



MAINSTREAMING GENDER IN THE G20

LESSONS LEARNT FROM THE
GERMAN AND ARGENTINE
PRESIDENCIES

Gala Díaz Langou
Florencia Caro Sachetti
Alejandro Biondi

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Executive Summary

Gender equity is crucial for achieving human rights, promoting economic growth and fair and sustainable development. However, to attain greater gender equity, the design and implementation of public policies and programs must consider gender-specific needs and priorities. In other words, the approach must mainstream a gender perspective. The G20 process has recently taken up this agenda and continues to provide fertile ground to promote gender mainstreaming and women's rights in general. This holds true provided that experts, scholars, and businesspeople are aware of the nuances of the G20 process and use this forum as a platform to address gender issues.

This document draws on the lessons learnt regarding gender mainstreaming during the German and Argentine G20 presidencies and its goal is to become a guide for teams advancing this agenda during future G20 processes. To that end, it is organised into three sections. The first describes the current G20 process and the opportunities available to promote the gender agenda. The second identifies the strengths, weaknesses, opportunities, and threats to mainstream gender in the G20 process. The third and final section distils lessons learnt and makes recommendations for gender mainstreaming efforts in future G20 presidencies.

Introduction

Goal. The objective of this document is to become a guide for teams advancing the gender agenda during the Japanese presidency of the G20 (2019) and future G20 processes.

Why Gender Mainstreaming? Gender equity¹ is crucial for achieving human rights, promoting economic growth and fair and sustainable development. However, to attain greater gender equity, the design and implementation of public policies and programs must consider gender-specific needs and priorities. In other words, the approach must mainstream a gender perspective.

In the light of the aforementioned, the G20 German and Argentine presidencies prioritised gender issues beyond the Women 20 (W20) engagement group in 2017 and 2018, respectively. Accordingly, gender issues were addressed in most G20 meetings and summits and, at the end of both presidencies, the Leaders' Declarations evidenced a strong gender perspective. In Hamburg, leaders included women's empowerment as one of the keys to improving sustainable livelihoods and pledged to take more action to reduce gender labour participation gaps. In Buenos Aires, they agreed to develop and implement policies and programmes to reduce gender gaps in labour force participation, end all forms of discrimination against women and girls and gender-based violence, and promote women's access to leadership and decision-making positions, among other goals.

In order to identify the lessons learnt regarding gender mainstreaming during the Argentine G20 presidency, the Inter-American Development Bank (IDB), in partnership with the Argentine think tank Centre for the Implementation of Public Policies promoting Equity and Growth (CIPPEC), organised a workshop gathering key actors in charge of this task in the G20 process and engagement groups. The objective of the event was to share experiences, identify lessons learnt and conduct a SWOT (strengths, weaknesses, threats, and opportunities) analysis of gender mainstreaming efforts in the G20 process. Additionally, CIPPEC interviewed the main actors working on gender issues during the German presidency to incorporate their insight. This report, jointly drafted by CIPPEC and the IDB, presents this SWOT analysis, as well as the most significant conclusions and recommendations from the participatory workshop and bilateral interviews.

Structure. The report is organised into three sections. The first describes the current G20 process and the opportunities available for gender mainstreaming. The second draws on the conversations held during the workshop and the interviews to identify the strengths, weaknesses, opportunities, and threats to mainstream gender in the G20 process. The third and final section distils lessons learnt and makes recommendations for gender mainstreaming efforts in future G20 presidencies.

¹ The authors of this document have explicitly chosen the concept of gender "equity" over gender "equality" – even if the former is less used in English with this particular meaning – to better capture the need for affirmative action measures that can offset the inequalities between genders in a way that strict gender equality cannot do. The document thus understands gender equity as "fairness of treatment for women and men, according to their respective needs and interests. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities" (see [ABC of women workers' rights and gender equality, ILO, 2000 for more details](#)).

The G20 Process

How does the G20 work? The Group of Twenty (G20)² is an international forum for cooperation and dialogue on economic and policy issues that brings together 20 of the world's advanced and emerging economies³. These countries represent about two-thirds of the world's population, 85% of the global economy, over 75% of global trade, and 80% of global investment.

The G20 meets annually and has no permanent secretariat. Instead, every year a different member country holds the Presidency. The incumbent establishes a temporary secretariat for the duration of its term, coordinates the group's work, hosts meetings and annual summits and sets the agenda, in consultation with other G20 participants and the Troika (a three-member group of past, present and future G20 presidents).

The G20 process has two government tracks:

- The **Finance Track** focuses on financial and economic issues. It is led by G20 finance ministers, central bank governors and their deputies; they hold meetings throughout the year and produce one or more communiqués and other background documents. These high-level meetings and their flagship agreements are built upon the work done in the four **working groups** that form this Track: Framework, International Financial Architecture, Infrastructure and Global Partnership for Financial Inclusion. Additionally, specific **study groups** can be created to report on a certain topic, such as Sustainable Finance.
- The **Sherpa or Leaders' Track** works on the so-called "political" or non-financial topics. Sherpas are key senior officials who represent the Heads of State and Governments and coordinate the work leading up to the Leaders' Summit. The Sherpa Track consists of **working groups and task forces** covering a broad set of topics; these may encompass development, anti-corruption, trade and investment, climate and energy sustainability, employment, health, education, agriculture, digital economy, and women in business. Towards the end of the process, the Sherpas, along with Deputy Finance Ministers, help prepare the Leader's Declaration and other documents.

In addition to the government tracks, the process includes eight official **Engagement Groups**, tasked with informing the G20 decisions on different policy matters. Each group has one or more chairs and several thematic task forces. They prepare Policy Briefs and organise multiple events throughout the year, including a summit where the Communiqué for G20 Leaders is delivered to a government representative from the country chairing the process. The engagement groups include:

- Business 20 (B20), comprising business leaders
- Think 20 (T20), comprising think tanks and academics

² The G20 is made up of 19 countries and the European Union (EU). These countries include Argentina, Australia, Brazil, Canada, China, Germany, France, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, the United Kingdom, and the United States.

³ Every year, some countries, regional groups, and international organisations participate as guests at G20 Summits.

- Labour 20 (L20), comprising trade union leaders
- Civil Society 20 (C20), comprising civil society groups
- Women 20 (W20), comprising women delegates
- Youth 20 (Y20), comprising young leaders
- Science 20 (S20), comprising scientific experts
- Urban 20 (U20), comprising the mayors of the G20 countries' main cities.

The G20 and the Gender Agenda. The first time that the G20 addressed gender issues was during the Australian presidency in 2014. That year, the leaders agreed to reduce by 25% the labour participation gap between men and women by 2025. Since then, all G20 presidencies have partially addressed gender issues.

In 2017, the German presidency established gender as a priority. Hence, the W20 was in close contact with the Sherpa Office in the German Chancellery and other engagement groups. The group also took part in official governmental meetings and G20 ministerial discussions. It also bolstered gender recommendations in several joint statements with the B20, T20, C20, S20, Y20, L20, and the private sector. In this vein, several G20 working and engagement groups also addressed gender issues in their discussions and documents. For example, the C20 set up a working group focussing on gender issues, and the T20 published several policy briefs on gender equity.

The Argentine G20 authorities pioneered in setting up gender as a cross-cutting issue throughout the G20 agenda and the Leaders' Declaration; the two government tracks and all the engagement groups supported this initiative. To reach this goal, Argentina appointed a G20 Gender Ambassador tasked with facilitating this process and ensuring that gender was effectively mainstreamed across the above-mentioned working groups. Regarding the engagement groups, the W20's specific mandate was to address women's rights; however, other groups or individuals worked on the topic as well: the T20 had a specific task force on Gender Economic Equity, while the C20 had a working group on Gender.

Overall, the G20 provides fertile ground to promote women's rights and the achievement of gender equity. This holds true provided that experts, scholars, and businesspeople are aware of the nuances of the G20 process and use this forum as a platform to address gender issues.

SWOT Analysis

This section aims to conduct an in-depth analysis of gender mainstreaming experiences in the German and Argentine G20 presidencies, based on a workshop and interviews with key actors from G20 working and engagement groups⁴. To that end, the section uses SWOT analysis to identify and present the main conclusions on the strengths and weaknesses (focused on internal features of those working on the gender agenda as part of the G20 process), and the opportunities and threats (focused on external factors to those working on the gender agenda) that mainstreaming gender in the G20 faces.

The overarching goal is to identify potential lessons learnt and provide recommendations for future G20 presidencies on how to mainstream and advance gender issues in the G20. In this sense, the document uses the term '**gender stakeholders**' to refer to G20 participants and specially devised engagement groups to further gender issues (i.e. the W20 or the Business Women Leaders Task Force). The term also refers to other representatives who address different issues and mainstream gender in the activities undertaken by their groups.

Strengths

Strategic Partners. One of the main strengths identified, both in Argentina and Germany, was the wide network of strategic partnerships that formed around the gender agenda. This network brought together domestic and international actors taking part in the G20 working and engagement groups (experts, public officers, representatives from international organisations, businesspeople, journalists, civil society representatives, and unionists amongst others). Hence, the G20 events featured a wide spectrum of perspectives and interests, which sparked high-level debates and improved the strength and feasibility of recommendations. However, this network did not necessarily develop and consolidate naturally. There were two main drivers for this articulation: (a) coordinating access to funding opportunities (which were scarce, as detailed below) and (b) identifying and building upon existing gender expertise to accelerate impact. The former was essential so that groups working on the same gender priorities would not compete for funding. The latter was strategic since developing partnerships with local and international organisations resulted in the technical assistance from experts in gender issues.

This network was particularly relevant for the Argentine W20, since it included delegates, experts, and partners playing the following roles⁵:

- Topic chairs: organisations with significant experience in one of the four W20 focus topics⁶. These organisations provided financial resources to the W20 and worked with the Content Management Team and Knowledge Partners to suggest topics and activities for the delegate-led dialogue. These organisations were UN Women (rural women), EY (labour inclusion) and GSMA (digital inclusion).

⁴ Workshop participants and interviewees included representatives from groups working on gender mainstreaming during the German and Argentine presidencies. The government tracks were represented by members of the Digital Economy and Business Women Leaders task forces and by the Argentine G20 Gender Ambassador. Regarding the engagement groups, there were representatives from W20 and T20.

⁵ For more information, please see <https://w20argentina.com/en/red-de-trabajo/>

⁶ The four W20 priority topics were: labour inclusion, financial inclusion, digital inclusion, and rural women.

- Co-chairs: organisations with greater expertise in the focus topics. Their main role was to lobby for and promote the engagement group's agenda in the international arena. The organisations included the International Trade Centre, the Alliance for Financial Inclusion, and the Inter-American Institute for Cooperation on Agriculture, among others.
- Knowledge partners: civil society organisations focused on research and the generation of knowledge on a specific gender issue. Additionally, they worked together with the W20's Topic Chair and the Content Management Team to develop content and activities. Some of these organisations were CIPPEC, FEIM, Torcuato di Tella University and Grupo de Productores del Sur.

The T20 also developed a network of partnerships, including not only individuals and organisations, but also universities, multilateral banks, and research centres. Additionally, when possible, engagement groups worked together to align their policy recommendations on some gender issues. For example, the T20 and the W20 formed a strong alliance and worked on the same four focus topics prioritised by the W20. Therefore, the T20 Gender Economic Equity Task Force produced policy briefs that were key inputs for the W20 dialogue, and both engagements groups signed joint documents, like the brief on Financial Inclusion.

Moreover, several working and engagement groups in Argentina encouraged that representatives from strategic partners were diverse in terms of gender (engaging men in gender mainstreaming efforts) and country of origin (striving to include representatives from the Global South) so that multiple voices and perspectives could be reflected in the G20 gender agenda and policy recommendations. In this regard, the T20's Gender Economic Equity Task Force invited researchers from the Global South to join in, co-author publications and participate in panels. The W20 organised events in different parts of the world to foster the participation of representatives from countries that could not travel to Argentina, either because of the distance or lack of resources. Additionally, when establishing the Business Women Leaders Task Force, the Argentine chair asked countries to appoint both a man and a woman to the task force to ensure that promoting gender equity is not only the responsibility of women but also of men.

Domestic-International Coordination. Representatives in charge of G20 gender mainstreaming are also increasingly aware of the importance of coordinating agendas with local gender experts to boost impact. This was already apparent during the German presidency, and in 2018, the Argentine G20 gender stakeholders built upon this experience, therefore ensuring that international and domestic gender priorities found common ground and created synergies. The W20 National Dialogue contributed to this purpose; it invited local delegates, civil society, academics, and experts to discuss women's situation in the country and the course of work of the W20. This space allowed local civil society organisations to harness the G20 momentum, and so further their gender agendas and become active contributors to the policy recommendations drafted for country leaders. The collaborative work fostered several exchanges between representatives of the local and international agendas. As a result, both groups aligned their priorities, thus benefiting themselves and the gender agenda as a whole.

Gender Ambassador. As stated above, the Argentine government specifically designated a Gender Ambassador in its secretariat; the goal was to ensure that gender was mainstreamed throughout the government tracks. This appointment marked a milestone and served to effectively enshrine gender mainstreaming at the core of G20 working groups' discussions, even if the goal was ultimately not entirely accomplished or reflected in institutional outputs.

Mechanisms to Ensure Continuity. There is a growing consensus on the need to design mechanisms that ensure effective sustained progress on gender issues. The German W20 dialogue made strides in using a digital platform (Mango Apps): this collaboration tool channelled discussions among W20 delegates around the world, and co-edited documents. Additionally, the German W20 published a detailed manual assessing their own dialogue process. In turn, the Argentine W20 embraced this experience (using a different platform, Linkando), and ensured funding to keep the platform active throughout 2019. The aim was to secure the efforts made and keep in touch during the Japanese presidency.

Weaknesses

Members of engagement groups and government tracks also highlighted drawbacks inherent to their group within the G20 process; these hampered their efforts to mainstream gender and promote women's rights.

Weak Handover Coordination. While some working and engagement groups have become more institutionalised and have guidelines to streamline the handover from one presidency to the next, others start anew each year. This phenomenon leads to a certain degree of heterogeneity among them. Additionally, as incumbent chairs have the authority to choose the gender issues to work on, priorities can vary from mandate to mandate. For instance, 'rural women' was a priority issue for the W20 Argentina, but it will not be prioritised in the W20 Japan.

Although there are troikas in the engagement groups and government tracks, their functioning and role in smoothing transitions depend on the members' willingness to cooperate. This causes a potential loss of know-how during the transitions between presidencies, especially when there is a long hiatus between the end of one and the beginning of the next. This was the case of the transition from Germany to Argentina: the German G20 finished six months before the Argentine G20's activities began. And it will happen again in the 2019-2020 handover as Japan's Leaders' Summit will take place in May, and Saudi Arabia's presidency will begin in December.

Stakeholders with Different Views. Furthermore, there is a wide diversity of actors working on gender issues. They tend to come from different sectors, and thus, they usually bring a heterogeneous set of interests, goals, and resources. For example, while some groups include representatives from civil society, think tanks and academia, others consist of businesspeople or public officials with different professional and institutional backgrounds. This can become a hindrance to achieving specific goals. For instance, tensions about which gender issues and policies should be prioritised have surfaced between G20 participants from the public sector and civil society. The reason was the potential impacts that a specific policy can have on the government's budget or the political timing of proposed measures. If the G20 process coincides with an election year in the host country, tensions can arise between recommendations that yield short-term gains and high visibility, and recommendations with greater impact but demanding more resources and time to show results; this hampers consensus on substantive content for Communiqués. In other cases, while these actors may agree on the priorities, their views on how to reach those goals can vary greatly.

Threats

In addition to the weaknesses, interviewees and workshop participants identified external factors that could undermine the opportunities and success of gender mainstreaming in the G20.

Limited Resources. First, most interviewees pointed to the limited funding opportunities and financial resources available during both the German and Argentine processes as a barrier. Nevertheless, there were differences among groups: while some, especially those formed by business and the government, were able to secure resources to work on gender issues from the beginning, others, like those integrated by civil society and academics, experienced significantly more challenges to identify and obtain financial resources. This impacted the latter group in a two-fold manner: (a) kick-off activities and events were delayed since groups did not have enough resources to form their work teams and/or to finance the logistics to organise events; and (b) it shifted the focus away from policy-making towards fundraising. Some engagement groups (such as T20 in the Argentine case) also highlighted that the lack of funding hindered the possibility of inviting certain members of their network to participate in events, especially those from the Global South.

Lack of Permanent Administrative Body. A further problem identified was the G20's lack of a permanent secretariat or administrative body. The G20 does not have an institutionalised process to define event dates, key themes to be addressed by tracks and working and engagement groups, resources, and transitions between presidencies, among others. Therefore, there is no general coordination to standardise the processes during transitions or leverage accumulated knowledge. In the case of gender mainstreaming, this means that future G20 presidencies may not appoint gender ambassadors or work on the same priority topics identified by previous groups, thus halting all progress made.

While G20 presidencies last for only one year and this already offers limited time to work, the lack of a permanent secretariat and the need to seek funding meant that the time available for effective work was even shorter in 2017 and 2018. In Germany, the G20 temporary secretariat condensed all activities and summits in the first semester, causing government and engagement groups to rush with the definition of priority issues and activities, and limiting the possibilities of more coordination between groups. Argentina held the summits during the last quarter of the year, but because of a greater scarcity of resources than Germany, working and engagement groups had to devote a greater part of their time to identifying funds, which delayed their work.

Non-binding Nature of Commitments. The G20 heads of state generally sign a common declaration at the end of each process; it includes their commitments to the issues covered by the different groups. Yet, their non-binding nature and the lack of monitoring limit effective implementation. Thus, despite the efforts, especially those made by engagement groups, the extent to which G20 member countries advance on their commitments depends entirely on each country's political will and capacities. In the case of gender issues, while the OECD's mandate is to monitor the commitment made in 2014 by all G20 countries to reduce by 25% the gender labour participation gap by 2025, effective compliance has been weak, and the OECD monitoring role is limited to this specific gender gap and not others that arise in subsequent declarations.

Limited Space for Certain Groups. Additionally, representatives from engagement groups highlighted that, in some cases, the G20 secretariat did not provide them with enough space to show their work and to contribute to the G20 process. For example, at the 2018 Sherpas' meeting in Ushuaia, all engagement groups were invited to present their preliminary recommendations to the heads of states in only three minutes (strictly timed), limiting their possibilities to highlight the importance of their topics. In general, governments grant engagement groups venues to organise their summits and open channels of communication with them, yet participation in government tracks' events or the leaders' summit is not guaranteed, and there are often scarce opportunities (both in space and in time) for direct exchanges.

Actors Downplaying the Importance of Gender Issues. Although working on gender issues in the groups and task forces devoted to this topic was quite straightforward, many workshop participants suggested that gender mainstreaming was a harder goal to achieve due to resistance from some other groups. For example, in 2018, even though the Argentine presidency incorporated gender as a cross-cutting priority and appointed a gender ambassador, the Finance Track and some powerful working groups failed to recognise the relevance of mainstreaming gender issues in their respective fields. Cooperation between engagement groups on gender issues also presented difficulties, yet they finally agreed on a joint declaration, signed by all engagement groups except for the S20.

Finally, in the Argentine case, some individuals identified the lack of leadership-by-example of the government as a threat to push for gender equity. For example, while both W20 and T20 fostered the participation of women in their organisational design, publications, and events (both banned all-male panels), such measure was not adopted in events organised by the two government (Finance and Sherpa) tracks.

Opportunities

Institutions and individuals involved in gender mainstreaming efforts under both presidencies also identified a set of external positive conditions that contributed to the success of their work.

Partnering with High-level Actors. The fact that several high-level actors from different institutional backgrounds (public officers, representatives of international organisations, corporate leaders) were willing to engage with G20 stakeholders working on gender issues was an essential first step to build a network of strategic partners. As mentioned above, in the German and Argentine presidencies, teams in charge of gender mainstreaming quickly found synergies with the agendas of international organisations already working on the same gender priorities, and under the same mainstreaming approach. This helped give more visibility to the G20 work on gender mainstreaming through media coverage, and among the heads of state. Additionally, these organisations can bring high-level figures to the process. For example, the final event held by the Business Women Leaders Task Force was co-financed by the IDB and engaged the Prime Minister of Canada, Justin Trudeau, as a panellist. Such measure helped not only draw other key actors' attention to gender issues but also to obtain more resources and expand networks.

Global Momentum of Gender. Gender stakeholders under both G20 presidencies identified the momentum that gender issues are experiencing at the global level as another opportunity to further their agendas. In particular, many noted that the high visibility of issues related to all three dimensions of gender autonomy (physical, economic and in decision-making), and to the ever-increasing evidence around the business case for gender equity, meant that the political cost of ignoring or downplaying gender priorities was high for G20 leaders and public officials. These factors were, in turn, recognised as instrumental in garnering political support for gender mainstreaming efforts in the German and Argentine G20 processes.

Final Thoughts and Recommendations

The G20 is a central arena to mainstream gender, and support women's rights and gender equity. Still, as the analysis of strengths, weaknesses, threats, and opportunities revealed, gender mainstreaming still faces setbacks. In this light, this final section summarises lessons learnt and proposes recommendations to leverage strengths, reduce weaknesses, exploit opportunities, and prevent threats.

Adopting the Gender Mainstreaming Approach. It is much easier to make progress on the gender agenda when both the government tracks and engagement groups adopt the gender mainstreaming approach and, in particular, when the host country decides to mainstream gender throughout the G20 process itself. As mentioned above, this was the case during Argentina's G20 presidency, as the government appointed a Gender Ambassador to oversee the process. However, this did not happen in Germany (2017) and, by the time this document was being published, it had not happened in Japan (2019). Mainstreaming gender in the G20 process is a critical first step towards the inclusion of a gender-lens across all policy areas in the Leaders' Declaration. Additionally, if the government tracks mainstream gender, engagement groups may also be more likely to incorporate this approach.

Developing a Handover Strategy. Although the lack of a permanent secretariat and institutionalised processes grants the G20 more flexibility than other international fora, it also challenges the continuity of certain priorities and makes it more difficult to preserve institutional know-how during presidential transitions. This is especially true when it comes to mainstreaming gender, given that it harnesses virtually all policy areas and speaks to all kinds of policy stakeholders from the public, private and civil society sectors. Progress on gender priorities at the G20 forum will always be limited if work starts anew under each presidency.

A potential way around this issue is that each working and engagement group devises a specific strategy for making sure their know-how is not lost and is readily available the following year. This will be particularly important for the 2019-2020 transition; many more months will elapse between the G20 Leader's Summit in Japan and the kick-off of the Saudi Arabian G20. This strategy could take the form of a live online platform, as it did for W20 with the use of Mango Apps (first set up under the German presidency but built upon and migrated to Linkando by Argentina) and with inter-presidency funding to guarantee continuity in 2019. However, other solutions that do not require funding are possible. Working and engagement groups' chairs could commit to creating documents (such as the W20 Germany Handbook or the Toolkit for Gender Equality Experts produced by the Argentine T20) that can also help prevent losing know-how during presidency transitions. Nevertheless, to ensure that these solutions work, it is critical to involve all Troika members in these processes; thus, documents and platforms can become useful for chairs under the future presidency and build on previous experience and knowledge.

The gender agenda (as well as many other policy agendas) would also benefit immensely if the G20 incorporated a permanent administrative unit to help transition seamlessly. This does not need to be a fully-featured secretariat with enforcement and monitoring capabilities, but an administrative body that could centralize specific functions and information critical for successful and timely transitions, especially when there are long hiatuses between presidencies.

Strengthening Networks and Partnerships. As gender stakeholders stressed, it is paramount to strengthen existing networks and reach out to new partners, at least in a two-fold manner to foster the gender agenda. On the one hand, there is great potential to incorporate more

partners from Global South countries (including outside G20), like the T20 Gender Economic Equity Task Force did in Argentina. In that task force, the exchange with experts from a wider group of countries was particularly useful to enhance policy briefs and ensure that different perspectives were considered, especially given the intersectional nature of gender inequalities. However, funding availability is critical to ensure that experts from the Global South can be equally represented in G20 meetings, workshops, and summits. In comparison to industrialised countries, their governments tend to have more limited resources to finance participation. During the Argentine presidency, international cooperation partners provided support to fund these participants.

On the other hand, gender mainstreaming efforts can also benefit from a stronger presence of international organisations in the G20. Most of the institutions that have been regularly taking part in the meetings since 2009 have an important trajectory on gender issues and can play a key role as technical partners in working and engagement group discussions. This was the case, for instance, of UN Women or the IDB, topic chair and knowledge partner of the W20 Argentina, respectively. It is important; however, to consider whether the agendas of potential international organisation partners and of representatives from the engagement or working groups can effectively be aligned, as this may not always be the case.

Additionally, all gender stakeholders should leverage the current opportunity presented by the visibility and momentum of the gender agenda at the global level, especially when confronted with representatives from G20 tracks or engagement groups that do not necessarily see the rationale behind mainstreaming gender in their topics or even resist this approach. In such cases, gender stakeholders can emphasise the public costs to institutions, companies and even individuals of being gender-blind in their area of work.

Creating Synergies between Global and Local Agendas. When a given country holds the G20 presidency, preventing duplication of efforts or even detrimental competition between the global and local agendas becomes paramount. To that end, it is key for G20 gender stakeholders (both in government tracks and engagement groups) to identify the domestic initiatives or institutions recognised as leaders or key players in a specific gender issue appropriately. Political economy considerations need to inform this selection to ensure that the most salient domestic actors on each gender topic are not left out of initial G20 meetings on those issues so that G20 gender stakeholders do not face objections later on from these domestic actors. In turn, the G20 can also be leveraged by domestic actors with previous work but limited policy or political influence to strengthen their stance in the host country, even after the international process ends. This is particularly important in countries where civil society working on gender is not strong enough, as the G20 gender stakeholders can contribute to their visibility.

To sum up, explicitly including a gender mainstreaming approach in all official G20 activities, designing mechanisms to institutionalise transitions, strengthening alliances and boosting international-domestic synergy are four potential lines of work that G20 gender stakeholders could explore to ensure that gender mainstreaming remains at the core of the G20 in the future.

About the authors

Gala Díaz Langou - Social Protection Program Director (CIPPEC) / T20 2030 Agenda for Sustainable Development Co-Chair / Women 20 Delegate

MA in Public Policy and Development Management (Georgetown University) and BA in International Studies (Universidad Torcuato Di Tella), with further graduate studies in International Integration and Development and Public Policies at FLACSO, Argentina. Rotary Club grant holder (2000-2001). She has worked as an international consultant on women's and children's rights for several UN agencies and other international organisations and governments of the Latin American Region.

Florencia Caro Sachetti - Social Protection Program Project Coordinator (CIPPEC)

M.Sc. in Development Studies (London School of Economics and Political Science) and BA in Economics (Universidad Torcuato di Tella). Previously, she has worked as project manager for the Government of Buenos Aires in Economic Development projects and as a macroeconomic analyst in a consultancy firm.

Alejandro Biondi - Social Protection Program Analyst (CIPPEC)

B.A in International Affairs (Universidad Torcuato di Tella). In 2017, he was US State Department and Fulbright Commission grant holder for the Study of the US Institute program (Amherst College, MA). He currently works as research assistant and assistant professor at Universidad Torcuato di Tella.

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Av. Callao 25, 1° C1022AAA
Buenos Aires, Argentina

www.cippec.org

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1300 New York Avenue NW
Washington, DC 20577
United States of America

www.iadb.org

