved challenge.

The B20 group has not only become a beacon for innovative and clear views on how these challenges may be approached, it also plays a crucial role in building resilience and advocacy within G20 communities.

As a new cycle begins, we call on all G20 business leaders to pick up the B20 baton and contribute their vision and expertise to address an agenda for inclusive development. This challenging task will be spearheaded by Daniel Funes de Rioja, the appointed B20 Chair.

B20 ROLE & ACTIVITIES

1) Recommendations

The B20’s trademark is the development of consensus-based concrete policy proposals from the private sector with the objective of generating more and better jobs, sustained growth and development. The process involves the constitution of taskforces (TFs) of around 100 business representatives from the entire G20 and guest countries. After 7 months of discussions, the B20 is ready to turn over its policy recommendations to the G20.

The main objectives are to:

1) **Define the initial topics**: Take into consideration the global challenges and priorities defined by the G20 and identify further areas where G20 action is needed.

2) **Reconcile different positions**: Build a solid consensus amongst business leaders, international organizations and civil society on what the approach will be.

3) **Generate recommendations**: Draft policy papers addressed to the G20 with concrete policy proposals and calls to action.
B20 Argentina has proposed the following task forces; each will draft thematic papers with policy proposals for submission to the G20:

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2) Advocacy

A crucial step to ensure the recommendations delivered are taken into consideration by the G20 leaders is to provide a strong, flexible and comprehensive advocacy strategy. This is why the B20 Argentina has constituted a High-Level International Business Advocacy Caucus comprising business leaders, CEOs and other chief executives from the most prominent enterprises around the world. Additionally, local businessmen and women form the Argentine Business Leaders Forum. Both groups lead the advocacy process through strategic networking, know-how, and public-private cooperation.

Furthermore, the B20 calls on international business organisations and networks to participate as Network Partners. They are a fundamental part of our outreach efforts and their aim is to provide essential support to TFs by contributing their expertise and engaging their broad international constituency in TF/CTG activities, as well as disseminating recommendations. The Network Partners also support TF/CTG advocacy activities and may participate in the organisation of B20 events.

Finally, the B20 Presidency itself is responsible for the public representation of the business proposals. With the help of the B20 Secretariat, it participates in the G20 working groups and ministerial meetings and at the main events of international organizations such as the OECD, the IMF, the WTO and the World Bank. Moreover, it is responsible for communications and media relations.
3) B20 Argentina Structure

**CHAIR**
Daniel Funes de Rioja

**B20 SHERPAS**
- Carolina Castro  
  **EXECUTIVE SHERPA**
- Fernando Landa  
  **POLICY SHERPA**

**B20 SECRETARIAT**

**CO-CHAIR**

**G6**
- ADEBA
  Jorge Pablo Brito
- BCBA
  Adelmo J. J. Gabbi
- CACS
  Jorge Luis Di Fiori
- CAMARCO
  Gustavo Weiss
- SRA
  Daniel Pelegrina
- UIA*
  Miguel Acevedo

(*steering role)

**HIGH LEVEL INT’L BUSINESS ADVOCACY CAUCUS**

**ARGENTINE BUSINESS LEADERS FORUM**

**TASKFORCES**
EMPLOYMENT AND EDUCATION
In a new evolving scenario where employability is key, it is necessary to develop inclusive policies that help people enter the labor market through innovative educational systems, within the framework of a new technological revolution.

DIGITAL ECONOMY AND INDUSTRY 4.0
A revolution underpinned by artificial intelligence and other technologies is already underway and will redefine the economy. Along with digital economy, these innovations can become engines of growth and inclusion if we bridge technological divides in a socially sustainable and responsible way.

FINANCING GROWTH AND INFRASTRUCTURE
Infrastructure is a fundamental driver for economic growth. We will seek a business consensus on practical recommendations to close the persistent infrastructure gap. We also need to discuss regulatory coherence and innovative financial instruments to achieve a sustainable GDP growth.

TRADE AND INVESTMENT
Comprising a comprehensive approach to the construction of an inclusive, fair and balanced international Trade and Investment system for the 21st century.

SUSTAINABLE FOOD SYSTEM
In an era marked by volatility and uncertainty, the world prepares to feed an increasingly growing population on a declining resource base. Nutrition security and global food production are ongoing concerns.

ENERGY, RESOURCE EFFICIENCY AND SUSTAINABILITY
Climate change is a threat to development that poses increasing risks to societies, economies, and ecosystems. Tackling climate impacts through adaptation strategies and building resilient societies will help to achieve the Sustainable Development Goals.

SMES DEVELOPMENT
SMEs are the backbone of economies around the world, they generate about 50 to 70 percent of jobs and income, they foster creativity and they enable comprehensive market innovations. Yet they face some structural constraints that call for special attention.

INTEGRITY AND COMPLIANCE
Corruption triggers inequality, undermines sustainable development and has a corrosive impact on growth. Countries need to be united to collect and share information in order to prevent, detect and crack down on corruption. We face a global problem that requires a global solution.
Discussions and working sessions to generate the B20 recommendations will take place within a series of events and teleconferences throughout the year. The following timeline provides an initial scheme so that participants can save the dates beforehand. However, final dates will be confirmed after the G20 Argentina Presidency has officially come into office on December 1. Therefore, the B20 Secretariat will send the final timeline to each TF member by the end of 2017.
B20 Chair: The B20 Chair leads the B20 process, sets the main guidelines, and represents the B20 vis-à-vis politicians, the international business community, and the public at large.

B20 Co-Chair: The Co-Chair is constituted by the presidents of the principal Argentinian chambers, namely; the Industrial Argentina Union (UIA), the Argentinian Banks Association (ADEBA), the Buenos Aires Stock Exchange (BCBA), the Argentinian Chamber of Commerce and Services (CACS), the Argentinian Chamber of Construction (CAMARCO) and the Argentinian Rural Society (SRA), where UIA holds the steering role. The Executive Committee makes fundamental decisions concerning the B20 by consensus and works with the B20 Sherpas to lead the whole process.

B20 Executive Sherpa: The B20 Executive Sherpa is responsible for the operational management of the B20 and supports the B20 Chair and the B20 Co-Chair and executes their orders. The B20 Executive Sherpa is also responsible for the organisation of B20 events and for general communication and advocacy. The work of the B20 Sherpa is supported by the B20 Secretariat.

B20 Policy Sherpa: The B20 Policy Sherpa supplies basic orientation for the B20 recommendations and oversees the process of preparing policy papers. The Policy Sherpa also coordinates the overall functioning of task forces, in liaison with knowledge, network and concept partners. Finally, the Policy Sherpa is also responsible for advocacy regarding policy recommendations. The B20 Policy Sherpa is also assisted by the B20 Secretariat.

High Level International Business Advocacy Caucus: The High-Level International Business Advocacy Caucus comprises a limited number of top business leaders, CEOs and other chief executives from the most prominent enterprises around the world. Their chief task is to empower the public and political advocacy of the B20 recommendations and to ensure they are taken into account in the G20 process, enhancing the visibility and legitimacy of the B20.

Argentine Business Leaders Forum: Local businessmen and women form the Argentine Business Leaders Forum. Since its first meeting in Rosario city, the group has assembled 400 local business leaders that will cooperate in the advocacy process through their strategic network and local know-how. This Forum is a prime phase and opportunity for the Argentine business community to increase their participation in the B20 taskforces and to elevate the regional voice in the global governance.

B20 Troika: The Sherpas from B20 Germany, B20 Argentina and B20 Japan form an advisory committee to ensure the continuity and coherence of the B20 process.

Taskforces: The Taskforces (TFs) develop recommendations and concrete policy proposals. Their members are senior representatives of businesses, associations and organisations. Each TF has a Chair who presides over its sessions, guides the drafting of policy papers and presents the TF’s recommendations in public and political forums. Each chair may be assisted by several Co-Chairs. Chairs and Co-Chairs are appointed by the B20 residency; they are leading business figures from the entire G20, such as CEOs, supervisory board members and association principals.

Cross-thematic Groups: The Cross-thematic Groups (CTGs) have the same structure and working processes as TFs. They also draft policy papers with recommendations and concrete policy proposals addressed to the G20. SMEs Development and anti-corruption are per se cross-thematic issues. In order to take these into account across all B20 recommendations and to have expertise from all thematic areas represented in CTGs, simultaneous membership in a TF and a CTG is encouraged. However, stand-alone memberships in CTGs are also possible.

GLOSSARY

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**Knowledge Partners:** Knowledge Partners are consulting firms that fulfil important tasks in the B20. They work with the B20 Secretariat and representatives of the TF chairs to prepare B20 policy papers, under the oversight of the Secretariat and on the basis of the discussions held in the TFs and CTGs. Knowledge partners also supply inputs (such as econometric calculations and case studies) and support the B20 Secretariat in coordination processes (for example, consolidating submissions from TF members, organising telephone conferences and meetings) and the preparation of contributions (for example, overview of G20 and other global initiatives, relevant statistics, problem analysis, etc.)

**Network Partners:** Network Partners are international business organisations and networks. They provide essential support to TFs by contributing their expertise and engaging their broad international constituency in TF activities, as well as disseminating recommendations. Network Partners also support TF advocacy activities and may participate in the organisation of B20 events.

**Concept Partners:** Concept Partners are initiatives or organisations that are experts and stakeholders regarding specific issues. They provide their expertise in the drafting of recommendations and play an important role in setting up the agenda of the respective TF.