2020 C20 Advocacy Strategy (Final)
Endorsed by the SC and IAC

Prepared by: 2020 C20 Secretariat
The Importance of C20

To drive engagement of civil society, in this time of shrinking civic space, through the participation of the most diverse and geographically varied group of CSOs, to amplify their shared voice and push the G20 leaders and the world into action.

VISION

To drive engagement of civil society, in this time of shrinking civic space, through the participation of the most diverse and geographically varied group of CSOs, to amplify their shared voice and push the G20 leaders and the world into action.

GOALS

The C20 provides a platform for civil society to bring the perspective of non-government and non-business to G20 leaders and:

• Ensure that communities receive a chance to be represented and heard
• Act as the mobilizing platform for CSOs around global issues in an inclusive manner of all genders, peoples, ethnicities, religions, protecting the planet and enriching its biodiversity
• Present input to policy makers on global issues
## 2020 KPIs & Targets

<table>
<thead>
<tr>
<th>Goals</th>
<th>KPIs until the end of 2020</th>
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<tbody>
<tr>
<td><strong>A. Public Advocacy</strong></td>
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<tr>
<td>1. Digital reach to C20 target audience</td>
<td>10,000,000 reach</td>
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<tr>
<td>2. Digital Engagement of C20 target audience</td>
<td>2,000,000 engagement</td>
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<tr>
<td>3. Physical Engagement of CSOs during C20 events</td>
<td>Number of attendees 600 from 70 countries</td>
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<tr>
<td>4. Registered CSOs on the C20 website</td>
<td>Number of registers 1,200</td>
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<tr>
<td>5. In-Saudi C20 events</td>
<td>Number of events 4</td>
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<tr>
<td>6. C20 Engagement in Key Global Policy Forums</td>
<td>Number of events 4</td>
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<tr>
<td><strong>B. Private Advocacy</strong></td>
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<tr>
<td>7. Increase C20 access to G20 Meetings: Sherpa Meetings, Ministerial Meetings, G20 WG Meetings</td>
<td>Number of meetings 13</td>
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<tr>
<td>8. Access to the Leaders’ Summit</td>
<td>Number of attendees 40</td>
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<tr>
<td>9. C20 Policy Pack</td>
<td>Number of policy briefs 11</td>
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<td>10. Joint statements and activities with Engagement Groups</td>
<td>Number of joint statements 3</td>
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<tr>
<td>11. Influence the statements of G20 Ministerial Meetings</td>
<td>Influence at least 1 ministerial declaration</td>
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<tr>
<td>12. Influence the 2020 G20 Leaders’ Declaration</td>
<td>At least 2 C20 recommendations are adopted by the 2020 G20 Leaders’ Declaration</td>
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A. 2020 C20 Public Advocacy Strategy
The C20 Public Advocacy Campaign

Through an inviting, interactive and international strategy, we can elevate the engagement of civil society in the G20 deliberations while protecting and enhancing the legacy of the C20.

We will do this by:

• Attracting a large and diverse group of CSOs from around the world to participate in C20 working groups
• Highlighting the work of working group participants and working group process to create movements and build a following
• Amplifying and mobilizing messages created by working groups and participants to reach G20 leaders and staff
• Championing messages delivered by working groups, C20 communique and CSO priorities in the G20 Leaders’ Declaration
Everyone's voice matters
This C20 will represent the largest, widest and most diverse CSOs in issues, size and geographic representation. However, it will function as it always has – welcoming everyone every step of the way.

This C20 is different
The voices of Global South CSOs will be at the forefront in the first ever G20 in the Middle East, enabling it to be more open and engage more widely than before.

This C20 is ambitious
All working group voices will have a united vision to be inclusive and representative of all civil society and to bring action from G20 policy.

Civil society has an important role to play
Global problems require a global, multi-stakeholder approach to solve them. Global civil society is committed to working with all societal actors through the C20.

G20 needs to act
The world cannot wait for G20 leaders – the C20 will enable CSOs to turn words into actions now.
## Strategy Overview

<table>
<thead>
<tr>
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<th>Description</th>
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| 1 | **Create compelling content**  
    Evidence-based, statistics-driven and creative content that is produced by the C20 |
| 2 | **Amplify your message**  
    Integrated activation and global role especially across G20 countries |
| 3 | **Stand up for what you believe**  
    Thought leadership by C20 participants emerging from C20 events to raise awareness of C20 |
| 4 | **Take a seat at the table**  
    Participation in key global thought leadership platforms |
| 5 | **Engage your stakeholder base**  
    Targeted and sustained engagement with existing and potential partners |
| 6 | **Mitigate and prepare for crisis situations**  
    Scenario planning, risk mitigation strategies and holding statements |
# Roadmap

<table>
<thead>
<tr>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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<tbody>
<tr>
<td>Jan 12</td>
<td>C20 Kick-Off Meetings</td>
<td>Mar 22-24</td>
<td>FtF Meetings</td>
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<td>Oct 6-9</td>
<td>Summit</td>
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### PHASE I. Engage
- Disseminate the means of engagement with the C20 and encourage broad and diverse participation, including through non-physical means

### PHASE II. Shape Recommendations
- C20 Working Groups to develop policy recommendations
- Promote engagement and interaction with the Working Groups

### PHASE III. Outreach
- Translate the key policy recommendations from the C20 working groups into simple, dynamic sample messages that should:
  - Enthuse civil society to mobilize and call the G20 to action
  - Engage policy-makers to consider the recommendations
  - Ensure G20 leaders hear civil society’s voice
- Widely and tactically disseminate the Policy Pack and policy recommendations

### PHASE IV. Call to Action
- Share the results of the C20 working groups and C20 communique at the G20 Leaders’ Summit
- Champion the CSO priorities in the G20 final communique
- Lay the ground to promote a more diverse, inclusive, and effective C20 in 2021
Create compelling content

Laying the foundation to elevate the level of discussion

- Utilize C20 Principles: Openness, Transparency, Inclusiveness, Gender Balance, Geographic Balance, etc. to create inviting, interactive and international content.
- Focus on building content for CSOs in the working groups to include perspectives from different parts of the world.
- Drive the message of being a platform for creative thinking and innovative problem solving
- Leverage content generated through owned and other third party thought leadership events and global platforms

Social Media
Videos, infographics, charts, motion graphics and GIFs

Offline Assets
- White papers, report summaries, meeting concept notes and policy materials

Website
Civil-20.org as a content hub
Our campaign will be underpinned by integrated, multi-channel communications designed to take the messages that resonate with the target audiences to the places they engage with content.

- Tell the C20 story through strategic, proactive outreach across all phases
- Elevate and propagate the core themes
- Generate interest, engagement and advocacy among key audiences

Identify and mine stories and shape proof points
Create content and stories
Train and deploy messengers
Engage with external audiences
Implement sustained outreach and activation with top tier global and local media, framing stories which will attract interest and generate positive coverage.
Create a community around C20 priorities to engage at key moments and throughout the year.

As a first step, we would develop community management guidelines and an escalation plan.

- Protocol for handling positive and negative comments
- Tone and style of responses on social
- Process for sourcing information from C20’s initiatives
- Sample responses for positive and negative comments

**Escalation Plan:** A plan that provides specific guidance on how and when to respond to negative content, and sample responses for common situations, especially in regards to issues management.
As the strongest tool for cultivating a consistent following for ongoing engagement, LinkedIn creates pathways to bolster early phases of consideration and the ways stakeholders research C20’s mission. LinkedIn also offers the opportunity to push key thought leadership pieces from C20 executives.

Twitter offers a way for C20 working groups to share a vast array of information with target audiences, including useful data, success stories, event highlights and general news and updates about the organization’s mission as it relates to the various audiences’ interests. This is also a platform for sharing highly visual, informational content like infographics.

Instagram allows a way for C20 to connect with and excite local audiences about the impact C20 has in the larger G20 context and why key stakeholders should care about this mission. Additionally, Instagram’s ability to deliver highly visually compelling content is a way to engage our target audience in a more light but impactful touch point that gives C20 an opportunity to show the creativity behind the group.

The likeliest viewers of YouTube content will have already manifested some interest in C20, G20 and the values it brings. This gives a prime opportunity to convert those people to invested advocates and engaged co-creators that align with the event we are planning to host.

Facebook represents a key channel through which the organization can hyper-segment audiences and spark meaningful exchanges with stakeholders, primarily through sponsored content.
Content creation is a collaborative effort that leads to our ability to create a surround sound effect among our key audiences. The C20 owned channels plan on sharing original content and also want to amplify working groups content that helps bring our stories to life.

This content includes:
- Video testimonials
- Calls to action
- Past event videos
- Motion graphics
- Infographics explaining complicated topics
- High-res still images
- 360 images
- Long form written content (LinkedIn)
2 | Amplify your message

Hashtags for social and digital media

**General:**
#C20

- **Climate, Energy & Sustainability:**
  #C20Environment
  #C20Sustainable

- **Anti-Corruption:**
  #C20Transparency

- **Digital Economy:**
  #C20Digital

- **Education:**
  #C20EDU

- **Employment & Social Protection:**
  #C20Jobs

- **Gender:**
  #C20Gender

- **Global Health:**
  #C20GlobalHealth
  #C20HealthAccess
  #C20HealthforAll

- **Infrastructure:**
  #C20Infrastructure

- **International Financial Architecture:**
  #C20FiscalTransparency
  #C20Finance

- **Local2Global:**
  #C20Development
  #C20CSOs

- **Trade & Investment:**
  #C20Trade
  #C20GlobalTrade

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civil-20.org | c20@civil-20.org
3 | Stand up for what you believe

Owned Thought Leadership and associated amplifications to raise awareness

Develop a steady flow of Op-Eds to create a buzz and speaking engagements in policy hubs and G20 capitals around the world on topics which will attract interest and generate positive coverage.
4 | Take a seat at the table

Create meaningful C20 events and participate in key global convenings

- World Economic Forum, Davos (and regional meetings)
- World Bank Spring & Annual Meetings
- UNESCO World Conference on Education for Sustainable Development
- UN High Level Political Forum
- UNESCO CSO Global Forum
- UN General Assembly
- Global Solutions Summit
- World Health Assembly
- Generation Equality Forums (Mexico and France)
- OECD Annual Forum
- COP 26
Implement sustained outreach and activations with key stakeholders, who can encourage and drive participation by CSOs in the working groups, as well as share C20’s messages.

Develop and share policy messages to national governments and relevant international organizations.
Engage and grow stakeholder base

Empower global civil society and amplify their efforts

Develop toolkits and materials to help CSOs amplify their messages at national and regional levels

Grow and deepen support amongst CSOs, policy influencers and decision-makers

Regular information flow from C20 Secretariat, including through periodic newsletters, special messages and campaign communications
## Mitigate and prepare for crisis situations

The process for crisis response and mitigation

<table>
<thead>
<tr>
<th>Planning</th>
<th>Training</th>
<th>Response</th>
<th>Recovery</th>
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</table>
| • Scenario development  
  • Message development  
  • Influencer identification  
  • Crisis plan | • Stakeholder mapping  
  • Response roles  
  • Crisis simulation  
  • Media training | • Message support  
  • Political support  
  • Internal comms  
  • Working group comms  
  • Support comms for CSOs  
  • Monitoring | • Debrief and review  
  • C20 reputation management  
  • Reassert control of the conversation |
## Mitigate and prepare for crisis situations

### Potential risks and crisis scenarios

<table>
<thead>
<tr>
<th>Scenario</th>
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<tbody>
<tr>
<td>C20 participants denied access to the country</td>
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<tr>
<td>Arrest of C20 participants</td>
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<tr>
<td>Deportation of C20 participants</td>
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<td>G20 member(s)' refusal to engage with civil society</td>
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<tr>
<td>Low attendance and participation by leading NGOs</td>
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<tr>
<td>Boycott of C20 by groups concerned about Saudi Arabia’s human rights record</td>
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<tr>
<td>Social media outrage</td>
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<tr>
<td>Negative/ hostile media coverage resulting in attacks on C20</td>
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<tr>
<td>Cybersecurity attack</td>
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<td>Fake news and spread of disinformation</td>
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<td>Hostile TV program or coverage</td>
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<tr>
<td>Safety and security of C20 participants</td>
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<tr>
<td>Natural disasters</td>
</tr>
<tr>
<td>Criticism of environmental impact for C20 participants to travel to Saudi Arabia</td>
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<tr>
<td>Allegation of misconduct by C20 participants or governance</td>
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6 | Mitigate and prepare for crisis situations

Risk mitigation measures

1. Make sure all C20 participants have up-to-date and required visas/identification
2. Media train key individuals
3. Only allow authorized spokespeople who have been media trained to speak with or provide comments to media
4. Develop thorough question-and-answer document to prepare key personnel with talking points for potential crises
5. Have a designated internal crisis team with specific roles for each team member
6. Immediately alert crisis team if situation arises
7. Have holding statements drafted prior to event for anticipated potential crisis scenarios
8. Closely monitor social and traditional media
### Global Character
The C20 is the global space for civil society from all over the world – from international NGOs to grassroots local groups – working to influence the G20 to better the world we live in.

### Collaboration
To address issues of common interest, the C20 cooperates with other engagement groups to enhance the impact of the C20’s work.

### Inclusiveness
The C20 is a space for meaningful exchange and cross-country collaboration, which does not tolerate any form of discrimination, including on the basis of geographic location, gender, gender identity, sexual orientation, race, caste, language, age, ability, legal status (e.g., migrant, refugee and statelessness), ideology, religion or political belief.

### Transparency
All preliminary and working drafts of C20 pronouncements or decisions are circulated widely among participating organizations and opened to comment, and all final documents are made widely available and accessible.

### Independence
The C20 is the exclusive domain of civil society, mandated to carry out its work and develop its policy recommendations autonomously, that is, free from undue influence by any non-civil society actors.

### Human Rights, Gender Equality & Women’s Empowerment
The C20 works to identify existing inequalities, forms of discrimination and other human rights violations, and strongly requests G20 governments to tackle gender and other inequalities, promoting the empowerment of women and girls, and men and boys alike, both at a country and global level.

### Predictability
To contribute to the transparency of the C20, all C20 processes have clear schedules and processes in place that outline a step-by-step approach for every outcome that will be produced for publication on behalf of the C20.

### Continuity
All C20 processes are guided by the aim of reflecting the perspective and experience of civil society across a diverse range of topics, including those which civil society wants the G20 to address but are not currently on the G20 agenda.

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**6 | Mitigate and prepare for crisis situations**

Sample talking points for holding statements
What Success Looks Like

- Broad and diverse participation, including from policy beneficiary groups
- The C20 and its CSOs have more tools and become better at advocating for civil society initiatives
- C20 policy and position uptake amongst global civil society, policy influencers, and decision makers
- C20 empowers and inspires a renewed opening for civil society

Participation
Policy Engagement
Preparedness
Recognition
B. 2020 C20 Private Advocacy Strategy
1. Understanding the G20 Landscape

G20 Tracks

**FINANCE TRACK**
- International Financial Architecture Working Group
- Intl. Taxation Working Group
- Infrastructure Working Group
- Framework Working Group
- Sustainable Development Working Group

**SHERPA TRACK**
- Energy Transition Working Group
- Digital Economy Task Force
- Education Working Group
- Employment Working Group
- Anti-Corruption Working Group
- Health Working Group
- Development Working Group
- Agriculture Working Group
- Working Group
- Climate Sustainability Working Group

**ENGAGEMENT GROUPS**
- C20
- L20
- B20
- Y20
- W20
- T20
- S20
- U20

Finance Deputies
- Ministerial Meetings
  - F. Track: Finance Ministers & Central Bank governors Sherpa Track: Others

G20 Leaders Summit
Engagement Groups Power Map:

**The Engagement Groups**

- **Chair** Nasser AlJuraid
- **Sherpa** ?

**Chair** Anas AlFaris
**Sherpa** ?

**Chair** Fahad AlTurki
**Sherpa** Hossa AlMutairi

**Chair** ?
**Sherpa** Ibrahim AlEid

**Chair** ?
**Sherpa** ?

**Chair** Nour bint Mohammed
**Co-Sherpa** Osamah AlHenaki
**Sherpa** Rahaf AlSanosi

**Chair** ?
**Sherpa** Salma AlRashid

**Chair** Thoraya Obaid
**Sherpa** ?

**Chair** Youssef AlBenyan
**Sherpa** Abdulwahab Al-Sadoun

**Chair** Othman Almoamar
**Sherpa** Sarah Al-Khudari

**Chair** ?
**Sherpa** ?

**Chair** ?
**Sherpa** ?

**Chair** ?
**Sherpa** ?

**Chair** ?
**Sherpa** ?
Increase C20 Access to G20 Meetings:

Outlook on 2020 G20 Meetings & Events

- 4 Sherpa Meetings
- 4 Finance Ministers Meetings
- 34 G20 official Working Group Meetings
- 4 Central Bank & Finance Deputies Meetings
- 11 Ministerial (Sherpa Track)
- 8 Side Events
3 Introductory meetings were held by the C20 Chair and Secretariat with finance track officials to introduce the interlinkages between the C20 relevant groups to the Finance Track working groups:

- 2 Meetings with the Deputy Finance Minister
- 1 Meeting with the Chief Policy Officer of the Finance Track Program
- 1 Meeting with the Infrastructure Working Group Chair

Official invites were sent to FT officials to attend the C20 events: Finance Minister, Deputy Minister and the CPO of the FT Program

Official letters were sent to the Finance Minister and Deputy requesting the participation of the C20 to G20 Finance Minister Meetings and Deputies Meetings.

Official requests were sent to attend the G20 International Financial Architecture and Infrastructure Meetings.

- C20 was invited to the 1st Finance Track Symposium on Equal Opportunities
- C20 was invited to the 1st Infrastructure Side Event
- Finance Deputy Minister is scheduled to present the FT priorities during the C20 Kick-off Meetings.
- C20 was not invited to the 1st Deputies meeting.

Increase C20 Access to G20 Meetings:

Progress so far to accessing the G20 Finance Track
Increase C20 Access to G20 Meetings:

Progress so far to accessing the G20 Sherpa Track

- Bilateral was held with the G20 Sherpa requesting C20 participation in Sherpa meeting and requesting the Sherpa’s presence in C20 events
- Official letter was sent to the Sherpa requesting access to Sherpa meetings
- Official letter was sent inviting the Sherpa to C20 events.
- Introductory meetings by the C20 secretariat and working group chairs are still ongoing. Meeting that were conducted so far:
  1) G20 Digital Economy Taskforce
  2) G20 Development Working Group
  3) G20 Climate Stewardship Working Group
  4) G20 Environment Working Group
  5) G20 Education Working Group
  6) G20 Health Working Group
  7) G20 Anticorruption Working Group
  8) G20 Trade & Investment Working Group

- C20 was not invited to the 1st Sherpa meeting
- C20 attended the following official G20 WG meetings:
  - Development
  - Education
Joint Statements & Activities with Engagement Groups:

Joint Statements

- Builds consensus on one policy priority with as many G20 Engagement Groups as possible, to enable for stronger positions, urgent calls for action, and higher likelihood of adoption.

- Encourage the development of Joint Statements before relevant Ministerial Meeting to maximize chances of influencing ministerial declarations:
  - Agriculture Ministers Meeting: Mar 18 – 19
  - Education Ministers Meeting: Apr 4 – 5
  - Health Ministerial Meeting: Apr 19 – 20
  - Digital Economy Ministers Meeting: Jul 22 – 23
  - Employment Ministers Meeting: Sep 9 – 10
  - Environment Ministers Meeting: Sep 16
  - Energy Ministers Meeting: Sep 27 – 28
  - Trade Ministers Meeting: Oct 5
  - Tourism Ministers Meeting: Oct 10
  - Anti-corruption Ministers Meeting: Oct 22
  - Foreign Ministers Meeting: Nov 20
Joint Statements & Activities with Engagement Groups:

Activities

- C20 will commit to inviting engagement groups in upcoming C20 events
- Coordinate with other engagement groups prior to G20 official meetings for greater advocacy and alignment around shared positions
- C20 will attend engagement groups events to amplify C20 positions
Thank You