



Collaborative Governance Review on G20's Global Health Architecture Priority Issues – The Indonesia Presidency 2022

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ABSTRACT

In 2022, Indonesia will serve as the forum's president. This brings Indonesia to the attention of the global community. Due to restrictions, the COVID-19 pandemic has been plaguing the world for about two years, making it difficult to implement the G20 in Indonesia. Thus, the three main topics of discussion at the 2022 G20 will be: 1) digital transformation; 2) sustainable energy transition; and 3) global health architecture. This paper employs the Collaborative Governance model developed by Ansell & Gash (2008) to examine how the Indonesian G20 Presidency in 2022 collaborates on important global health architecture issues. A review of the literature and internet-based data analysis using the Vos Viewer application comprise the qualitative research methodology. The results of this research are: 1) the relevance of collaborative governance theory to the G20 forum. Seeing how G20 members and participants interact in discussing priority issues of global health architecture. 2) describe the G20 collaboration process using the Ansell & Gash (2008) collaborative governance model. 3) pentahelix as a tool to further emphasize the role of G20 members and participants in the ongoing collaboration process. This research has theoretical implications which prove that collaborative governance can be used to analyze the G20 forum and answer the challenges of the Covid-19 Pandemic

Kata Kunci:

Collaborative Governance,
G20,
Arsitektur Kesehatan.
Pembangunan

ABSTRAK

Pada tahun 2022, Indonesia akan menjadi tuan rumah dari G20. Hal ini membawa Indonesia menjadi perhatian masyarakat global. Akibat pembatasan, pandemi COVID-19 telah melanda dunia selama kurang lebih dua tahun sehingga menyulitkan penerapan G20 di Indonesia. Dengan demikian, tiga topik utama pembahasan pada G20 2022 adalah: 1) transformasi digital; 2) transisi energi berkelanjutan; dan 3) arsitektur kesehatan global. Makalah ini menggunakan model Tata Kelola Kolaboratif yang dikembangkan oleh Ansell & Gash (2008) untuk mengkaji bagaimana Presidensi G20 Indonesia pada tahun 2022 berkolaborasi dalam isu-isu penting arsitektur kesehatan global. Tinjauan literatur dan analisis data berbasis internet menggunakan aplikasi Vos Viewer merupakan metodologi penelitian kualitatif. Hasil penelitian ini ialah: 1) relevansi teori collaborative governance dengan forum G20. Melihat bagaimana interaksi para anggota G20 dan partisipan dalam membahas isu prioritas arsitektur kesehatan global. 2)

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menggambarkan proses kolaborasi G20 menggunakan model collaborative governance Ansell & Gash (2008). 3) pentahelix sebagai alat untuk lebih menekankan peran para anggota G20 dan partisipan pada proses kolaborasi collaborative governance dapat digunakan untuk menganalisis forum G20 dan menjawab tantangan dari Pandemi Covid-19.

A. INTRODUCTION

Collaborative governance has become a global concern (Mohamed et al., 2020). It defines governance as a dynamic process of multi-stakeholder participation including state and non-state parties. Borderless governance is now never merely consultative, it is a collaborative process – the way stakeholders are in the delegate power participation ladder and directly engage in a deliberative and multilateral decision-making process (Ansell & Gash, 2008; Arnstein, 1969). Facing the disruptive era, collaboration in practice is one of the strategic ways the world relies on to continue preparing the uncertainty; creating a more serious attempt as a means to respond to the post-global Covid-19 pandemic situation. Particularly in the global health sector, collaboration has a clear political mandate (Knight et al., 2001). The idea of collaborative governance refers to procedures that prioritize the contributions of state and non-state stakeholders for consensus-driven health policy implementation and decision-making (Kuhn, 2016). Moreover today, the incentives to work closely together are now stronger, although network-working and collaborative arrangements have long been viewed as a way of organizing care delivery, planning, and health development (Ferlie and Pettigrew, 1996).

The 2022 Indonesia Presidency of G20 is one vivid collaborative forum addressing various global issues from multisectoral perspectives. It is expected to provide key policies on three main priorities including primarily a global health architecture. By taking an advantage of being the host country, Indonesia generates support in the health sector representing nations with emerging economies around the globe. Particularly in response to the Covid-19 pandemic impacts, a significant result has assented on July 2022. The commitment of all 20 members to prioritizing collective and coordinated action to bring the pandemic under control is reaffirmed. Members are also pleased that a Financial Intermediary Fund (FIF) for Pandemic Preparedness, Prevention, and Response (PPR) has been established. FIF is a concrete action to create a global health architecture in pandemic PPR by ensuring adequate, sustainable, and coordinated post-pandemic recovery financing. Members surely continue to debate the FIF's governance, which should include the WHO's central coordination role, be G20-driven and include low- and middle-income countries, as well as additional non-G20 partners, as well as its operational arrangements (Bank Indonesia, 2022).

Taking a role as a facilitative leader is fundamental for Indonesia. Particularly on health issues, there are three priorities of Indonesia for strengthening global health architecture (g20.org, 2022a): 1) commitment to developing the resilience of global health systems that require mobilization of essential health and financial resources; 2) integration of global health protocol standards; 3) global manufacturing hub expansion, covering vaccines, therapeutics, and diagnostics to developing countries as well as sharing knowledge about PPR.

Another shared commitment is the mandate for an environmentally sustainable health system. It does also relevant to the responsibilities of the 2030 agenda for Sustainable Development Goals (SDGs), which was signed by 53 countries in 2013. The environment

surely contributes to social-economic well-being by providing natural resources and ecosystem services. However, reducing environmental damage is consistent with efforts to improve the quality of life to achieve wealth and health sustainability.

Regarding the intention of the G20 establishment, the G-20 can be seen as a prior committee called an “exclusive club” that represents hundreds of nations managing mostly the economic global development. There have been convincing arguments for the G-20 to institutionalize its forum after the financial crisis hit the United States severely in 2007. The proponents of the institutionalization of the G-20 considered it necessary to increase the level of the G-20's dialogues from the ministerial level to summits (Hermawan et al., 2011a). In the global sphere, the G20's existence finally is of benefit to the global community for it is a multi-source forum that involves various elements of society, inclusive of professionals, academia, governments from each member, and local as well as international organizations to discuss topics related to current and future issues (g20.org, 2022a). By now, the G20, for more than one decade has experienced alleviating the financial crisis, terrorism, demographic and regional development, fiscal policy, and climate change.

Yet, despite all the hits, the nature of the G20 collaborative forum is quite distinctive. After the G20 Declaration in Pittsburgh, there was surely a strong will to reform an ad hoc committee into a permanent institution and maintain the G-20 as a permanent annual forum. Yet, without a permanent structure and secretariat for the G20, it does seem not to have solid regulation, arrangement, and institutional framework to bind all the monitoring of the consensus work. The industrially developed nations and the other 11 nations with emerging economies surely determine different interests. So, what obstacles can the G20 overcome to ensure accountability, efficacy, and legitimacy in its decision-making process? (Hermawan, 2017). The G20 does not have a set institutional framework, secretariat, or structure. Aside from that, the G20 is exclusive and does not speak for the world community, raising questions about its capacity to benefit all nations and cater to the various requirements and interests of its members. Examining the G20 Indonesia Presidency's function and procedures in global governance, particularly as it relates to the health sector, is the aim of this research. Using Ansell & Gash's Collaborative Governance Model (2008) as the instrument for analyzing the functions and procedures of the G20.

This paper found how the pro and cons of the G20 vary; both from academic and empirical perspectives. Therefore, a review of the G20 is necessary not only to reanalyze the viewpoint on the G20 but also to provide the perspective of collaborative governance, especially in the health sector. In further, this article focuses on how the G20 can perform collaborative governance to realize the outcomes of global health architecture. Will the G20 effectively erase the gap of health development under the framework of Health World Government (HWG), and how the HWG does manage the outcomes collaboratively? This article explains collaborative model variables, with starting conditions, institutional design, and leadership variables represented as either critical contributions to or context for the collaborative process (Ansell & Gash, 2008). Within the mind map of Ansell & Gash's model, this paper presents the determination of collaborative governance standpoint among states and non-states stakeholders in succeeding the G20 global health architecture development.

B. LITERATURE REVIEW

The previous studies of this research are supported by several earlier investigations, which are outlined below. The following will provide a brief explanation of several earlier studies that are thought to be pertinent to this research, both directly and indirectly.

A considerable number of researchers are eager to turn the G20 into a study subject. As demonstrated by the study "SDGs, health, and the G20: A Vision for public policy" carried

out by Neupane et al (2018). The study's findings urge G20 leaders to implement a health-in-all-policies strategy that prioritizes the most vulnerable, involves the public in the formulation of policies, and closes gaps in health data. Overall, this study emphasizes how critical it is to give health a higher priority, acknowledge the financial justification for investing in health, and support transparent, accountable, and responsible health governance. It offers suggestions to the political leadership of the G20 on how to accelerate the SDGs by emphasizing the importance of health.

The findings of the study "The G20 and Development Assistance for health: Historical Trends and crucial questions to Inform a new era" by Dieleman et al (2019) indicate that difficulties will persist in the future. In particular, through the utilization of domestic resources and mobilization, this essay highlights the need for a new strategy for allocating DAH that promotes equity, efficiency, and sustainability. To address the wider determinants of health, it is critical to expand the public health workforce development program, surveillance systems, and laboratory capabilities. Therefore, the focus of this paper is on how G20 members use the health system to work on development for health (DAH).

The study "Soft power and global health: the Sustainable Development Goals (SDGs) era health agenda of the G7, G20, and BRICS" by McBride et al (2019) clarifies that the G20, G7, and BRICS have similar interests when it comes to disaster preparedness and universal health coverage. The Framework Convention on Tobacco Control (FCTC) and research on social determinants of health (SDOH) are mentioned by the BRICS, the G20 highlights action on SDOH, and the G7 makes no mention of either FCTC or SDOH. Though they place different emphasis on equality, human rights, and maintaining order among non-state players, the BRICS, G7, and G20 all declare their support for the 2030 Agenda.

A person-centered and trust-oriented approach was suggested by Nomura et al (2020) as the primary data governance principle for achieving Universal Health Coverage (UHC) in their research "Ongoing debate on data governance principles for achieving Universal Health Coverage: a proposal to post – G20 Osaka Summit meetings." This article describes how Japan has successfully implemented a unified charge schedule to ensure fair access to inexpensive health care, while also highlighting the country's experience with data governance. To help accomplish UHC, the purpose of this article is to provide important data governance concepts using the Japanese situation as an example.

It is clear from several previous research that cooperation amongst stakeholders, particularly in the health sector, will facilitate the achievement of shared objectives. There are variations in references, according to earlier study. Disparities in decision-making and the formulation of health policies may result from this. Thus, this study emphasizes the connection between health Architecture and the G20 Indonesia Presidency 2022 governance. This study adopts the Ansell & Gash-initiated Collaborative Governance framework to examine the G20 meeting.

C. METHOD

A qualitative research approach is considered to be a confirmed framework of a method to explain collaborative governance in the G20 context. The qualitative method was chosen as the research base to emphasize the inductive approach by preferring the use of words to quantify in the data collection and analysis process. Underlining its theoretical and empirical analysis, qualitative research strategies highlight the authors' interpretations of governance and development phenomena. As Bryman (2004) postulated in *Social Research Methods*, "this method (qualitative method) embodies a view of social reality as a constantly shifting emergent property of individual's creation. At best, it achieves generation of theory and it is highly based on interpretivism and constructionism (i.e., asserts that social phenomena and

their meanings are continually being accomplished by social actors) in contrast to quantitative method” (Alipour et al., 2011).

A case study was the research methodology employed in this study. A case study, as defined by Muhammad et al (2023), is an extensive, thorough, and in-depth research project that uses a variety of sources to examine a "object," or case. The G20 Indonesia Presidency on the crucial topic of global health Architecture serves as the case study. Researchers use secondary sources of information pertinent to the case study. Since case studies need substantial and convincing evidence to support research findings.

The inductive approach is used to acquire an in-depth description of collaborative governance from both conceptual-theoretical and empirical perspectives for a particular occasion of the G20 forum. The use of the qualitative method was assessed to be appropriate because the nature of research is the exploration of “what is going on” in specific situations regarding the issue of “collaborative governance” in global development during the pandemic situation.

The data collection technique in this paper is based on internet-based research. The researcher uses Vos viewer to conduct a relevant literature review on collaborative governance, development, and health service. The information gathered are published publications, press announcements from the Ministry of Health, news items from the media, and other relevant data from the G20 Indonesia Presidency 2022 official webpage. Data sources include 500 scientific journals. Vos viewer is used to reviewing all articles to obtain a complete list of keywords, relevancy, and indicators. During the data analysis and data validity phases, multi- researcher triangulation was essential for researchers to maintain the strength of the data analysis process, also the credibility of secondary data. The peer review process was performed to observe the phenomenon and obtain high-level truth when approached from different perspectives.

Researchers obtained data from Google Scholar, Science Direct, Emerald, and DOAJ before utilizing Vos Viewer. The researcher can download the data by making changes to the keywords they entered. The Vos Viewer application receives the downloaded data in the form of files. Following data entry, an analysis based on the title and keywords is available. Next, the data is prepared and presented in a way that best suits the needs of the research. An image linked to multiple data variables will be the outcome.

Researchers will only use data from reliable sources, such as news articles, official government websites, government real estate press, journals with Scopus accreditation, and Sinta, in order to validate the substantial amount of secondary data. This study only uses data from sources whose credibility is obvious, as there is a chance that the secondary data is ambiguous or originates from less reliable media.

D. RESULT AND DISCUSSION

G20 for Globalized World – Indonesia Presidency 2022

The G-20 is a breakthrough in multilateral cooperation. The cooperation between the twenty members of the G-20 is seen as significant and systemic. The twenty members together hold more than 80 percent of the global economic income. Their importance can be seen from their growth of Gross National Products, foreign direct investments, markets, world trade, and total population (Hermawan et al., 2011b). Indonesia has been appointed as the G20 Presidency at the 15th G20 Summit in Riyadh, Saudi Arabia, on November 22, 2020. The handover of the presidency from Italy to Indonesia took place on October 31, 2021, in Rome, Italy (g20.org, 2022b). The G20 forum also has types of meetings that are specifically divided to be distributed and concentrated, namely as follows:

1. High-Level Conferences
2. Ministerial & Deputies Meetings
3. Working Groups

The 2022 G20 is officially hosted by Indonesia. The Indonesian Presidency has been held since December 1, 2021, and ends November 15-16, 2022 in Bali. Indonesia as the presidency has carried a theme that is very relevant to the current situation, namely "Recover Together, Recover Stronger". In addition, Indonesia also wants to advocate for various domestic interests and poor and developing countries, to create justice and world welfare.

The Indonesian Presidency raised three priority issues including the global health architecture, the sustainable energy transition, and digital and economic transformation. With these three priority issues, it is hoped that it can make the world rise and recover together, and become stronger again in the future. Not only that, but the G20 will also discuss various important issues such as climate change, gender equality, labor, science, culture, and many others. Looking at the objectives and theme of the G20 the Indonesian Presidency, the authors are interested in focusing this article on the global health sector.

G20 Collaborative Governance: Empirical Perspective

Collaborative Governance for G20's Global Health Architecture Priority Issues

A secondary data analysis indicates the urgency of a collaborative governance perspective in understanding global health issues, even widely during and after the Covid-19 pandemic hit. Collaborative governance, which is prominently led by various actors including experts and professionals is a milestone to rebuild the trust in global governance as it intended to fail in managing and mitigating the pandemic crisis. Global governance as globally called "fragile states" needs a change. This change in the governance architecture has engendered more networked and market-based forms of governance, with different stripes of professional networks becoming more important (Seabrooke & Sending, 2021). The figure below shows how collaborative governance has networked closely to a public health issue. Among all the most relevant variables of collaborative governance, the network map indicates that a Penta helix model does matter in terms of how government, business, academia, civil society, and media strongly determine the progress of health development.

Collaborative governance is a theory and model. Experts can enhance the collaboration process by applying theories and models of collaborative governance. Remembering that there were several social, political, and economic issues throughout the world during the Covid-19 pandemic. The countries must work together to combat the Covid-19 epidemic. The globe will have a common objective—improving health Architecture—as a result of this collaboration. Our objective is to get ready for a pandemic similar to the Covid-19 epidemic. To accomplish this, cooperation from all corners of the globe is therefore required. Additionally, in the G20 debate on the priorities for global health, collaborative governance is crucial. Because effective G20 cooperation will result in high- quality results and benefit the global health community.

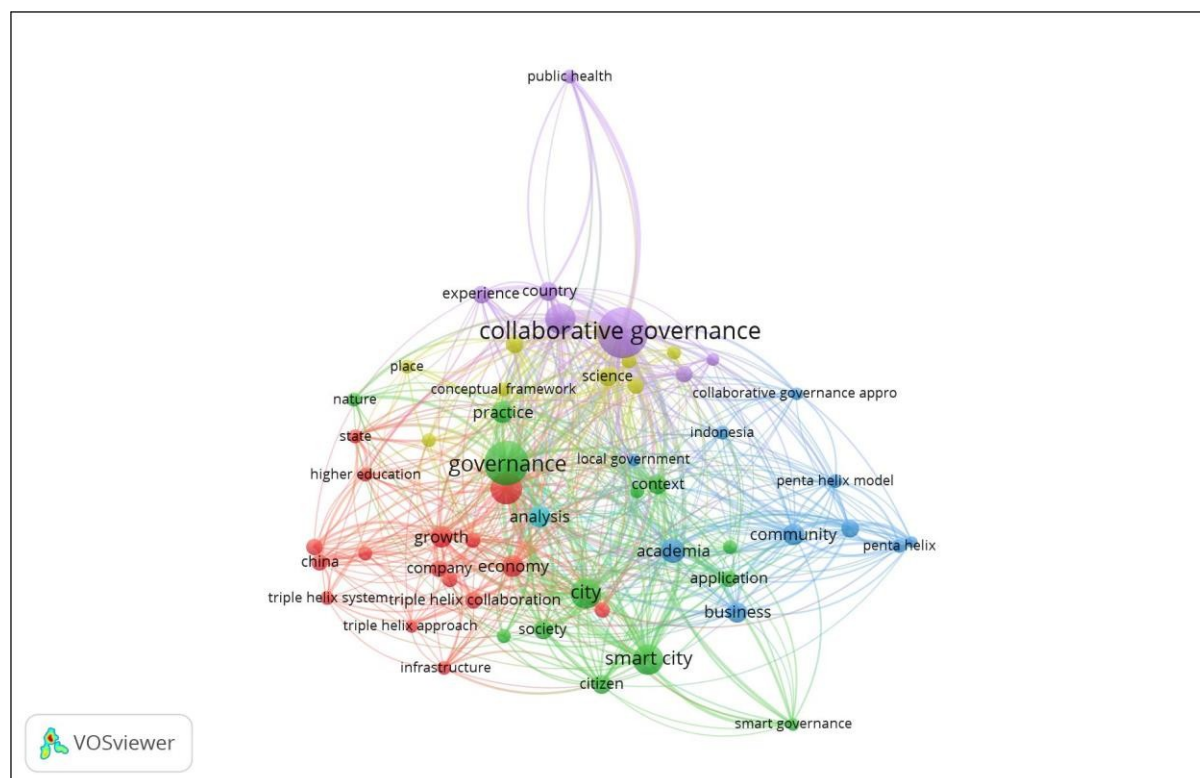


Figure 1 Vos Viewer Meta Analysis

The issue of world health priorities is massively discussed at the Health World Government (HWG) forum. The HWG 2022 led by Indonesia's representative, namely the Ministry of Health, raised three issues related to global health (Pratiwi, 2022). This is a series of the Sherpa Track of the G20 Presidency which is attended by around 70 delegates from various countries and 50 local delegates. The HWG is divided into three and each session will address different priority issues.

In the first session, HWG discussed the priority issue, "Harmonization of Global Health Protocol Standards". It does matter to support the connectivity of health information systems from all over the world (Pratiwi, 2022). However factually, Covid-19 vaccination gaps are considered a threat to all borderless nations. Certain problems are most evident in Africa, where even though vaccine standard was no longer an issue, the uneven Covid-19 global vaccination in Africa was only 15% of the population. Meanwhile, the global vaccination rate stands at more than 56%, and only a few people across Africa have the protection necessary to help the world move to a stable and manageable stage of the pandemic (Bradshaw et al., 2022). Practices of the Covid-19 health protocol policies in each country also vary depending on the dynamic situation and territory. Different travel standards and regulations on Covid-19 documents resulted from difficulties in protecting the globe from a long pandemic. In short, harmonization of global health protocol standards is important, so that it becomes a reference for every country to formulate health regulations and policies.

In the second session, HWG discussed "Development of a Global Health Security System" which is held on 6-8 June 2022 in Lombok, Indonesia. The main focus of this meeting was the mobilization of financial resources for pandemic mitigation, readiness, and reaction (PRR). Building the resilience of the global health system requires the mobilization of resources for mitigation, readiness, and reaction. And this strategy is supported by many

countries, even the United States, India, France, and South Africa provide recommendations on good financing mechanisms and emphasize access transparency.

In addition, HWG also discussed genomic surveillance and strengthening valid data transparency mechanisms for incentives for global health. This surveillance and reinforcement will use universal data-sharing media (GISAID+ model). The goal is to enable the whole world to communicate and share health-related information and data. And the hope is that G20 countries recognize the existence of media by using the GISAID+ model as a universal media.

The third session, HWG focused on discussing "Strengthening Research and Manufacturing in Developing Countries" which is held on 22-23 August 2022 in Bali, Indonesia. the priority issue is the geographic diversification of vaccine, drug, and Diagnosis Tool (VTD) research and manufacturing centers. All countries, without exception (economic and geographical), must have the same access and capabilities in developing vaccines, therapies, and diagnostic tools.

The output of this third session is to build a VTD manufacturing center and a collaborative research center for the development and strengthening of VTD manufacturing capacity which will be implemented by Low Middle-Income Countries to develop, increase, and strengthen research and manufacturing capacity. To facilitate the process of increasing global capacity, there must be a mechanism and harmonization of regulations agreed upon by G20 countries. As well as an agreement on the establishment of a VTR Multicenter Clinical Trials collaboration to support the manufacturing center and collaborative research center.

In practice, HWG forums rely on an organizational system to make the collaborative processes perform ideally as expected and planned. Both as a concept and a model, collaborative governance is determined effective to lead complex interactions between countries that even represent the whole world (Ansell & Gash, 2008, 2018) (Bianchi et al., 2021). Collaborative governance is also defined as a strategy. Scott & Thomas in their article argues that structural conditions are the main triggers of collaborative governance. Their perspective is collaborative governance is a strategic tool to achieve the objectives of the policy itself. Therefore, collaborative governance has a fairly important role in the success of the global health priority issues implemented by the G20 (Scott & Thomas, 2017). In addition, collaborative governance also can expand and strengthen relationships, build trust among stakeholders by sharing health data and information, as well as establishing a clear multilateral relationship for the same goals, commitments, and standards (Scott & Thomas, 2017)

The Ansell & Gash's Model for the G20's Global Health Architecture Priority Issues

Starting Condition

According to Ansell & Gash, for there to be a productive and effective collaboration among stakeholders, everyone involved must remain committed because each stakeholder has a different way of working, as well as different perspectives and ideas, as well as different sums of money, and conflicts among them. And these differences may result in a collaboration becoming ineffective (Ansell & Gash, 2008). Other factors that may affect the process of collaboration include daytime energy, a desire to participate, and a sense of healthy competition and teamwork.

The G20 is an annual event that will always take part. However, the G20 2022 has a special circumstance amidst the Covid-19 pandemic, which has had a disastrous effect on the global economic, social context, and political landscape. Of course, this also catalyzes international support among stakeholders to speed up recovery in various sectors igniting a fascinating discussion about alternative solutions for any future pandemic threats while also strengthening the health sector.

As the sole member of Southeast Asia's Association of Southeast Asian Nations (ASEAN), Indonesia is one of the nations with emerging economies among all the G20's members. In 2008, Indonesia has formally become a G20 member due to its significant economic potential. Indonesia is one of the largest nations in the world with the fourth-highest population (278 million) behind RRC (1.4 billion), India (1.4 billion), and the United States (334 million). At the time, Indonesia was recovering from the 1997–1998 economic crisis and was regarded as an emerging economy in Asia with enormous economic size and potential. It is the only ASEAN and G20 member to have played a significant role in restoring global health and the global economy. The latest data for 2022 indicated that Indonesia is ranked 10th among G20 countries in terms of Purchasing Power Parity. Indonesia is also a New Established Emerging Market with a GDP of over US\$1 Trillion (g20.org, 2022b). Meanwhile, before joining the G20, Indonesia had already been involved in many international initiatives, such as the Asia-Africa Conference from April 18 to April 24, 1955, the Non-Block Movement in September 1961, and the ASEAN Summit, which was first held on February 23 and 24, 1976 and has since held 14 official meetings, 4 informal meetings, and 1 extraordinary meeting, among many other international initiatives.

Facilitative Leadership

Facilitative leadership is essential for the collaborative process. It facilitates various viewpoints of stakeholders and delivers equal resources. Considering the number of Indonesia's initiatives in collaborative forums, it has succeeded in hosting important global forums, including 1) ASEAN in 1976, 2003, and 2011, also in the upcoming 2023 event; 2) APEC in 1994 and 2003; and 3) the Asia-Africa Conference, specifically in 1955. The fact that Indonesia is taking a facilitative leadership role for the G20 Presidency 2022 is surely dignified. This country has the honor of speaking up for concerns affecting poor and developing nations with less developed healthcare systems. As a result, the 2022 Indonesia Presidency could become such an impetus in ensuring justice for nation-building. Even the local choices for implementing interventions are a global milestone for the fair allocation of health Architecture.

However, the global impacts of the Covid-19 pandemic are a long way to recover. Due to the numerous domino effects of the pandemic, particularly on health and economic sectors, as well as the conflict between Russia and Ukraine, which has caused a severe global issue, namely the food and energy crisis, the pandemic recovery has turned into a fairly complex discussion. Observers of international relations claim that the presence of all heads of state is evidence of Indonesia's achievement in hosting the G20. Realizing that Indonesia is the first developing nation to host the G20, the 2022 presidency is the time for Indonesia to demonstrate its leadership capacity and that it is on an equal footing with other nations.

Institutional Design

Institutional design refers to the availability of fundamental guidelines and conventions for collaboration; this is crucial for the procedural legitimacy of the working relationship. Access to collaborative processes is the most basic design (Ansell & Gash, 2008). According to the framework of collaborative governance, collaboration methods must be transparent and inclusive. Participation is also actively encouraged rather than just tolerated. Additionally, a transparent institutional architecture helps stakeholders to maintain the quality of negotiations and discussions to reach a consensus on a shared objective.

The Sherpa Track and the Finance Track are two different categories of meetings that take place at the G20 forum. The Sherpa Track or non-financial economic forum concerns the High-Level Conference. To discuss and provide recommendations about the G20 agenda and priorities, the Sherpa Track has 10 non-governmental level meetings, 1 initiative group,

and 11 working groups. The working group is in charge of conducting an extensive analysis of various pertinent global issues, including the digital economy, education, employment, tourism, development, environment and climate sustainability, trade, investment, and industry, anti-corruption, health, joint finance, and health task force, and the empowerment initiative, as part of the G20 decision-making process. The working group is composed of relevant experts and ministries for each priority agenda. Engagement Groups are set up to facilitate communication with non-governmental representatives of each G20 member as part of the commitment of G20 members to interact with key stakeholder communities. These organizations frequently provide advice to the G20 states, which is taken into consideration to assist the G20 policy formulation.

Collaborative Process

According to Ansell and Gash's model, the collaborative governance process contains the following stages:

1) Face-to-Face Dialogue

The success of the collaboration process depends on this stage. Members must interact in person to identify chances for mutual benefit. Because collaborative governance is a consensus-based forum, member interaction is crucial to fostering a sense of commitment, trust, and understanding among members. All three agendas of the HWG forum are conducted both offline and online. The intention is to increase the intensity of member interaction. A face-to-face dialogue on the global health issue is one of the priority agendas in the Sherpa Track. Several priority topics in this face-to-face dialogue are Value-Based Healthcare, Digital Health, Patient Safety, Pandemic Preparedness, Anti-Microbial Resistance, Geographic Diversification of Vaccine Research and Manufacturing Centers, Drugs, Diagnostic Tools, and Resilience of Global Health Systems. In these discussions, the involved actors are members of the G20, invited nations (Singapore, Switzerland, and the UAE), ambassadors from engagement groups (C20, S20, and T20), and officials from international organizations (WHO, OECD, ITU, Unitaidd, IsDB, GAVI, Global Fund).

2) Trust Building

The most essential beginning phase for collaborative governance is trust building. Negotiation is only one aspect of collaboration; there is also a component of mutual trust between participants. Face-to-face dialogue is more about political discussion, and at this early level, it tends to provide an opportunity for certain less powerful members to be easily manipulated. According to Ansell and Gash, competent leaders will recognize that member trust is crucial even though this takes a lot of time (Ansell & Gash, 2008).

By holding the forum annually in different places and presidency, the level of trust among all the parties involved will undoubtedly increase. In addition, trust building is also strengthened by the annual change of the presidency because it is believed that neither one nor two countries have the right to hold the G20 permanent presidency. Additionally, the Covid-

19 pandemic has had an impact on stakeholder trust. Indonesia has outperformed in managing Covid-19 so it elevates the level of trust building. The accomplishment is well-confirmed by many nations.

Including also, the ability of Indonesia to debate and develop solutions to global issues.

3) Commitment to Process

The success of the collaborative process is surely determined by the members' commitment. According to a study of collaborative groups in America and Australia (Murgeum, 2002 in Ansell and Gash, 2008), the commitment of all stakeholders is a key factor that can encourage collaboration. The initial drive for joining collaborative governance is another element that influences members' commitment. The primary driving force that

eventually leads to a shared objective can be used to assess the level of commitment of the G20 stakeholders. Willingness to handle the post-Covid-19 pandemic and prepare the future crisis or pandemics is what is called a collective primary driving force. Everyone now recognizes the necessity for a global commitment to develop a more modern health Architecture that will be an ongoing shared effort.

Before the Indonesia presidency, the G20 members' dedication can also be shown over a long time. Following the first Summit in Washington, D.C. in 2008, G20 leaders convened twice a year in 2009 in London and Pittsburgh, once a year in 2010 in Toronto and Seoul, etc. The yearly meeting is also committed to the process of the G20. Meanwhile, in the 2022 presidency, the attendance of almost all of the nation's leaders, including Russia is an obvious willingness to take a serious commitment to collaborate.

4) Shared Understanding

Stakeholders of the collaborative governance must develop a shared understanding as such common aims, shared ideologies, specific objectives, shared vision, and mission. To achieve a shared understanding, important information about the agendas is congruently discussed and collectively decided. Particularly on health architecture priority, all G20 members and other involved stakeholders take the initiatives to deliberate in the HWG Forums.

The current shared understanding of the G20 2022 is the global governance amidst the Covid-19 pandemic and all the disruptive issues. A shared understanding of the G20 summit on November 2022 in Indonesia is “Recover Together, Recover Stronger”. This general theme is the intention of all stakeholders to formulate strategic and collaborative policies for all nations responding to global challenges. In this context, the world's recovery from the effects of the Covid-19 pandemic is the common “endpoint” of the shared understanding.

5) Intermediate Outcomes

According to Ansell and Gash, there is a higher chance of collaboration when the possibility of the aims and advantages of collaboration are more likely to be realized (Ansell & Gash, 2008). Although the intermediate results are not actual outcomes, these can boost commitment and trust to achieve the outcomes. All the intermediate outcomes are well-discussed and presented in the HWG agenda 1 to 3 within the following details:

a. Agenda 1. Harmonization of Global Health Protocol Standards consists of six sessions; (1) Digital Documentation of COVID-19 Certificates; (2 & 3) Harmonizing Global Health Protocols; (4 & 5) Sharing National Experiences and Best Practices in Implementing Policy and Mutual Recognition; (6) Follow-Up and Concluding Points. Meanwhile, another consensus on the topic of TBC Management Financing: Overcoming COVID-19 Disruption and Building Future Pandemic Preparedness” was also negotiated in agenda 1 (Kemenlu, 2022).

b. Agenda 2. Global Health System Resilience. The three key objectives of this agenda are financial resource mobilization for pandemic prevention, readiness, and reaction, also the necessity of equal access to basic medical care. All G20 nations can share data and information by using a global data-sharing platform (GISAID+ model) (Kemenkes, 2022a).

c. Agenda 3. Expanding global manufacturing and research relations for the pandemic, prevention, preparedness, and response; and the significance of geographic diversification of research and manufacturing facilities for vaccines, medications, and diagnostic tools (Kemenkes, 2022b).

According to Ansell and Gash's collaborative governance model, the figure below captures a collaborative governance review on G20's global health.

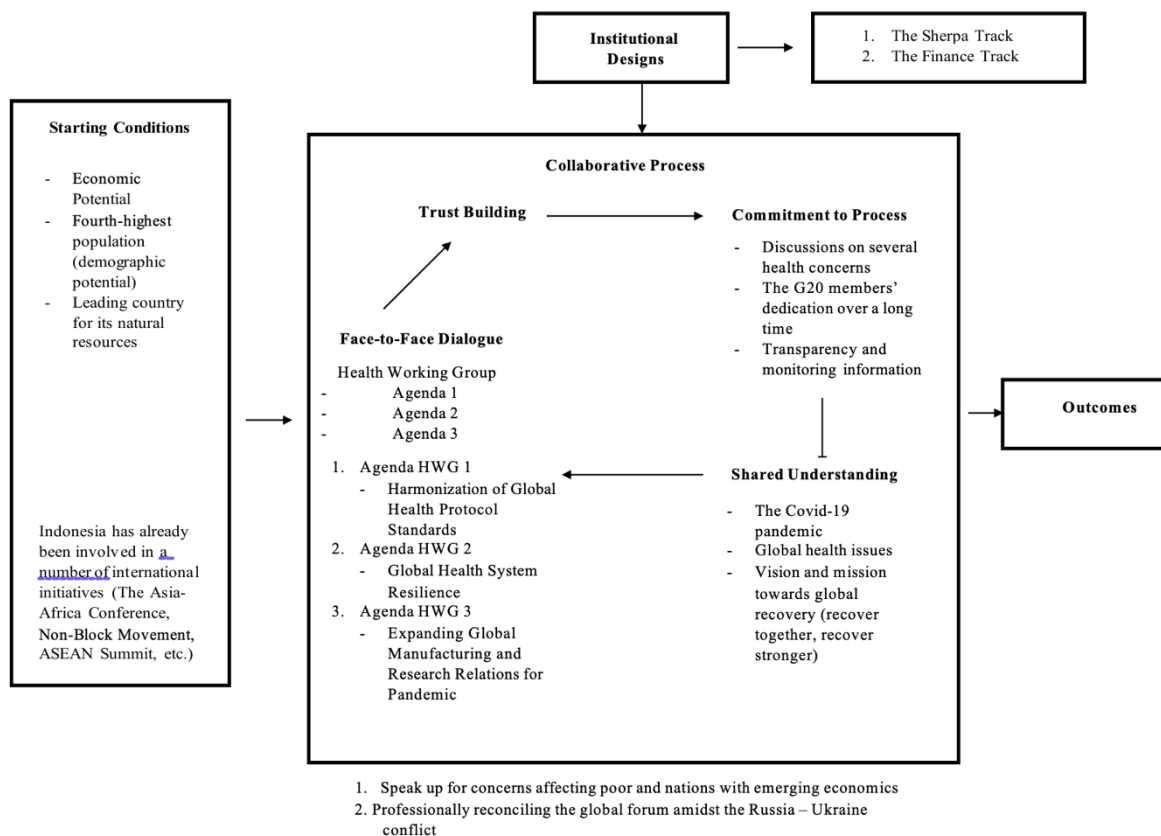


Figure 2 Collaborative Governance review on G20's global health infrastructure priority issue – the Indonesia presidency in 2022

Collaborative Governance and Penta Helix Model

The actively involved stakeholders of the G20 collaborative forum are conceptually and empirically explained by the Penta helix or what is also called a quintuple helix model. This model emphasizes the role of governments, corporate sectors, academics, communities, and media in achieving a set of shared objectives, finding a solution to a problem, or enhancing the quality of policies (Habibah, 2021). In the G20 context, the first helix is indeed the government which has the authority to control and regulate a variety of issues, including budgets and regulations. To ensure the success of the G20 2022 forum, Indonesia has undoubtedly worked with Italy, the former host to gain best practices and develop continuous improvement.

The second helix plays a core function. As a government partner, the private sector unquestionably has a crucial role in the collaborative process as a source of innovation, technology, and financial assistance. The private sector's involvement in investing in the global health sector needs to be expanded to be able to address the priority health challenges that the HWG has highlighted. Since this is a significant undertaking, the global health sector needs to ensure equity and that no country is left behind.

Academics are the government's partners whose ability to advise from a scientific standpoint. In this case, the University of Indonesia is a government collaborator in the areas of research, technology, health, and other areas. Sri Mulyani, the finance minister of Indonesia, claimed that the University of Indonesia has a significant part to play in assisting Indonesia's G20 leadership. Research conducted and published by the University of Indonesia has led to a draft of a policy brief.

The social helix is the fourth. The term “communities” in this context does not necessarily refer to the entire community; rather a narrow link of the collaborative forums. Practically, not every community could deliver aspirations in the G20 2022, especially in the HWG agendas. The community of the G20 forum includes The International NGO Forum on Indonesia Development (INFID) and Civil 20 (C20) (Kusuma, 2021). The last helix is media, both national and international channels involving digital and social media. The media has a responsibility to report the G20's process and outcomes. The publication ensures transparency and access for the public to take concern about how the G20 could address the global challenges.

E. CONCLUSION

The addition of references for readers and researchers is the research's contribution in the framework of collaborative governance. Because an increasing number of studies and references pertaining to collaborative governance may give rise to alternative viewpoints and beliefs. Aside from that, the data used in this study constitutes its limitations. Researchers find it challenging to locate reliable and pertinent data since secondary data—that is, material taken from the internet in the form of papers, journal articles, news, etc.—is employed. The research's findings have theoretical implications. Actually, the situation in global forums like the G20 can be examined using the Collaborative Governance Theory Ansell & Gash (2008). Collaborative governance can be used to view the stakeholder collaboration process in this way. Because the results of the collaborative process may be triggered by this process. An effective collaboration process will result in high-quality production; an ineffective collaboration process will lead to low-quality output.

In the domains of the economy, society, politics, and environment, the G20 Forum does hold significant sway. Working together to handle the difficulties at hand is the best course of action, as they require teamwork. Joint Governance The decision was made to investigate the G20 members' and its participants' collaborative process using Ansell & Gash (2008). According to the findings, collaborative governance can be applied as a technique to examine the G20 Indonesia Presidency 2022's collaborative process. In addition, circumstances that encourage collaboration can be created through the application of the collaborative governance paradigm. Subsequently, examining the roles played by the participants at the G20 forum from a pentahelix viewpoint. Thus, it can be said that the G20 plays a significant role in addressing important global health Architecture issues. Furthermore, the G20's abundant resources enable them to support and aid nations lacking in adequate or sufficient resources.

CONTRIBUTORSHIP

The first thing Autor contributed was gathering secondary data about the health sector related to the Indonesian presidency of the G20 in 2022. Then, apply the Ansell & Gash (2008) model to analyze the data collecting results. The second contribution made by Autor is the Vos Viewer software analysis of secondary data. Arrange the writing systematics in accordance with the guidelines for scientific research, and modify the template.

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