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**Timeline**

30 Nov 2021
T2O Handover Event from Italy to Indonesia

30 Nov 2022
T2O Handover Event from Indonesia to India

28 - 29 Mar 2022
Global Dialogue Hosted by CSIS in Jakarta

4 - 6 Sept 2022
Global Policy Forum Hosted by ISPI and TTCSP in Milan

22 - 21 Jun 2022
T2O Indonesia Summit 2022

9 - 10 Feb 2022
T2O Inception Conference

T2O Communique Highlights

1. More inclusive T20 process and active participation from think-tanks/research institute
2. Well-targeted and well timed T20 priority issues and deliverables
3. Strengthening T20-G20 engagement
4. Revamping T20 communication strategy and media
5. Aiming for greater T20 impact and influence in global agenda setting

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Global Solution Summit Hosted by GSI in Berlin

Global Dialogue Hosted by CSIS in Jakarta

T2O Indonesia Summit 2022

Global Policy Forum Hosted by ISPI and TTCSP in Milan

T2O Handover Event from Italy to Indonesia

T2O Handover Event from Indonesia to India
As the world continues to face unprecedented challenges from the ongoing poly-crisis, the role of the G20 in promoting international cooperation and fostering sustainable growth has never been more crucial. Indonesia’s G20 presidency has been marked by meaningful progress and concrete outcomes and has made significant contributions and crucial efforts to address the impacts of the COVID-19 pandemic and promote sustainable recovery, to leverage inclusive digital transformation and innovation as well as to accelerate G20 members in achieving just energy transition. It is my belief that the G20 has never been more relevant or needed and remains the premier forum for international economic cooperation.

Global cooperation faced numerous challenges in the previous year, including the ongoing COVID-19 pandemic and its impact on economies, health systems, and societies around the world. The pandemic highlighted the need for international cooperation and coordination, but also exposed divisions and disparities in global responses. Additionally, there were ongoing tensions and disputes between major powers on various issues such as trade, technology, and human rights. Despite these challenges, there were also positive developments in global cooperation, including continued efforts to address climate change, advancements in sustainable development, and increased cooperation on vaccine distribution and access.

The T20 serves as a vital platform for the exchange of ideas and expertise, bringing together some of the brightest minds from academia, think-tanks, and civil society to provide policy recommendations to the G20 leaders. Through its engagement with the G20 and other international organizations, the T20 plays a critical role in shaping the global discourse and driving progress on key issues. During the G20 Indonesia presidency, the T20 has made significant contributions to our efforts to promote inclusive and sustainable growth, to drive digital transformation, and to tackle the pressing challenges of our time. Its work has helped inform our policy decisions and guide our approach, and I am proud to say that its recommendations have been reflected in the outcomes of the G20 leaders’ summits.

In conclusion, I cannot overstate the importance of the T20 in the G20 process. Its contributions are essential to the ongoing work of the G20, and I am confident that it will continue to play a vital role in shaping the future of our global economy.

As we hand over the mantle of leadership to India’s presidency, I am filled with optimism for the future. The challenges we face are many, from the ongoing impacts of the COVID-19 pandemic, to the need for inclusive and sustainable economic growth, to the urgent need to tackle the pressing issues of our time. But I am confident that, working together, we can overcome these challenges and build a brighter future for all. The G20 is uniquely positioned to bring countries and leaders together, to collaborate and find solutions to the pressing issues of our time. And I am certain that the next presidency will continue this important work, building on the progress we have made and taking us even further towards a more equitable and prosperous world. Let us look ahead with hope and determination, and work together to make the most of this incredible opportunity in leading and making an impact.
Fostering Recovery and Resilience

Health and the economy are two vital sectors that have been hit hard by the pandemic occurring in the last two years. This becomes a lesson that recovery and resilience issues need attention from all parties.

**STRATEGIES**

**Improving Macroeconomic Resilience**
- Addressing the debt distress in middle and low-income countries
- Ensuring the purchasing power for the poor and vulnerable
- Managing the risk of stagflation in developed and developing countries

**Strengthening Global & Regional Supply Chains**
- Attention to deep trade agreements
- Escape from unnecessary trade barriers
- Key global players should continue to be engaged in the WTO

**Investing in Global Health & Early Warning Systems**
- Ensuring equitable vaccine access
- Sustaining funds to set up a global health system
- Coordinating & integrating early warning systems
- Investing in health infrastructure

**Creating Sustainable and Resilient Agriculture Food System**
- Financing short-term food security
- Addressing food & nutrition insecurity
- Enhancing agri-food supply chain
- Creating environmentally friendly and sustainable agriculture practice
**Accelerating the Progress towards Net Zero Emissions (NZE)**

Climate change drives various parties to implement a green economy immediately. This is necessary to support sustainable economic development of the better future.

**STRATEGIES**

1. Designing the standard for ESG investments
2. Eliminate tax related barriers
3. Building consensus for ESG rating system
4. Recognizing the added value of a multilevel approach to ESG
5. Mainstreaming debt-swap as solution for green and inclusive recovery
6. Redirecting subsidies towards clean & renewable energy
7. Addressing the climate finance contributions to build credibility of NDBs & NZEs
8. Promoting the industrial decarbonization agenda
9. Promoting community engagement to preserve biodiversity
10. Providing alternative measurement to include biodiversity aspects
11. Resource mobilization to countries in preserving biodiversity sustainability
12. Mainstreaming & developing green pharmacy

**Note:**

ESG: Environmental, Social, and Governance | NCF: National Climate Finance
NDB: National Development Bank

**Governing Transformation To Digital Society**

In the cutting-age era, transforming the equity of digital society is a goal for all G20 members. Various strategies should be encouraged to be implemented.

**STRATEGIES**

1. Enhancing cyber resilience
2. Leading initiatives on globally standardized in data governance and AI principles
3. Reinforcing digital trade governance
4. Initiating a common framework on CBDC

**HARMONIZES GLOBAL PRINCIPLES IN DATA AND AI GOVERNANCE**

1. Initiating smart & digital collaboration projects
2. Driving cross-sector collaboration in digital innovation
3. G20 members to come up with frameworks of Smart Cities

**PROMOTES DIGITALIZATION IN SOCIETY AND GOVERNMENT**

1. Promoting high quality & affordable mobile broadband network
2. Creating safer online space for women, children & vulnerable groups
3. Addressing digital literacy & skills gap

**CLOSING THE DIGITAL DIVIDE FOR VULNERABLE GROUPS AND SMES**

- Note:
  - CBDC: Central Bank Digital Currencies
  - UMKM: Usaha Kecil Menengah / Small & Medium Enterprises
  - AI: Artificial Intelligence

**SOURCE:** T20 COMMUNIQUE
Making the Economy More Inclusive and People-Centered

Implementing an inclusive and human-focused economic system is important for the states to be able to face the dynamics of the future and manifest equitable prosperity.

**STRATEGIES**

- **Improving social protection system**
  - Developing a shock-responsive social protection and ensuring governments’ financial commitments
  - Leveraging digital system for financial inclusion
  - Improving global financial safety net

- **Enabling accelerated and inclusive learning**
  - Preparing resilient education systems
  - Integrating the well-being framework into policy design
  - Investing in skills to reap demographic transition

- **Moving beyond GDP as a prosperity measurement**
  - Integrating the well-being framework into policy design
  - Note: *Gross Domestic Product (GDP)*

**Reviving Global Governance**

Cooperation in sustainable development and restoration of global governance is the key to maintaining world peace.

**STRATEGIES**

- Key global players to ensure cooperation on the multilateral trading system
- Supporting coordination mechanism between G20, T20 and other multilateral convening arenas
- Urging concerted efforts on macro-prudential and monetary policies

**MANAGING GEOPOLITICAL RISKS**

- Providing funding and assistance for the green and inclusive recovery to Multilateral Financial Institutions
- More effective implementation of Automatic Exchange of Information
- Promoting debt reduction initiatives for highly indebted countries

**FINANCING GLOBAL PUBLIC GOODS AND FIGHT INEQUALITY**

- Call for a new Bretton Woods

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**SOURCE:** T20 COMMUNIQUE

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the world economy with an added blow. Sanctions against the West afflict economic sanctions against Russia and retaliatory sanctions harm trade. US-China trade has been repeatedly burdened with tariff increases. Mobility restrictions during the COVID-19 years hampered trade severely. The world may have not turned inward-looking as proponents of “de-globalization” suggest but some forces are at work to favor near-shoring or on-shoring as a consequence of a trade environment which is increasingly difficult to traverse. The macroeconomic policy landscape is, in other words, anything but promising for a stronger recovery.

Dealing with climate change is another must for any meaningful international fora. It applies to G20 2022. While government and corporate leaders have recognized the necessity of a greener life as a producer, trader, investor, or consumer, uncoupling from fossil-driven economies is an arduous challenge. Renewable energy made up an estimated 29 percent of total electricity generated in 2020 of which the largest share is hydro. In other words, dependence on non-renewable energy is bound to last long into the future. Measures need to be taken to reduce carbon intensity of fossil-based economies both in terms of technological innovation and economic instruments to force parsimonious energy consumption.

To the list of difficult issues that the G20 2022 will also have to deal with is COVID-19 pandemic. In the first place COVID-19 is not over yet. The number of new infections is still high in a few countries in East Asia. Given the very high costs incurred during the COVID-19 years in the form of lost lives and forced inactivity and the probabilistic nature of a pandemic investing in a pandemic preparedness is a challenge that G20 has to find an answer to. Governments will also have to find ways of recovering from some of the COVID-19 scars. Hugely learning was lost during the three COVID-19 years. Children of school age suffered in particular being denied days, months and years of learning cooperatively.

Last but not least inequality is a required part of international policy agenda such as the G20. With the inclusion of some emerging economies such as the BRICS and Indonesia in the G20 it is considered more fitting than G7 to carry the issues of inequality in the agenda. With India, Brazil and South Africa succeeding Indonesia the G20 will have plenty of opportunities to address inequality and other developmental issues in a meaningful way. Undoubtedly, inequality is a deeply structural issue. It is rooted deeply in unequal access to new technologies which usually carries a market power. Unless the capacity to innovate new technologies and to get them diffused widely is spread more evenly between countries little will change in the depth of global inequality.

Given the G20 is currently the only leader-level governance mechanism which cares to meet despite imperfections. Keeping the G20 together and windows for global cooperation open is a paramount importance for all stakeholders.
Collaboration in Action: Key Takeaways from T20 Indonesia

Prof. Bambang Brodjonegoro
Lead Co-Chair T20 Indonesia

Indonesia successfully concludes the G20 presidency last year, which focused on three priority issues: global health architecture, digital transformation and sustainable energy transition. Through these priority issues, Indonesia will continue to take the lead on ensuring equitable access to COVID-19 vaccines, promoting sustainable and inclusive economic development through MSMEs participation and digital economy, while also maintaining the aspiration to continue to improve our collective capacity in securing the shared prosperity among nations, through various reform efforts in global taxation, stronger cooperation in fighting corruption, deepening of infrastructure financing, and pushing for a more democratic, and representative international cooperation.

The T20 Indonesia is formed as the official engagement group of G20 that brings together leading think tanks and research centers worldwide. It serves as the ‘ideas bank’ of the G20 and aims to provide research-based policy recommendations to the G20 leaders. At the current affairs where we witnessed uneven economic recovery, the rise in inequality, and global frictions that call for global coordinated actions, the 2022 T20 has become ever more important. In addition, we have also organized T20 Summit and successfully produced a communiqué and submitted recommendations to G20 for their considerations and policy affirmations.

In the T20 Communique, T20 Indonesia pushes for five main policy recommendations: 1) fostering recovery and resilience, 2) accelerating the progress towards Net Zero Emissions (NZE), 3) governing transformation to the digital society, 4) making the economy more inclusive and people-centered, and 5) reviving global governance. T20 Indonesia has gathered more than 700 policy brief abstracts and produced 130 policy briefs, written by more than 200 authors from think tank network across the globe. To ensure a rigorous output, T20 Indonesia has also organized three main side events, namely Global Solutions Summit, Global Policy Summit, and Global Dialogue. In addition, T20 Indonesia task forces also held more than 200 side events from nine task forces. We will highlight some recommendations that highly relevant to the priority issues within the G20 presidency of Indonesia. In the issue of fostering recovery and resilience, we are focusing on resolving the issues of public debt, improving welfare and managing the risk of stagflation, strengthening global and regional supply chain, developing vaccine production hubs and creating a sustainable and resilient agriculture food system. The impact of the COVID-19 pandemic has left many developing countries with tighter fiscal space. A strengthening of the available global sovereign debt-restructuring facilities is therefore urgently warranted to safeguard those economies from the outbreak of a crippling public debt crisis. With the rising prices in energy and agricultural products, in which increases the inflation, it is imperative to ensure vulnerable groups and the poor still have adequate purchasing power to afford basic needs. Increasing subsidies and social protection programmes removes additional fiscal space that needs international assistance for countries with limited fiscal space and on the brink of debt distress. Expanding credit line facilities and assistance from multilateral development banks (MDBs) could help in addressing this issue. Furthermore, the rising global inflation caused by the rapid increase in agricultural and energy prices is putting the recovery process from COVID-19 under severe pressure. To curb the supply-shock driven inflation, countries around the world have resorted to tighter monetary policies. A more suitable policy option and one less costly in the fragile economic conditions would be global coordination to address the supply constraints. The coordination and cooperation is also needed in providing access of vaccine distribution through development of multiple vaccine production hubs as well as enlarging common pool of funds for the global health. The vaccine production hubs is necessary to ensure more equitable vaccine access and more resilient global health preparedness. This requires G20-level coordination to set up regional vaccine production hubs and alignment on the patent rights for common goods. Moreover, to set up such system, it requires massive financing. This could be enhanced through blended financing instruments, including a more active participation from philanthropic institutions. The G20 could take the leadership role in coordinating the setup and continuity of funding for the global health system. The coordination and cooperation is also needed in providing access of vaccine distribution through development of multiple vaccine production hubs as well as enlarging common pool of funds for the global health. The vaccine production hubs is necessary to ensure more equitable vaccine access and more resilient global health preparedness. This requires G20-level coordination to set up regional vaccine production hubs and alignment on the patent rights for common goods. Moreover, to set up such system, it requires massive financing. This could be enhanced through blended financing instruments, including a more active participation from philanthropic institutions. The G20 could take the leadership role in coordinating the setup and continuity of funding for the global health system. In detail, MDBs could serve as financing organisers while the World Health Organisation (WHO) could play a major role in the programming and implementation aspects. Regarding the issue of Net Zero Emissions (NZE), we are highlighting the importance to address the financial and non financial barriers to scale up efforts towards NZE, ensuring sustainable, affordable and reliable energy transition. The examples of the efforts to scale up NZE are designing international standard qualifications for environmental, social, and corporate governance (ESG) investments. The G20 could also lead multilateral institutions to coordinate and cooperate better in setting a common taxonomy that includes standard qualification of ESG investments to scale up the channeling of funds to finance the green transition. Besides, the G20 members could initiate the tax initiatives initiated beyond national levels could attract cross-border investment and lending by global financial institutions at a more affordable borrowing rate, in order to eliminate (or minimize) tax-related barriers to ESG projects to spur investment and cross-border lending by global financial institutions at affordable borrowing rates, especially for low- and middle-income countries. In order to have a smooth and just energy transition, we have to also take into account several things. First, we need to mainstream debt-swap as a solution for a green and inclusive recovery. Pursuing the agenda of a green and inclusive recovery might worsen the fiscal posture of low and middle income countries, especially those with a high risk of debt distress. Setting up a debt-swap framework with the main goal of enhancing a green and inclusive recovery in the short-run and a development agenda in the long-run could be facilitated by common coordination at the G20 level. Second, redirecting subsidies from fossil-based energy to
clean and renewable energy. G20 members could contribute to ensuring universal coverage of all types of employment as well as ensuring adequate benefits and services which respond to people’s needs. This could be achieved by shifting away from fossil-based energy subsidies to clean and renewable energy to ensure the affordability of the green-transition economy. Third, Addressing climate finance contributions (e.g., $100 billion goal) to build the credibility of national development banks (NDBs) and national climate funds (NCFs). Multinational dedicated funds for climate purposes are often out-of-sync with national funds due to institutional and technical aspects. This requires effort beyond the national level. One proposal is for G20 donor countries to redirect their climate finance contributions to build the credibility of NDBs and NCFs by providing them with robust technical assistance packages and capacity-building programmes.

One aspect that we have to remember is the governing transformation to the digital society. As governments are adjusting their strategies in response to the pandemic, it is important to note that an increased reliance on digital technologies could risk the opening of new digital divides and/or widening those that have proved persistent over the years. Countries should also work towards a less restrictive and less abusive exercise of international property rights since their use to justify and perpetuate market power for new technologies has the tendency to worsen inequality. In addition, there is also a lack of cooperation between developed and developing countries in terms of science and technology. G20 leaders can overcome such market failures and find ways of engaging scientists/researchers from both developed and developing countries to promote inclusion in technological development. On the issue of digital access, accessible, fast, and affordable connectivity creates more opportunities and benefits at an increasing rate from the digital universe.

G20 members should ensure that more resources flow to digital infrastructure development and project collaboration in partnership with the private sector. Priorities should include acceleration of broadband internet user penetration, especially in low-income countries, and improvements in cyber security. Therefore, governing the transformation to a digital society needs to take into account the need to close the digital divide, especially for vulnerable groups and small and medium-sized enterprises, harmonising global common principles and data and artificial intelligence (AI) governance, and ensuring these are in line with broader sustainable development goals. In addition, this is also an opportunity to further strengthen the social protection system against future shocks by leveraging the digital system to deliver social assistance and financial inclusion and to achieve resilient education systems by enabling accelerated and inclusive learning and investing in digital skills.

The COVID-19 pandemic and ongoing conflict in Ukraine have dealt a significant setback to the global development agenda, underscoring the urgent need for transformative action in order to achieve the UN’s Sustainable Development Goals (SDGs) on time by 2030. The Global South, which accounts for 85% of the world’s population, bears a disproportionate burden of these setbacks. However, the voices of the Global South are too often excluded from global discussions on remaking the progress lost. This must change. The Global South must take a leading role in shaping global dialogues and making them more inclusive — bringing into the discussion the private sector, academics, social impact organizations, and civil society, and, most importantly, members of affected communities. The Global South should seize this opportunity to lead a green, resilient, and inclusive recovery.

A report published by The Rockefeller Foundation in partnership with Boston Consulting Group revealed what the world needs to address its biggest challenge: climate change. To reach net zero emissions, global public and private sector organizations will need to see yearly investment flows of approximately $3.8 trillion by 2025. However, data suggests that currently deployed capital only accounts for around 16% of the total climate finance needs. While the shortfall in climate finance is widely acknowledged, the specific gaps that catalytic investors can target are less conspicuous. Just as negative climate impacts disproportionately affect people in emerging markets and developing economies, funding gaps in these regions are also more pronounced, due to higher project and sovereign risks. Adaptation and resilience are particularly underinvested, receiving only about one-tenth of the annual financing required. This financing gap is a significant obstacle for the Global South in addressing climate change and restarting progress toward the SDGs, as net financial resources still primarily flow from developed to developing economies. In recent years, innovations such as blended finance and impact investments have grown significantly. These catalytic finance mechanisms can play a key role in creating a more equitable global economy. Following the COVID-19 pandemic, global leaders must utilize catalytic capital to construct a new growth model that includes the Global South. This would mark a significant shift in the Global South’s ability to shape its own development and expansion.

In order to properly shift focus to the Global South, structural obstacles must be overcome. The Global South is marginalized within the world’s multilateral institutions, financial flows, and commercial connections.
One way to achieve greater inclusion for the Global South is through the expansion of country membership in the G20 through a new G20+ model, with all new members coming from the Global South. This can be achieved by aligning new members with regional blocs in Africa, Southeast Asia, Asia Pacific, Central and South America, and the Middle East and North Africa. The G20 membership has not changed since its inception in 2008 and, given the changes in the global economy over the previous two decades, there is a need to include new perspectives and account for regions’ population growth. Such an evolution will better reflect today’s world, for example, ensuring, after 15 years, Africa has more than one seat at the table.

Additionally, there is a need to revitalize the Bretton Woods institutions to ensure they can help developing countries meet the realities of the 21st century. From improving access to emergency liquidity to increasing the use of disaster clauses in finance agreements, reforms like those in what is known as the Bridgetown Initiative can mobilize more, and better-quality, development and climate finance, as well as create more fiscal space for developing countries, many of which are facing simultaneous food, fuel, and financial crises.

India’s leadership of the G20 this year offers a prime opportunity to advance these initiatives and other multisectoral, multistakeholder efforts for sustainable development to achieve measurable results. India, like other growing economies in the Global South, has enormous unrealized potential to address Asia’s, and the world’s, most pressing issues. For India to be heard and seen as the “Voice of the Global South,” it should reflect the aspirations of the other developing nations, highlight South-South understanding of global issues, and amplify nuances.

The T20 platform can help, serving as an important forum for presenting innovative ideas and openly discussing pressing global issues in a collaborative manner that leads to concrete action. By joining forces with its counterpart, the Think-7 (T7), the T20 and T7 can pool resources and expertise to provide more comprehensive and effective policy recommendations. Collaboration between the T20 and T7 can help ensure that the perspectives and voices of think tanks and research institutions from both developed and developing countries are represented, making policies more inclusive and reflective of the needs and concerns of all countries. As economies become increasingly interdependent and interconnected, it is increasingly important for countries to work together to solve global issues such as climate change, poverty, and inequality.

At a time when the world is confronted with so many challenging crises and the ongoing threat of climate change, the only way forward is through collaboration, knowledge exchange, and action. The Global South must now take the lead in creating more impactful policies to address global problems.
As an idea bank for the G20, T20 serves as an evidence-based policy repository that addresses both short- and long-term challenges. In this T20-case, there is a trade-off between focusing on the G20 priorities and addressing more long-term and structural issues due to the limited capacity of the T20. Despite their importance in addressing global problems, some structural issues may not always be compatible with G20 priorities. Therefore, T20 chairs and members should have a mechanism for maintaining a balance between G20 priority issues and structural issues.

Moreover, new priority issues might arise in the middle of the T20 and G20 processes. The T20 and relevant TFs should be ready to respond to the recent development of the ongoing issues for example by adding more policy briefs, side events or other deliverables. In other words, the T20 process can be more flexible with the priority issues and deliverables. Lastly, in the case of geopolitical dynamics, there might be some different voices, both from the internal and external T20 communities. Therefore, it is important for the T20 to remain neutral, open, and responsive to engage with the development of the issues in a constructive manner.

**Well-targeted and well-timed T20 priority issues and deliverables**

Aims for greater T20 impact and influence in global agenda setting

Lesson Learned

Lesson Learned

**A.**

**Well-targeted and well-timed T20 priority issues and deliverables**

<table>
<thead>
<tr>
<th>G20 Digital Economy Working Group</th>
<th>T20 TF 2: Meaningful Digital Connectivity, Cyber Security, Empowerment</th>
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<tbody>
<tr>
<td>2. Digital Skills and Digital Literacy; and</td>
<td>2. Smartization and meaningful digitalization for Sustainable Development Goals (SDG)</td>
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<tr>
<td>3. Cross-Border Data Flow and Data Free Flow with Trust.</td>
<td>3. Data governance e.g., data protection and cross border data flow</td>
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<td>4. Digital government, smart cities, and smart villages</td>
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<td>5. AI governance &amp; ethics</td>
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<td></td>
<td>6. Digital literacy and skills for closing digital gender gap</td>
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<td></td>
<td>7. SMEs, startup, digital payment and technological adoption</td>
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<tr>
<td></td>
<td>8. Cybersecurity risks, threats, and data privacy</td>
</tr>
</tbody>
</table>
Furthermore, in choosing the policy areas, T20 TFs also considered more structural issues and the T20 legacy agenda. For the case of the digital economy, Artificial Intelligence (AI) governance and ethics were selected as a policy area in the TF 2 because the TF recognized this issue as relevant for the long-term and also because it can be built from the previous T20 policy briefs, although it is not specifically considered a priority issue in the G20. The structural or long-term policy areas make a good complement to the G20 priority issues, in addition to maintaining the continuation of the T20 agenda over the year.

Last year, T20 Indonesia also placed a greater emphasis on food and agriculture issues, making the priority issue one of the T20’s important features. One of the reasons is that most countries in the Global South continue to struggle with low agricultural productivity and relatively high food insecurity. At the same time, most countries apply relatively high trade barriers for food products, both in terms of tariffs and non-tariff barriers. Therefore, the food security and agriculture sector issues have a high importance especially for the Global South countries.

It turned out that the food security issue emerged as the devastating impact of the Russia-Ukraine war which needed to be addressed in the T20 process more thoroughly. The rising logistical costs and supply shock, which had not yet fully recovered due to the pandemic, took another hit. It caused food and commodity prices to skyrocket and threatened the world with a peak inflation rate, especially among the least developed countries.

As an illustration, in the case of TF 7, there is a change in emphasis for the policy areas. This is because the Indonesian G20 presidency changed the discussion on the area of international finance from the pandemic’s exit strategy policies to minimizing the impact of the Russia-Ukraine war on the macroeconomy. Thus, it is important for the T20 and T20 TFs policy areas to be more flexible and act as a living list to include some new issues while maintaining the big picture held by the initial list of policy areas.

Lastly, the T20 TFs policy areas must be thoroughly developed and approved by the T20 chairs. However, if policy domains overlap, then the priority list can be classified into main and supporting areas of policy. This will greatly assist in the screening and selection of Task Force co-chair candidates, the organization of Task Force events, and the formulation of policy recommendations. From last year’s experience, there is room for improvement in terms of specificity of policy areas in each task force to ensure a better classification of issues that are to be addressed by T20 stakeholders. A well-developed and comprehensive T20 TF policy areas will also be useful for constructing a preliminary framework for the T20 Communiqué.

Improving the quality and timeliness of T20 Deliverables

Indonesia’s T20 Presidency has produced three main deliverables, namely policy briefs, T20 Communiqué, and T20 TF Notes. Each deliverables complement each other while serves its own purposes. The first to be developed is policy briefs. Several lessons could be learned to enhance the quality of timeliness of policy briefs. First, it is crucial to put more weight on fresh and relevant ideas. The main purpose of T20 deliverables is to provide country leaders with proposals that could help them in solving global issues. Thus, exploring new ideas and ways to solve current issues have significant potential to move forward the progress in resolving those issues. In addition, it is also important to provide proposal and recommendations in a concise and action-able manner. Thus, it would be beneficial to communicate policy recommendations in a policy-briefs style rather than lengthy academic style proposal. Policy briefs should be easy-to-digest and leanly structured.

The next deliverable of T20 is T20 Communiqué. In essence, T20 Communiqué is a synthesis of all policy brief proposals that has been developed through the T20 presidency. To enhance its impact, T20 Communiqué could be improved further by strengthening the link of its respective proposals toward G20 priority issues. This could be done by active engagement, monitoring, and participation in the development of G20 discussion of priority issues. Therefore, round of internal and external discussion with relevant partner and stakeholders should be maintained along the T20 Communiqué development process.

Lesson Learned

Lastly, T20 Indonesia has produced new features called T20 TF Notes. Considering limited space that could be taken up by each engagement groups in the G20 Communiqué, various important recommendations in T20 Communiqué might be left out. These recommendations could be accommodated in the TF Notes.

To increase its relevance and impact, T20 TF Notes should be specifically tailored with the relevant working group of G20. In addition, it could be the case that some recommendations addresses cross-cutting issues. This should be taken into account in putting those recommendation in the most relevant TF to optimize its impact.
B. More inclusive T20 process and active participation from think-tanks/research institute

T20 TF Host & Co-chairs deliberation

Several factors need to be considered in selecting T20 TF Host. First is the inclusivity aspect of participating institutions. Second, the relevance of the institution towards TF topic. Third, governance and operational standard to execute T20 TF tasks. Fourth, availability of resources and quality of T20 hosting. In T20 Indonesia presidency, T20 has two host institutions and six TF host institutions. This has benefits in terms of inclusivity, stronger local think tank networks, and relevance of each TF with the host institutions. However, this creates an issue of differences in quality, resources availability, and bureaucratic process. In the next presidency, this could be improved by setting common standard, governance, operational plan and quality that has been agreed upon to host the T20 Indonesia. Shall there is any gap in resources, this should be resolved early in the process.

There are a couple of things that need to be taken into account in choosing TF co-chairs. First, inclusiveness means that both the Global North and Global South are well-represented in addition to gender equality. Because the TF policy recommendations are driven by the co-chairs, this is well-represented, critical in determining the proportion of the global south represented in the TF. In the T20 Indonesia presidency, TF co-chairs from African countries are still underrepresented.

Next is expertise and experience in the relevant policy areas and resources availability, and bureaucratic process. In the next presidency, this could be improved by setting common standard, governance, operational plan and quality that has been agreed upon to host the T20 Indonesia. Shall there is any gap in resources, this should be resolved early in the process.

More diverse and inclusive process in the call for PB abstract

As the T20 Indonesia has received a substantial number of abstracts (amounted to more than 750 abstracts), some of the proposals were rejected because of the lack of understanding regarding the T20 policy brief’s objective. Therefore, it is useful for the T20 secretariat or TF to hold a session on what the T20 look for in the abstract and its policy areas. It is noticeable that researchers from developed countries are more well-aware about this based on their experiences.

On the inclusiveness point, there is an improvement in terms of developing countries and female representations for PB authors this year. The policy briefs developed during T20 Indonesia has been contributed by 679 authors from 61 countries. In addition, around 56% of all authors are from developing countries. However, there is still unequal balance in the factor of gender. Of all authors, female only contributed to 38% of total authors. This factor should be improved in the next presidency. Another improvement during T20 Indonesia presidency is that the affiliations of authors are relatively equally distributed among types of institutions, including university, think tank, NGO, multilateral institutions, and government agency. The TF should manage to have the balance of PB authors although it seems quite difficult in practice. In this case, TF might consider PB authorship invitation as an affirmative action to underrepresented groups.

Decentralized organization in TF level

Co-chairs of task force are very busy individuals, and it is quite helpful to select task force coordinator that has adequate level of understanding of the task force’s topics, since the coordinator could play the necessary role of translating the high-level perspective of lead co-chair into day-to-day decision-making process, such as potential co-chairs listing, side event theme formulation, speaker selection, and policy recommendations drafting. Also, some task force activities require support from the host institution. In particular, in organizing its side events, the task force needs to recruit speakers, prepare the technical organization of the event, and disseminate the event widely to attract a large number of participants. The support from the host institution is crucial to accomplish these tasks.

Ideally, task force should have dedicated coordinator for each task. They should cover at least three main aspects: handling content and policy development, event organization, and general external task-force affairs. Clear expectations on what to be achieved and be prioritized by task forces from the beginning of the T20 process will help the task forces to better plan and implement the process and activities for stronger impacts.

On the task of handling content and policy development, mandated coordinator should be an individual with working knowledge and understanding of the ongoing issues on the task force topics. This could be handled by researcher or practitioner from task force institution with specific expertise on the topic. For the task of event organization, this should be handled by an individual with experience in organizing public seminar, discussion, or similar events. The main skill set required is revolving around event organization and might not be possessed by a researcher. Thus, it needs different coordinator for these tasks. In addition, it would be beneficial and more efficient to have another individual playing a role as coordinator in charge of external affairs. This includes intra task force communication and coordinations, as well as liaison of relevant working groups and engagement groups on behalf of its task force. From the TF 7, one of the breakthrough is to have thematic coordinators (experts from the host country) for each policy areas to bridge T20 with G20 and other engagement groups.

Building more collaborations with the T20 experts and networks including T7

The TF should utilize the existing network of experts that are already familiar with the T20 activities (e.g. G20 TRRN). Such collaboration, for example workshop series, could help the TF on addressing some legacy issues and not reinventing the wheel in addition to hold continuity of some important agendas. This is crucial to synchronize the agenda of T20 in general and its relevant task force with the agenda development held by working groups and engagement groups while maintaining its independence in terms of recommendations formulation. Harmonising the agenda of T20 with the discussion on the relevant working group and engagement group front will push forward coherency among all organs of G20 presidency. On a more global level, coordination and collaborations with T7 and other think tank networks will also serve as a hub towards open discussion and ideas exchange activities that shall enrich the quality and depth of recommendations formulated by the T20 and its respective task forces.

Number of Authors by Type of Institutions

![Number of Authors by Type of Institutions](image-url)

Lesson Learned

Co-chairs of task force are very busy individuals, and it is quite helpful to select task force coordinator that has adequate level of understanding of the task force’s topics, since the coordinator could play the necessary role of translating the high-level perspective of lead co-chair into day-to-day decision-making process, such as potential co-chairs listing, side event theme formulation, speaker selection, and policy recommendations drafting. Also, some task force activities require support from the host institution. In particular, in organizing its side events, the task force needs to recruit speakers, prepare the technical organization of the event, and disseminate the event widely to attract a large number of participants. The support from the host institution is crucial to accomplish these tasks.

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As promoters of multilateral cooperation, the G7-G20 engagement is very important in aligning dialogue and policy actions to advance sustainable development. The collaboration was carried out to the engagement group level, where T7 Germany collaborated with T20 Indonesia. Task Force 9 and Task Force 3, T20 Indonesia, can share some stories of collaborations:

1. Global Solutions Summit is the world’s premier forum for transforming research-based insights into policy recommendations for the G7/G20. It covered the priorities of the G20 and G7 and aimed to be a steppingstone to the G/T20 and G/T7 Summits. In the summit, Task Force 9, T20 Indonesia, curated the session entitled “Filling Public and Private Funds to Close the SDGs Financing Gap”. This session discusses potential solutions to the financing gap amid the introduction of massive fiscal stimulus packages, backed by picking up external debt to help save lives and protect livelihoods, which limits countries’ ability to advance the SDGs progress. Task Force 9, T20 Indonesia, collaborated with T7 in this session and invited John McArthur, Co-Chair of T7, T20 Indonesia, and Yose Rizal Damuri (Executive Co-Chair of T20 Indonesia) contributed to a policy brief entitled “Climate transition plans of developing countries: Feasibility and implementation capacity”. It illustrates the net zero plan as the goal of climate action and its asymmetrical impacts that may arise, especially in developing countries.

2. Global Solutions Journal includes current G20 and G7 discussions, as well as insights and proposals from around the world to address the world’s major problems. In the 2022 publication, Prof. Bambar Brodjonegoro (Co-Chair of T20 Indonesia and Task Force 9, T20 Indonesia) and Yose Rizal Damuri (Executive Co-Chair of T20 Indonesia) contributed to a policy brief entitled “Climate transition plans of developing countries: Feasibility and implementation capacity”. It illustrates the net zero plan as the goal of climate action and its asymmetrical impacts that may arise, especially in developing countries.

3. T7 Policy Brief: International Partnerships for Circular Economy, Energy Transition, and Investment. This policy brief calls on the 2022 G7 to develop and support international partnerships and consistent domestic implementation to safeguard the energy transition and circular economy advancements towards net-zero emissions targets, while advancing towards a sustainable economic recovery and global energy access. Meruki Handajani Sonjachmoro, lead co-chair of Task Force 3, T20 Indonesia, is one of the co-authors for this policy brief.

The ultimate goal of the T20 is to provide the G20 leaders with relevant, timely, and evidence-based policy recommendations. This work should go on from the beginning (or even before) until the end of the presidency. Although most stakeholders might consider the G20 Summit the ultimate finish line, the T20 process should pay more attention to the working group’s priority issues’ development since most of the G20 work is done before the summit. The challenge is that the T20 policy briefs and communiqués are usually finalized at the end of the G20 presidency. As a result, there is a gap in T20 deliverables that can serve as a bridge between G20 working group meetings.

As one of the engagement groups in the G20 process, the T7 representatives are often invited to related G20 working groups or other G20 engagement groups’ meetings or side events. However, this opportunity to engage with the relevant G20 working groups or policymakers was quite limited due to the large pool of stakeholders. In this case, T20 side events can also play an important role in disseminating the ongoing policy recommendations. In both ways, T20 should be well-equipped with recent findings and recommendations from the relevant TFs.

Strengthening the engagement with the G20 working groups (WGs)

The initial mapping will help T20 track the development of each issue and also to identify relevant policy makers’ contacts. Parallel with the T20 activities timeline, the TF should also take into account the related WGs’ timeline to have a potential collaboration such as back-to-back meetings or side-events or policy notes/output submissions. In general, the T20 output timeliness is crucial to maintain relevancies given that each working group has different timeline thus side events and potential outputs should be well-planned in earliest time.

It is also very important for the T20 and TFs to get involved in the relevant G20 WGs’ meetings and side-events. T20 and TFs should ask to be invited to all related WG meetings, since it’s important to understand how the discussions work from the inside. If it is not possible, TFs might also request a chair summary.
The figure below illustrates the timeline of the G20 Trade, Investment and Industry Working Group in addition to G20 Sherpas meetings. There are opportunities for T20 and relevant TFs to improve their role in supporting the related meetings and outputs. From the T20 timeline, the draft of the T20 policy briefs was only available around April at the earliest. Therefore, the T20 secretariat should be more proactive in engaging with the relevant G20 WGs before, for example by making a policy note or short commentaries regarding the WGs’ Issue Note as an input to the Working Group to support them in the early stages. In the middle of WGs’ deliverables preparation, T20 and relevant TF can also collaborate with the WG in order to have discussion and input from other stakeholders in a form of side events such as round table discussion. TFs also should take into account the G20 ministerial-level statements as these are the building blocks of the G20 Leaders’ Statement. Furthermore, another important period is between the draft of the available T20 Communiqué and the G20 Summit. Therefore, T20 should actively disseminate and intensify communication with the G20. During this time, a dedicated side event inviting G20 officials to discuss the recent developments of the G20 Leaders Summit and its deliverables can be organized.

**T2O COMMUNIQUE DEVELOPMENT PROCESS**

Collaboration with other engagement groups (EGs)
T20 should encourage more collaboration with the relevant. In other words, it is crucial to have issue mapping for each EGs. In the EG issues’ identification, the TF should also create potential alignment to promote similar issues in the same direction as a part of the whole G20 Presidency. This should include the consultation session in the process with the aim of producing output that can be pushed forward in the G20 agenda. Such output and collaboration can take the form of producing joint statements or related side events.

**Story of Collaboration:**
Host of Task Force 8 (TF8)—the Infrastructure Investment and Financing Task Force of Think20 (T20)—An Engagement Group of G20

**Problem Identification**
Inclusivity is an essential ingredient for society’s welfare. Equality of opportunity in terms of access to markets, resources, and unbiased regulatory environment are key for inclusiveness. For growth to be inclusive, productivity must be improved and new employment opportunities created. Infrastructure investment is critical for an equitable welfare of societies. The Infrastructure Investment and Financing Task Force of T20 Indonesia conveys the following theme: “Stronger Economic Recovery through Inclusive, Resilient, and Greener Infrastructure Investment and Financing”

The theme takes into account the following considerations:
1. The Covid-19 pandemic has resulted in negative impacts on societies’ various aspects of life and intensified the need for the provision and enhancement of certain public infrastructure.
2. Inclusivity in infrastructure is vital in reducing inequalities and disparities, and in sustaining economic development and social equity. Thus, infrastructure projects should be associated with improvement in social, economic, and demographic inclusivity.
3. Green infrastructure will provide multiple benefits, including economic, social, and environmental benefits. For private sectors to utilize and provide green infrastructure, the economic or fiscal incentives will matter.
4. The government alone is often unable to provide the funding for resilient infrastructure, hence the involvement of private sectors in public-private partnership is vital. Appropriate incentives are important in closing the funding gap.

**Innovation**
In line with the theme, to provide alternative policies in various level of economies, TF8 selects eight policy or priority areas as the followings:
1. Establishing equitable risk allocation in infrastructure (PA1)
2. Improving governance in major infrastructure projects (PA2)
3. Enhancing safeguard policy for infrastructure development (climate, biodiversity, gender, minorities, displaced community, knowledge management, access to technology) (PA3)
4. Developing national strategy and the role of sovereign wealth fund and international investment to support infrastructure projects (PA4)
5. Promoting innovation and digital transformation in the infrastructure technology (PA5)
6. Managing and financing local and social infrastructure development (PA6)
7. Regulatory reform and future direction of the PPP scheme in infrastructure projects (PA7)
8. Meeting infrastructure challenges of new capital city, urbanization and urban regeneration (PA8)
Target Beneficiaries:
The beneficiary of the activity is The G20

Impact of the Activities (Collaboration with other institutions or Working Groups)
TF8 has established collaborations and partnerships with various institutions or working groups such as ERIA, BGF Institute, B20, U20, Infrastructure Working Group (IWG), Deloitte, UNIID, Hutama Karya, Nusantara Infrastructure and Samuel Sekuritas.

The collaboration with ERIA has enabled TF8 to hold a parallel session during T20 Summit with the following theme “Promoting Sustainable Investment and Financing as A New Approach for Infrastructure Development”. TF8 collaborated with Infrastructure Working Group (IWG), B20, U20 to hold a side event “Advancing Sustainable and Inclusive Infrastructure Investment”.

Moreover, TF8 collaborated with Indonesia Infrastructure Guarantee Fund to hold Indonesia Infrastructure Roundtable “Equitable Risk Allocation”. In addition, TF8 also held the following conferences: “Urban Infrastructure Development and The Need for Global Investment Platform: Indonesia’s New Capital City” and “Megaproject Financing and Multilateral Development Banks’ Role in Infrastructure Project De-risking”.

Several policy recommendations provided by TF8 to support infrastructure development are as follows:

1. Investing in soft and hard infrastructure to enhance global health system management and protocol. G20 should enhance the investment in such infrastructure by mobilizing the resources from developed countries and MDBs to the less developed countries such that those countries could have sufficient soft and hard infrastructure needed to support global health system management and protocol.
2. Recognizing the added value of a multilevel approach to ESG, particularly to mainstream sustainable infrastructure investments, across multiple financial models. A sustainable infrastructure investment and financing (SIIIF) framework are especially critical to meet growing demand for affordable infrastructure. Proposals should be made to establish a Global Investment platform for sustainable urban infrastructure and implemented in the G20 presidencies of Indonesia, India, and Brazil, followed by South Africa.
3. Initiating smartization through digital collaboration projects among various stakeholders among G20 members. T20 proposes to G20 to promote the establishment of the G20 Smart World Living Lab and Network Hub to solve problems in a small-scale area and real-life conditions, as well as to promote collaboration and share the best practices among G20 members.
4. Promoting high-quality and affordable fixed and mobile broadband for all. G20 members should commit to making internet access a fundamental right. They should be directed toward ensuring access to the internet for marginal groups, such as the poor, women, and people with disability. From a regional perspective, the G20 should pool more resources to bridge the digital infrastructure gap in Africa by facilitating the emulation of collaborative solutions by supporting policy dialogue and experience sharing among developing countries. Finally, the G20 members should improve project preparation, alternative financing mechanisms, and policy frameworks to promote local ecosystem development and diffuse innovation.

Discussion and debates need to be continued and further enhanced to encourage G20 leaders adopting policy recommendations developed using T20 rigorous framework. Three important governance strategies for Think20 G20 India Presidency to be considered are:

1. Effective management structure for advocating policies to G20 Finance Track and Sherpa Track
2. Keeping track of the T20 communication and policy recommendations
3. Developing a framework for a more structured and inclusive approach in formulating policy recommendations
ommunication strategy and media engagement in T20 are important to highlight the T20 process and its deliverables. First, it serves as a platform to disseminate information and enables the T20 community to share their findings with a wider audience, increasing the reach and impact of their work. It also improves visibility by engaging with the media and helps the T20 community be more visible to policymakers, potential collaborators, partners, and the general public. More importantly, effective communication and media engagement can help to communicate complex research in an accessible and understandable manner, increasing public understanding of relevant issues. Lastly, it creates opportunities for researchers to engage with different stakeholders, such as policymakers, industry, and the public, fostering dialogue and encouraging the translation of the policy recommendation into concrete action.

Improving the TF public and media engagement strategy
The T20 TFs should plan the media engagement properly in response to the related G20 WG's meetings or the latest developments. This work can be managed with the T20 secretariat team as well. For example, TFs can have a press conference or press release following or preceding the G20 Working Groups meeting and use the opportunity to disseminate their updates regarding the preliminary policy recommendation. Other channels are TFs side events and op-eds. The public engagement can also respond to the development of some relevant issues. TF 1 had a collaboration webinar with the G20 Trade and Investment Research Network (TIRN) on the Russia-Ukraine War, Sanctions, and the G20’s Relations With Russia to discuss the potential impact of the war to the global economy and the G20. Lastly, op-ed writing is also one of the options and should be encouraged especially for the TF co-chairs.

Internal to the organization
Overall strategy communication remains not well integrated, and the task force has not consistently updated the T20 secretariat on activities and deliverables, which makes it difficult for information to be effectively disseminated since it is too close to the activity to be implemented. Additionally, a few of task groups did not stick to the T20 secretariat's design guidelines, which rendered flyers and other kinds of communication appear unprofessional. In order to better implement actions, it will be important to create an activity plan for the following three months and increase the review process.

This is due to a lack of connection between domestic and foreign media, as well as the continuous mediocre information exchange between think tanks both inside and outside the G20 countries. Lack of information about international media that engagement groups could use to disseminate information about their activities and other deliverables. Therefore, it is necessary to strengthen and improve think tanks and future media partnership.

The activity plan has not positioned quite enough attention on the target participants, and as a consequence, few of the activities that are carried out are well attended. In addition to dealing with a wide range of issues, these activities also frequently do not captivate participants because the issues are not presented in a way that could intrigue their interest.

Based on the first year of T20 Indonesia activities, about 90% of the activities are conducted online; this presents our biggest challenge for communication.
challenge in attracting participants to participate entirely online. In addition, the implementation of time, which tends to consume work time (Indonesian time), affects the number of participants who attend both locally and overseas; this limits us due to the significant time difference. Aside from its role as an ideas bank, T20 is also well-equipped to improve public knowledge on G20 issues. Global issues may appear too exclusive and disconnected from the general public’s daily lives. At the same time, the public might question the concrete benefit of having the G20 presidency. In this case, there is a need for T20 to engage more with the media and journalists.

The first platform is the press conference, where the committee invites representatives from media usually as part of T20 main and side events. The press conference is beneficial to disseminate key findings and recommendations from the T20 process to the wider audience and stimulate public discourse. In this case, the T20 can amplify the role of press conferences by making them more frequent and more responsive throughout the G20 presidency. For example, the T20 can have a regular press-conference (or a more informal such as “coffee talk”) to respond to the working groups or sherpa meetings’ updates and deliverables. One of the key features last year was the media briefing for the inauguration of the T20 Indonesia in addition to making G20 issues more down to earth for the general public. This kind of event should be conducted more regularly and bring the ongoing work of relevant TFs.

For example:
- **As India prepares to take over the G20 presidency, it can learn from Indonesia** ([https://indianexpress.com/article/opinion/columns/as-india-prepares-to-take-over-g20-presidency-it-can-learn-from-indonesia-8178463/](https://indianexpress.com/article/opinion/columns/as-india-prepares-to-take-over-g20-presidency-it-can-learn-from-indonesia-8178463/))
- **Charging up on energy for the G20 summit** ([https://www.eastasiaforum.org/2022/09/05/charging-up-on-energy-for-the-g20-summit/](https://www.eastasiaforum.org/2022/09/05/charging-up-on-energy-for-the-g20-summit/))

Traditionally, T20 Policy Briefs and T20 Communiqué are the main deliverables of the T20 process. Therefore, the usual matrix for a successful T20 is whether the T20 policy recommendations match the G20 Leaders’ Declaration. A study from Kirton (2021) provides a comprehensive evaluation regarding the influence of T20 that highlights the effectiveness of the recommendations and makes those recommendations sooner as one of the key factors. However, there is also a need to consider more aspects of the T20’s influence in the G20 process.

**Emphasize more focus outside T20 Communiqué**

T20 policy recommendations and achievement in terms of recommendation often being emphasized on how much its recommendations are included in G20 Communiqué. While this is still the case in the T20 Indonesia presidency, T20 Indonesia has attempted to ensure its policy focus, formulations, and recommendations are included in Working Group and other Engagement Group discussions, multilateral institutions’ agenda, and many nations’ policy focus and priorities. For instance, T20 Indonesia policy discussion and recommendations regarding digitalization has substantiated and much aligned with Bank for International Settlements’ (BIS) agenda development on digital currencies and in the realm of global health, aligned with the setup and agenda of the Pandemic Health Fund by World Bank.

**Concrete Follow Up and Projects**

The follow-up projects should also be one of the concrete impacts of the T20 process. One of the potential legacies of T20 Indonesia is the G20 Research Forum. The forum is jointly launched by the Economic Research Institute for ASEAN and East Asia (ERIA), Research and Information System for Developing Countries (RIS), and the Institute for Economic and Social Research – Faculty of Economics and Business, University of Indonesia (LPEM FEB UI) at the T20 Summit in Bali last year. The forum aims to provide well-researched inputs to the G20 process and its ministerial tracks, on the developmental issues before the members and non-members of G20 and undertake studies, organise brainstorming sessions, collaborate with governments and chairs of G20, and establish linkages with multilateral organisation.
The Smarter World Living Lab includes the Living Lab platform, which aims to improve the quality of life in small communities.

The concept of smart cities and technology-based smart solutions has become a solution to urban issues, but their existence still offers a formidable obstacle. Many of these initiatives are not carried out. Specifically, Supangkat and Firmanayah (2021) and Schuurman (2014) outlined the difficulties and failures associated with deploying these intelligent solutions as follows:

1. The suitability of the smart city concept for urban conditions;
2. The reach of the implementation is too broad (do not assume a limited scope);
3. The impact is not directly felt by the community;
4. Too much focus on technology development, forgetting about governance and changing human resource mindsets;
5. A lack of evaluation of the implementation carried out in the metropolitan area;
6. It does not start from the core value but focuses on the added value of the implementation; and
7. It does not manage sustainability. It takes a unique approach to tackle, and Living Lab can be that approach.

Living Lab (LL) is an approach to solving problems through the use of intelligent solutions in a specific area of a real environment, involving stakeholders to measure their effectiveness and provide feedback on the sustainability of the improvement they benefit from. LL can be a solution since it solves problems and uses actual data to solve real-world problems based on collaboration among multiple stakeholders.

Our living lab project presents the Area of Dago, Dipatiukur, and Ganesha (DDG) as an integrated living that not only solves the problem with the living lab approach but also integrates multiple problems into one platform to solve all problems, which can be evaluated and controlled in the areas. Through the Living Lab, we try to solve three main problems in DDG areas that need improvement. These include (1) economics, particularly in SMEs; (2) societal issues, including mobility and security, and (3) environmental issues, including waste and water issues. This solution will be integrated with a platform called the Living Lab platform. As the main key of the LL approach, we also design and create a commitment with all stakeholders to implement all solutions to ensure that all solutions have a direct impact on improving the quality of life.
From T20 to the World:
Towards More Inclusive and Impactful T20

Over the last decade, the G20 has gained an important role in setting agendas for multilateral cooperation. Born out of the crisis in the late 1990s as an informal meeting to deal with specific financial issues, the forum has been elevated to leaders’ level and has expanded its discussion on various issues ranging from international finance and infrastructure development, to energy transition and health cooperation. The group organizes its activities. While examining the work of T20 is not easy, some studies have tried to assess T20’s influence on the G20 by looking at the extent of policy recommendations that are included in the G20’s official documents. In 2018, a study from Warren and Kirton showed that 24% of T20 recommendations were either partially or fully matched by G20 declarations

While useful, these exercises need to be taken with caution. The number of complementary recommendations does not necessarily measure the level of influence of this engagement group. Higher number of matches may come from the result of appropriate selection of topics being discussed in the task forces of T20. The selection of policy areas that mirror the agendas of G20 working groups may lead to greater coherence between T20 recommendations and G20 outputs. On the other hand, as an “idea bank” of the G20, some policy recommendations may not be matched by G20 agendas. Such recommendations will not appear in the G20 outputs that year, but they may lead to discussion in the subsequent G20 meetings

Nonetheless, just like the main theme of this book, the T20’s contribution to the G20 process needs to be enhanced in the future. Several proposals have been formulated in the T20’s Task Force 11 Policy Brief, “Reforming the T20.” The document proposes some recommendations to make T20 an effective, transparent, and inclusive global forum that helps reframe and promote international cooperation. Some recommendations have been applied to the process of T20 during Indonesia’s G20 presidency in 2022, continuing through India’s presidency in 2023.

In order to create a more effective dialogue platform in the future, the T20 might need to take some initiatives. The first is related to engagement and communication with the G20. This should become the focus of the T20 process in the future. TF11 Policy Brief makes some recommendations by scheduling a series of meetings and dialogues with various elements of the G20, as well as setting the milestone of T20 deliverables in line with the G20 timeline. Policy briefs and task force notes, for example, could be released in accordance to relevant working groups meetings, while the T20 Committee could be completed long before the leaders’ summit to allow more time for communication and dissemination. This arrangement may sacrifice some flexibility that T20 has enjoyed, but it would increase the network’s engagement with G20, other engagement groups, and other stakeholders.

Third, the success of T20 depends on the effectiveness of G20 member countries in implementing their commitments at the global and national level. Therefore, it is important for T20 to promote international cooperation, especially at a time when nations tend to have divergent interests due to irreconcilable geopolitical stances. The role of think tank networks, such as T20, in carrying out “track-two diplomacy” cannot be undermined. The cooperation among think tanks needs to be strengthened to further the initiatives from the T20 recommendation.

Lastly, T20 is expected to include more perspectives and recommendations from the Global South in the G20 dialogue. This can be done by increasing participation of developing nations experts, both from G20 members and beyond. During Indonesia’s presidency, and later followed by India, participation of scholars from the developing nations has increased in writing policy briefs as well as in other T20 activities. In addition, more T20/G20 related activities should take place in other developing countries to increase acceptance of the proposed global agenda.
