

ACTION GUIDE

# Successful Multilateral Impact Policy Advocacy

**POLICY**  
DEVELOPMENT  
— TOOLKIT —

# Successful Multilateral Impact Policy Advocacy

GSG and NAB Engagement  
through G7 and G20 Summits

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**NAB Action Guide** from  
The Global Steering Group for Impact Investment

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As a product of a G7 taskforce, the GSG has a unique status and relationship with the G7 and G20 gatherings of world leaders. This relationship provides a unique opportunity for the GSG and its global network of National Advisory Boards (NABs) to raise the global profile of the impact movement and shape the international impact-related policy agenda. This Action Guide outlines how the GSG and NABs coordinate to engage global leaders through the G7 and G20.

## 1. Introduction

National political leaders are increasingly aware of the importance and opportunity of mobilising private capital to meet the funding requirements to achieve the Sustainable Development Goals (SDGs). The narrative around the impact economy – the notion that impact ought to be at the centre of every business, consumer, policy and investment decision – is beginning to gain traction with policymakers across the world.

While some national leaders have emerged as enthusiastic supporters – even champions – of the impact revolution and impact investment as an effective mechanism, the GSG and NABs need to continually invest in ways and means, both nationally and internationally, to engage leaders at the highest levels.

The GSG Impact Summit is one way in which we do this effectively each year. Attendance by GSG and NAB leaders at other global, regional and national level summits is also vital. These have included:

- ▲ Pact for Impact in 2019 alongside G7 deliberations;
- ▲ Annual meetings of the UN General Assembly, World Economic Forum, OECD and PRI; and
- ▲ National events held by NAB countries annually or bi-annually including the Asia-Pacific Summit in Australia, Prabhav in India, FLII events in Mexico & Central America and the Social Impact Forum in Brazil.

Finally, GSG leaders frequently support NABs through bilateral engagement with policymakers and policy roundtables in both current and candidate NAB countries. In 2019, for example, such events took place in France, Israel, India, Singapore and Malaysia.

Having been born out of a G7 taskforce on impact investment, the GSG has a particularly unique relationship with the world's most significant gatherings of national leaders: the annual G7 and G20 meetings. These fora remain a key platform for helping to advance coordinated international action to accelerate the pace of the impact revolution.

### 1.1 UNDERSTANDING THE G7 AND G20 FRAMEWORK AND PROCESS

G7 and G20 Summit meetings of Heads of Government or Heads of State are held annually, typically preceded by a meeting of Finance Ministers and Central Bank Governors.

The European Union attends G7 and G20 Summits, as do the Presidents and Chief Executive Officers of major international organisations such as the World Bank and the IMF. The Chair of meetings, the host country Head of State or Head of Government, has discretion to invite other Heads of State or Heads of Government from non-G7/G20 countries to join part of the discussion at annual Summits as observers.

Collectively, the G7 economies (including the EU) account for around 70% of net global wealth. G20 economies account for around 90% of the gross world product (GWP), 80% of world trade, two-thirds of the world population and approximately half of the world land area<sup>1</sup>.

The GSG currently has NABs in 15 of the G20 countries. The GSG is also currently working with China, Turkey and Indonesia to establish NABs in these countries.

### **GSG Working Group - Topic and Membership Selection**

The underlined countries are those where there is a NAB



**USA**



**UK**



**France**



**Italy**



**Germany**



**Canada**



**Japan**



**EU**



**China**



**South Korea**



**Russia**



**Australia**



**India**



**Argentina**



**Turkey**



**Saudi Arabia**



**South Africa**



**Mexico**



**Brazil**



**Indonesia**

The host country for the upcoming Summit serves as the Secretariat for the Group leading up to the hosting of the G20 Summit in its country.

National leaders appoint sherpas (personal representatives) to liaise with each other in the lead up to the annual Summits. A significant amount of preparatory work is undertaken by sherpas and other officials, including through Working Groups convened and chaired by the upcoming host country.

### **G20 timelines**

Each Working Group meets three times before the summit of the G20. These meetings are spread out across the length of the presidency. For example, in Argentina the first Development Working Group (DWG) meeting was in April 2018, the second in July 2018 and the third in September 2018. The summit was held in December 2018.

Engagement before the first meeting, and in between the first and the second is deemed to be the most effective, as key topics are usually set early in the presidency.

Working Groups focus on strategic global challenges of shared interest to the economies. Study Groups have also been formed in the past around less strategic or ad hoc issues. Working Groups and Study Groups are convened and dissolved through consultation and agreement among the member economies. For example, a Green Finance Working Group was established in 2016 but dissolved in 2019.

<sup>1</sup> "G20 Members". G20.org. Archived from the original on 3 February 2014. Retrieved 15 January 2014.

For the GSG and NABs seeking to engage at the Working Group level it is therefore important to engage with as many Working Groups as possible to ensure continuity in engagement across different summits and as leadership of these efforts by senior officials is rotated among member economies.

## 1.2 GSG IMPACT IN ACTION

At the 2018 G20 Summit hosted in Argentina, the first ever to be convened in Latin America, the Argentine NAB, with support from the GSG, played a critical role in securing top-line reference to impact investment in the final G20 Summit Leaders' Declaration (opposite)

Given the GSG's unique heritage, the GSG has the opportunity to extend its collaboration with the G7 and G20 beyond the annual Summits by



We will endeavour to further create enabling conditions for resource mobilization from public, private and multilateral resources, including innovative financial mechanisms and partnerships, such as impact investment for inclusive and sustainable growth



Buenos Aires, G20, 2018 Leader's Declaration

working closely with the host country Secretariats and the Working Groups they establish and manage each year. The Japanese NAB's success in the lead up to the 2019 G20 Summit is an excellent example of what's possible.

### The G20 in Osaka, Japan, 2019

The Japanese NAB played a key role in shaping the agenda for the Osaka G20 Summit by creating a forum for dialogue and collaboration between the GSG and the G20 in Japan in January 2019 as a direct follow-on from the outcomes of the 2018 G20 Summit in Argentina.

- ▲ Japanese Prime Minister Abe declared his commitment to impact investing in his opening speech of the Summit, announcing that that Japan would look to accelerate innovative financing mechanisms, including impact investment.
- ▲ This was the first official statement by the Japanese government that impact investment is an issue that it would look to advance globally.
- ▲ This led to the establishment of the Council on Innovative Financing Mechanism, set up to discuss how Japan could take leadership in the Impact Investment field.
- ▲ One of the Japanese NAB board members is chair of this entity.

Through the G20's Development Working Group, Development Working Group the GSG has also been able to showcase case studies and insights from across the global NAB network to an audience of G20 senior officials and policy experts. These discussions with the DWG have now established an agenda of critical policy and coordination issues at the G20 level for ongoing evaluation and follow-up in 2020 and beyond.

### 1.3 LOOKING AHEAD - SHAPING THE AGENDA

Since the GSG's emergence as a standalone entity from a G7 Taskforce

on Social Impact Investment, our global network has demonstrated its continued capacity to shape the global impact policy landscape as highlighted by the examples above.

This Action Guide outlines how NABs from countries hosting upcoming G7/G20 events can coordinate with the GSG to maximize the potential opportunity these events create, to raise the profile of impact investing and help advance practical international cooperation.

#### Future G7 / G20 host countries

	2020	2021
G7	United States	United Kingdom
G20	Saudi Arabia	Italy

## 2. Expected Benefits

Expected benefits from GSG Working Group participation



### National Advisory Board

- ▲ Opportunity to forge closer relationship with national government.
- ▲ International profile raising for the host country NAB.



### National Impact Economy

- ▲ Opportunity to leverage the profile of a G7/G20 event to accelerate national commitments and achievements.
- ▲ Opportunity to showcase achievements internationally and attract impact investment capital.



### Global Impact Movement

- ▲ Opportunity to highlight the importance of the impact revolution to a broad range of audiences worldwide.
- ▲ Influence global governance and policymaking around how impact gets embedded into the transformation of economies into impact economies.

## 3. Pre-requisites for Success

▲ **High-quality, trusted relationships with national government:** G7 and G20 events are both high-profile and high-stakes for host countries. Political leaders and senior civil servants invest significant time, public funding and political capital to ensure that events

are a success both from a global leadership and agenda 'shaping' perspective and in terms of reflecting the best possible light on their country as a destination for investment and international business.

As such, national leaders are highly selective about the issues they choose to define their chairmanship of these fora. In order for a host country NAB to succeed in getting Impact and Impact Investment high up the order of Summit themes and issues for discussion, it must have (or develop) very senior and high-quality relationships in government, including with the G7 or G20 Sherpa, and be deeply respected and trusted

as a thought-partner to senior government leaders.

- ▲ **Thought leadership:** High-quality relationships at the highest levels are necessary but not sufficient. NABs also need to present to government well-developed and creative proposals for how the host country government can lead and shape the impact investment agenda through the G7/G20 format.

## 4. Activities, Roles & Responsibilities

NABs in countries hosting an upcoming G7/G20 Summit can collaborate with the GSG to pursue four distinct opportunities to help advance the impact investment agenda on behalf of the global NAB network:

### 1 Official leadership commitments:

Assessing the interest of the host country in the agenda and adjusting the ideas and proposals accordingly.

### 2 Senior officials collaboration:

Working with the host country's Summit Secretariat to organize senior officials level dialogue and collaboration on impact investment issues and initiatives, likely through a working group or senior official meeting format ahead of, or concurrently with, the Summit itself. To date, the GSG has chosen to predominantly engage with the Development Working Group of the G20 as their agenda has been heavily focused on inclusive

business (the Argentina G20 Summit) and SDG investment (the Japan G20 Summit).

### 3 Bilateral proximity talks:

Organising bilateral discussions between national leaders and GSG leaders and representatives from NABs globally in the margins of official G20 meetings, in the lead up to and during the Summit. At previous G20 Summits GSG leaders have met with sherpas from France, the UK, India and other countries.

### 4 Organising a GSG side event:

Collaborating to organize a parallel side event to coincide with the timing of the Summit and/or major working group meetings, such as meetings of the Development Working Group.

All of the above activities will require close collaboration between the GSG and NABs, for example coordination of communication with national G20

## Multilateral Policy Engagement: GSG and NAB Activities

	GSG Role	NAB Contribution	Estimated Time Commitment
1 Official G7/G20 leadership commitments	● ● ●	● ● ○	12 months+
2 G7/G20 Senior Officials collaboration	● ● ●	● ● ○	6-12 months
3 Proximity talks for GSG & NABs	● ● ○	● ○ ○	3-6 months
5 Hosting a parallel Impact event	● ● ●	● ● ●	Significant over 12 months

sherpas to ensure maximum support of the initiatives being advanced. The GSG's relationships with other international organisations, including UNDP and the OECD, are also critical to building internationally coordinated action feeding into G7 and G20 Summits.

### 4.1 INITIAL NAB AND GSG DISCUSSIONS AND BRAINSTORMING

Host countries typically have 2-3 years' notice of their hosting of a G7/G20 Summit and their chairmanship of the Group. Depending on national political circumstances such as election cycles, national leaders and their senior advisers will typically start thinking about their strategic agenda for a G7/G20 Summit over 18 months prior and will begin sounding out other participating countries on key themes and agenda items before and at the previous year's Summit.

For the DWG, a handover meeting between the past and the upcoming

host countries is organized; this is where the agenda for the upcoming year is discussed.

As part of this early preparatory phase, it is critical that the host country NAB identify the key individuals at both a political and civil service level, including the sherpa, who are in charge of developing the agenda and the desired outcomes for the Summit. With high-level proposals developed, the NAB and the GSG will then be in a position to sound out the interest of the host country and adjust our ideas and proposals accordingly.

### 4.2 PREPARATORY RESEARCH AND CONTENT DEVELOPMENT

If the NAB and the GSG are successful in getting impact and our specific initiatives on the agenda for the Summit, research and content preparation will need to commence. The level and intensity of preparation will vary depending on the nature of the specific proposal agreed to with

the host country's Summit Secretariat.

- ▲ If, for example, the GSC is commissioned to prepare a signature report for presentation to, and release by, G7/G20 leaders, this will be a significant undertaking involving NABs across the global network and would require discussions with other G20 NAB members
- ▲ If, on the other hand, the host country Secretariat agreed to a half-day senior officials roundtable discussion 3 months prior to the Summit, then this activity would be significantly less resource intensive and require a different coordination and preparation approach between the NAB and the GSC.

#### **Illustrative G7 Event format**

- ▲ Half-day roundtable for senior officials
- ▲ 40-80 Participants
- ▲ Agenda:
  - ▶ Introduction (30 mins)
  - ▶ Keynote presentations (60 mins)
  - ▶ Dialogue / Q&A (60 – 90 mins)
  - ▶ Wrap-up (30 mins)

### **4.3 INITIATIVE PRODUCTION AND DELIVERY**

Irrespective of the nature of the initiative developed with the host country's Summit Secretariat, the GSC will take the lead role in content preparation, branding, media and communications. If the initiative is an event, the GSC will also take the lead on:

- ▲ The format and agenda for the event in close collaboration with the NAB in the host country;
- ▲ Mobilising the participation of appropriate global subject matter experts from across the global NAB network;
- ▲ Event branding and signage; and
- ▲ Development and issuance of press releases and other marketing and media collateral, in coordination with the Summit Secretariat, to maximize international awareness of the GSC/ NAB event associated with the Summit.

The host country NAB will be responsible for liaison with the host country Summit Secretariat (venue, logistics, security, catering, etc) and determining invitees from the host country.

The GSC and the host country NAB will discuss and agree on a cost-sharing formula to cover expenses associated with development of the initiative. As with the cost-sharing arrangements for hosting a GSC Impact Summit, it is expected that where possible host country NABs will work to secure sponsorship funding to cover the majority of the costs (see the *GSC Impact Summit Action Guide* for more details).

### **4.4 POST-SUMMIT FOLLOW-THROUGH**

With the chairmanship of the Summit changing hands at the end of each Summit, the GSC has a particularly relevant role in ensuring that there is an appropriate hand-over from one host country to the next and

communication to all NABs about the discussions over impact investment.

The GSG will ensure that a comprehensive write-up of Summit-related discussions and/or event proceedings are prepared and presented to the NAB and host country government assuming the chairmanship of the G7/G20.

These follow-up activities provide additional valuable opportunities for the GSG and NABs to engage with senior government leaders across participating countries.

It may also be appropriate and desirable for the GSG to survey the attitudes and event experience of Summit participants to capture and codify learning from our global engagement with multilateral fora for future initiative design.



## 5. Anticipating implementation challenges and risk factors

▲ **Securing host country buy-in:** As outlined above, national leaders of a country hosting a G7/G20 Summit have a large number of potential issues and themes they will consider as their defining focus and legacy for the Summit. There is no guarantee that we will succeed in getting Impact Investing on the agenda, but together we should always try.

▲ **Implementation:** Given the high stakes of international summit events like the G7/G20, host country NABs will need to be very confident that they have the trust of, and access to,

senior government officials in order to deliver on any commitments we make as a global network. This includes ensuring that adequate leadership focus and secretariat support are in place at the NAB and that funding has been, or can be, secured to fund the NABs agreed share of the cost of initiative development, such as research and polling for a major report and the costs associated with organizing a premier event experience for senior government officials from around the world.

## 6. Measurements for success (i.e. KPIs) factors

Both host country NABs and the GSG can measure the success of collaboration efforts around multilateral events such as G7/G20 Summits in a number of ways:

- ▲ The level and scope of commitment made by G7/G20 leaders in relation to key international policy and coordination initiatives to advance the impact revolution;
- ▲ Practical progress achieved (policies aligned, standards adopted, new joint-funding initiatives, etc) among senior officials on key technical issues of interest across G7/G20 impact economies and beyond;
- ▲ Positive feedback received from national leaders and senior officials on the quality of GSG and NAB input into their deliberations and the quality of GSG-hosted side events attended;
- ▲ National and international media attention generated by GSG and NAB related activities at a G7/G20 Summit; and
- ▲ Enhanced relationship between host country NAB and its government.

## 7. Additional and Related Information Resources

Further information related to the GSG Support Services outlined in this Action Guide include:

- ▲ Official G20 website  
› <https://g20.org/en/>
- ▲ 2019 G20 Japan Summit  
› <https://www.japan.go.jp/g20japan/>
- ▲ 2018 G20 Argentina Summit  
› <https://g20.argentina.gob.ar/en>
- ▲ G20 Information Centre, Munk School, University of Toronto  
› <http://www.g20.utoronto.ca/>

## 8. Contact

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