

**COMMONWEALTH HEADS OF GOVERNMENT MEETING (CHOGM) ON SUSTAINABLE
DEVELOPMENT IN RWANDA. 20th – 25th JUNE 2022: EXPERT PERSPECTIVE**



Leaders from 54 countries during the official opening of the 26th Commonwealth Heads of Government Meeting in Kigali on Friday, June 24, 2022.

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ABSTRACT

Rwanda just hosted a successful Commonwealth Heads of Government Meeting (CHOGM), the first since the pandemic struck and the 6th ever held in Africa. The road to CHOGM 2022 was far from smooth, with the meeting being postponed twice (2020 and 2021) due to the Covid-19 pandemic and other pandemic-related challenges that further complicated preparations. Other dynamics came into play in the run-up to the Summit – notably the unprovoked shelling of the Rwandan territory by the Congolese army and the genocidal FDLR militia, which partly sought to suck Rwanda into an internal DR Congo crisis and possibly derail CHOGM preparations. Nonetheless, thanks to the government's commitment to host a successful CHOGM, with support from the private sector and other actors, the meeting has taken place seamlessly, attracting thousands of delegates from around the world. And the wide range of rich deliberations held during a series of forums and side events in the lead-up to the Heads of Government's Executive Sessions and Retreat ensured that the conversations at this year's CHOGM edition were not only inclusive but also tackled relevant and most pressing global challenges. The fact that Rwanda has been able to host is also a vindication of H.E. President Paul Kagame's long-term vision (including turning Rwanda into a MICE hub), which has since transformed Rwanda into an active player on the global scene. Going forward, it's now up to the people of Rwanda to step up and match the country's vision by making use of the most of the opportunities it continues to deliver.

Key Words: Sustainable Development, Rwanda, CHOGM, Kigali

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Overview

The Commonwealth comprises 54 independent countries working together to pursue common goals that promote development, democracy, and peace. The combined population is 2.4 billion, of which more than 60 percent are aged 29 or under. The Commonwealth spans the globe and includes both advanced economies and developing countries. It encompasses Africa (19 countries), Asia (8), the Caribbean and Americas (13), Europe (3), and the Pacific (11). The Commonwealth's strength lies in its shared values and diversity. Thirty-two of the members are small states with a population under 1.5 million, and 25 members are small island developing states. The Pacific nation of Nauru is the smallest Commonwealth member country, with a population of just over 12,000. The most populous member country is India, with over 1.2 billion people.

With 2.4 billion people, the Commonwealth is one of the most diverse and dynamic intergovernmental networks. The Commonwealth's shared cultural, political and institutional features as well as established mechanisms for partnership, peer support and learning – such as the Heads of State and Government meetings and Commonwealth Secretariat – bolster its potential to advance the collective development and prosperity of member countries.

Job creation and demand in the Commonwealth

A key challenge for Commonwealth countries is ensuring good quality jobs for all; this is not an easy task. Automation and weak manufacturing growth already pose significant challenges to job-intensive development strategies (Banga and Te Velde, 2018). The young age of the Commonwealth population is adding to the urgency of addressing this challenge.

Data from the World Development Indicators (WDI) show that the Commonwealth member countries created 12 million additional jobs annually between 2003 and 2016. But to keep up with the new entrants to the labour market, 17.5 million jobs a year – or 50,000 jobs every day – must be created. Of all the Commonwealth countries, the need for

more jobs is greatest in India, where, each year, Indians need 7.4 million more jobs. India is followed by Nigeria (2.3 million), Pakistan (1.8 million), and Bangladesh (1.0 million).

Together, Commonwealth countries need to create three in every five jobs in the world, while other areas, such as Japan, China, and Europe, see their labour force shrink. Job creation must be stepped up by 50% to meet this demand, and the promotion of trade and investment is central to creating quality jobs.

Real Trade patterns In the Commonwealth

Trade among Commonwealth countries is considerable and increasing rapidly (APPG and ODI, 2018). However, substantial challenges to global trade are coming from outside the Commonwealth – for instance, increased trade protectionism and value chain restructuring in the United States and China. Intra-Commonwealth trade is particularly important for the least developed and most vulnerable member states: between 2013 and 2016, the Commonwealth was responsible for 26% of the total goods exports for LDC countries – up from 21% in 2006. For small, vulnerable economies (SVEs), this figure currently stands at 34% (data from UN-Comtrade).

Trade of goods within the Commonwealth directly supports an estimated 32.5 million jobs in its members' economies. Employment generated through trade within the Commonwealth represents around 3.7% of the total, with variations among countries.

CHOGM in Rwanda

The Commonwealth Heads of Government Meeting (CHOGM 2022) officially opened in Kigali on June 19, 2022, with the youth forum and other forums proceeding consecutively whereby H.E. President Paul Kagame, chair-in-office for the next two years, as stipulated by the commonwealth treaty, calling on members to focus on addressing challenges faced by citizens of the Commonwealth, whose lives were set back by the COVID-19 pandemic. The

theme for this year was ***“Delivering a Common Future: Connecting, Innovating, Transforming.”***

The opening ceremony at Kigali Convention Centre (KCC) was attended by the Prince of Wales (Prince Charles) and The Duchess of Cornwall (Princess Camilla), who represented Queen Elizabeth II. Over 50 Heads of Government, including U.K. Prime Minister Boris Johnson, the Commonwealth Secretary-General, Patricia Scotland, Heads of State and governments, and representatives of leaders of 54 countries as well as guests, who included the Emir of Qatar, specially invited by President Kagame. Over 50 heads of government gathered in Kigali, joined by business, philanthropy, and civil society leaders, including Their Royal Highnesses, The Prince of Wales and The Duchess of Cornwall.

The week-long high-level side events, ministers' meetings, and forums – the Commonwealth Youth Forum, the Commonwealth Women's Forum, the Commonwealth Business Forum, and the Commonwealth People's Forum – were held in the lead-up to CHOGM.

Presidents, Prime Ministers, and their representatives from Africa, Asia, the Caribbean, the Pacific, and Europe assembled at the Kigali Conference Centre for the first time since the COVID-19 pandemic spread globally and delayed the meeting for two years. It is also the first CHOGM to be held on the African continent since one in Uganda in 2007.

CHOGM Achievements in Rwanda

1. Admission of Two West African Countries

Leaders accepted applications by the two West African countries at the closing session of the Commonwealth Heads of Government Meeting in Kigali, Rwanda. It follows formal expressions of interest by Gabon and Togo and consultation with member countries. Rwanda was the last country to join the Commonwealth in 2009. Togo's Foreign Minister, Robert Dussey, said membership opened the door to 2.5 billion consumers in the Commonwealth, offered new education opportunities, and tapped a "craze" for English among his countrymen.

2. BioNTech Vaccine plant construction launch

COVID-19 vaccine maker BioNTech has started construction of a vaccine factory in Rwanda. It is part of a plan to help African countries jumpstart a manufacturing network for the continent. On June 23, 2022, H.E. President Paul Kagame led the ceremony to break ground for the construction of the BioNTech vaccine manufacturing plant in Rwanda that will promote scalable mRNA vaccine production in Africa.

The manufacturing plant for mRNA-based vaccines is being built in the Kigali Special Economic Zone located at Masoro-Munini, Gasabo District, in a section earmarked for biopharma manufacturing. The Rwandan facility, covering the size of about 30,000 square metres, will be initially equipped with two BioNTainers (one for the production of mRNA and one for the production of the formulated bulk drug product), and production is expected to commence approximately within 12 to 18 months after their installation.



President Kagame and other global and continental officials break ground for the construction of the BioNTech vaccine plant in Rwanda.

3. Laying of the foundation stone for Kigali Financial Square towers

Equity Bank Group is set to fund to a tune of \$100 million the construction of Kigali Financial Towers through Equity Holding (E.H.) Venture Capital. On Tuesday, June 21, 2022, H.E. President Paul Kagame inaugurated the construction of the proposed Kigali Financial Square, a business complex set to serve as a regional hub for financial services. H.E. President Paul Kagame presided over the launch of the Africa Recovery and Resilience Plan and the ground-

breaking of one of the key transformational projects of the Plan. In Rwanda, flagship projects have already been delivered in the hospitality sector. On June 23, 2022, the President toured a transformational project in the financial services sector that will serve as the hub for the regional financial services ecosystem: the Kigali International Financial Centre. Equity has supported other flagship projects such as mining, infrastructure development, agro-processing, and regional trade.



President of the Republic of Rwanda, H.E Paul Kagame (left), and Equity Group Managing Director and CEO Dr. James Mwangi (right) officially unveil one of the key transformational projects of the Africa Recovery and Resilience Plan during the launch of the Plan.

4. Rwanda confirmed as host of 73rd FIFA congress meeting

The world football governing body (FIFA) settled on Rwanda to host the 73rd FIFA Congress, during which the FIFA presidential elections will be held. The FIFA Executive Committee on Thursday, June 23, endorsed Kigali to host the high-level congress less than four years after the country **hosted the FIFA Council Meeting** in October 2018. The congress, the supreme legislative body of the world's football governing body, will be held on March 16, 2023.

5. Canada, Rwanda Air Transport Agreement

Canada and Rwanda signed a bilateral Air service agreement that opens up entrance for both countries' airlines. The agreement will encourage tourism and even more business between both countries. Canada also plans to open a high commission in Rwanda, as part of its efforts to scale up the country's diplomatic presence around the world. Currently, the Canadian high commissioner accredited to Rwanda is based in Nairobi, Kenya. Prime Minister Justin Trudeau headed the Canadian delegation for the CHOGM meeting.

6. Rwanda, Barbados signs private sector investment deal

Rwanda Development Board (RDB) and Invest Barbados have signed an agreement to promote and implement strategic private sector investments in both countries. The agreement was signed by Clare Akamanzi, the Chief Executive of RDB, and Kaye-Anne Greenidge, Chief Executive Officer of Invest Barbados. Invest Barbados is an economic development agency of the Government of Barbados.

Among the sectors of partnership mentioned include Agro-processing for local and export markets, Tourism, Health, Mining, Real estate, and Financial Services. Greenidge said that the MoU will see the countries discuss avenues to connect the two countries, such as connecting flights which

would reduce the cost and time taken to travel between East Africa and the Caribbean.

7. Rwanda, Zambia agricultural agreement

On June 23, Chief Executive of RDB, Clare Akamanzi, signed a Memorandum of Understanding with the Director-General of the Zambia Development Agency, Albert Halwampa, to promote partnerships in agriculture between Rwanda and Zambia. The MoU follows commitments by President Paul Kagame and his Zambian counterpart, Hakainde Hichilema, to promote trade and investment between the two countries.

8. Jamaica, Rwanda tourism deal

The government of Rwanda and that of Jamaica on June 25 announced a tourism collaboration that will see both tourism sectors mutually benefit from each other, much as Jamaica has an advanced sector. Later in a tweet, Edmund Burtlett, the Jamaican tourism minister, announced that he had started discussions with the Rwanda national carrier, RwandAir, for direct flights between Kigali and Kingston "in the near future."

Commonwealth School of Compliance in Rwanda

On June 22, the government of Rwanda also signed an MoU with DLA Piper and FTI consulting to set up the Commonwealth School of Compliance, which aimed to raise standards of compliance and governance across the Commonwealth, this are crucial to trade and investment. The Commonwealth School of Compliance will be a platform for increasing shared understanding, knowledge, and interconnectivity between member countries and will help train future leaders from across public and private sectors in best practices of sustainability, governance, risk, and compliance.

Four Forums

The Women's, Youth, People, and Business Forums were run concurrently at different venues in Kigali. Participants included Commonwealth leaders, government ministers, members of the British royal family, senior U.N. figures, young entrepreneurs,

youth and women representatives' business leaders, civil society activists, and literary figures.

The Women's Forum explored the Commonwealth's role in achieving gender equality in line with U.N. aspirations and women's crucial role in politics, business and peace building. The theme for 2022 is **'Delivering a Common Future: Transforming for Gender Equality'**.

The Youth Forum, held under the theme **'Taking Charge of Our Future'**, brought 350 young people together to network, exchange ideas, build skills, and generate solutions to the most pressing youth-related challenges. These priorities were cemented in a Youth Declaration at the end of the three-day event and were presented to leaders. The six-point Plan was implemented by the Commonwealth Youth Council and youth-led organizations across the Commonwealth.

The People's Forum is the single largest gathering of civil society representatives in the Commonwealth. It aims to discuss solutions and build solidarity around some of the most pressing issues facing the Commonwealth, from the COVID-19 pandemic to the climate crisis. This year's Forum addressed the theme: **Our Health, Our Planet, Our Future**.

The Business Forum is a unique platform for dialogue, bringing together business and government leaders across the Commonwealth. Hosted as a partnership between the Commonwealth Enterprise and Investment Council (CWEIC) and the Government of Rwanda, the Forum discussed a range of issues affecting businesses across the Commonwealth with a focus on 'A Global Reset,' dealing with the impact of the pandemic and the Commonwealth's role in rebuilding and reinvigorating the global economy.

CHOGM Business Forum: "Delivering a Common Future: Connecting, Innovating, Transforming."

We are undoubtedly living in a world that has never been so interconnected and interwoven as now. Globalization and technology have reduced distances, and today's world economy is totally interconnected, notwithstanding the digital divide

that exists and the number of people that are cut off from the world due to poverty.

However, the true commonality of globalization is much more felt in the adverse effects and their impacts. As we have repeatedly seen over the past few years, an event in one country quickly triggers a global impact within days. The commonality of threats and adverse effects multiplies in impact and its transmission time continues to reduce.

Several global crises highlight this. This 2008 global financial crisis has shown the world how connected and interwoven the global finance market is. A collapse of the subprime mortgage market in the U.S. quickly took the world down with an ensuing global economic recession. Vulnerable countries, such as small island states and low-income developing countries, also suffered both direct and indirect impacts of this crisis as its impact brought the world economy to its knees.

The COVID-19 pandemic has also highlighted the levels of the world's interconnectivity, especially the pre-COVID one; world travel has never been so problematic. People were constantly travelling, and this airborne virus spread worldwide in a matter of weeks, bringing in a global crisis that halted economic and social activity. This pandemic truly halted the world. Airports were at a standstill as health authorities tried to manage the public health crisis with contagion rates soaring with deaths. The pandemic put public finances under immense pressure as governments invested heavily to sustain economic activity and increased the resources for healthcare. The need for vaccines has again highlighted the inequalities in its global distribution and further impacted low-income countries. The economic impact has been tremendous, especially on government debt worldwide. In particular, economies that largely depend on tourism, and here many CHOGM countries, especially islands, suffered the brunt of travel restrictions putting economies into recessions.

The inactivity during the pandemic's peak led to a succession of events that limited supply chains,

triggering a global shortage and bottleneck in intermediate goods and transportation. Today, cost-push inflation is a global phenomenon that is leading to a rally in inflation prices. This chain of events has highlighted how short the supply chain truly is and how its impact is global in nature.

The war in Ukraine is now amplifying this cost-push inflation. The conflict has brought to a halt the world's largest wheat producers and exporters of natural gas. The sanctions imposed by the Western world on Russia have ushered in an era of economic weaponing and warfare which will paralyze the Russian economy, but its backlash will impact us all. The rallying price of commodities, especially oil, gas, and wheat, will impact the global economy and developing countries even more.

Finally, climate change is not only a common challenge humanity faces but a threat to least developed countries that are the victims of a globalized world in this regard. Low-lying island states, many of which are members of CHOGM, are suffering the impact of climate change when they are, in fact, the least contributors to the problem. Various global initiatives, including the Conference of Parties (COP) meetings, have tried to constrain emissions; however, they have failed in their ambitions. Climate change today remains a global threat. Unless there is a concerted effort to quicken the transition to renewables or cleaner energy sources, the threat of climate change will only intensify.

Shared characteristics of occasions and their effect is a truly worldwide issue. It is often the commonality of adverse events and effects that impact us all. Obviously, vulnerable countries are the ones that suffer the most from these direct and indirect effects. There is no doubt that CHOGM comes at a very delicate time for the global economy and the general world order. With a war happening in Europe which can derail global peace and the global world order, a still fragile global economy with the risks of a global inflation crunch and economic war, coupled with a pandemic that remains present and can mutate; the threats to the

global economy remain real and largely on the downside.

Evidently, there is a need for more impactful multilateralism on an improved sense of solidarity between countries, especially concerning developmental issues. Global mechanisms that finance climate change, as well as the global refinancing debt and a movement for debt swaps and cancellation, need to be discussed, considering the common threats described earlier.

CHOGM Peoples Forum: “Our Health, Our planet, Our Future.”

Building Resilient and Equitable National Health Systems

Health system resilience is key to coping with catastrophic events, such as the economic crisis and the coronavirus (COVID-19) pandemic, a more effective multilateral mechanism for predicting, containing, and mitigating crisis is needed. 2020 has reinforced something we already knew: global health is broken. COVID-19 has crippled countless health systems and deepened a rift that allows vulnerable people to slip through the cracks. But for many, this is not the first evidence of a dysfunctional system. A new approach to supporting global health was needed well before the pandemic. But, in the wake of COVID19's health-related and socioeconomic impacts, the need for resilient, high-quality public health protections and primary care services cannot be overstated.

Shock is a sudden and extreme change that impacts a health system and is thus different from the predictable and enduring health system stresses, such as population aging. A shock cycle has four stages:

1. **Stage 1: Preparedness;** which is related to how vulnerable a system is to various disturbances;
2. **Stage 2: Shock onset and alert;** where the focus is on timely identification of the onset and type of the shock

3. **Stage 3: Shock impact and management;** when the system absorbs the shock and, where necessary, adapt and transforms to ensure that health system goals are still achieved;
4. **Stage 4: Recovery and learning,** which is when there is a return to some kind of normality, but there may still be changes as a legacy of the shock.

Based on the existing literature and emerging evidence from the ongoing COVID-19 pandemic, we identify strategies for enhancing resilience and map them to the key health systems functions:

- a. **Governance:** effective and participatory leadership with strong vision and communication; coordination of activities across government and key stakeholders; organizational learning culture responsive to crises; effective information systems and flows; and surveillance enabling timely detection of shocks and their impact.
- b. **Financing:** ensuring sufficient monetary resources in the system and flexibility to reallocate and inject extra funds; ensuring the stability of health system funding through countercyclical health financing mechanisms and reserves; purchasing flexibility and reallocating funding to meet changing needs; and comprehensive health coverage.

- c. **Resources:** appropriate level and distribution of human and physical resources; ability to increase capacity to cope with a sudden surge in demand; and motivated and well-supported workforce.
- d. **Service delivery:** alternative and flexible approaches to deliver care.

Assessing how each function is placed in terms of the strategies above can allow a country to identify the potential sources of vulnerability and Plan for further action (to enhance resilience or the capacity to respond). Resilience can also be assessed after the crisis, providing an evaluation of the handling of the crisis.

Resilience at different stages of the shock cycle

According to The Director-General of The World Health Organization and the principal advisor to the United Nations, as the world is recovering from COVID-19 pandemic, it's crucial to remember that many of the measures needed to prevent and mitigate future pandemics are also required to address Anti-Microbial Resistance. Looking at the stages of the shock cycle can help identify opportunities for enhancing resilience. Several stages can be distinguished within a shock cycle, which we summarized in Figure 1.

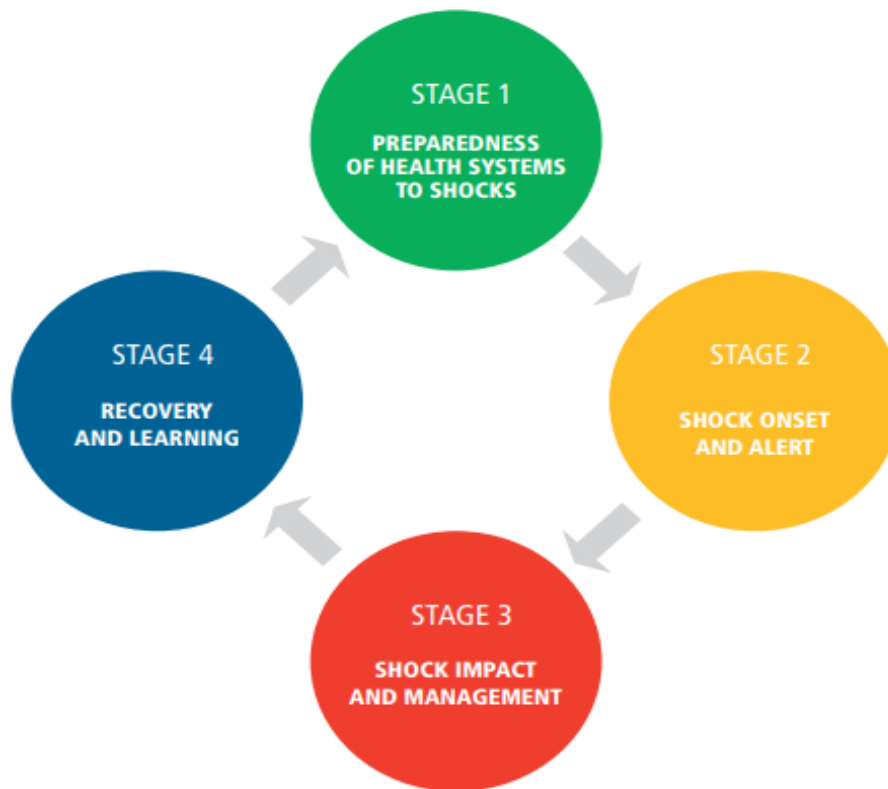


Figure 1: Stages of a shock cycle

Stage 1: Preparedness of health systems to shocks

This stage is related to how open or vulnerable a system is to shocks (Kieny *et al.*, 2014). It is the stage that offers the greatest scope for action and a time when society can do much to strengthen a health system and consolidate existing resources. Overall, the better the performance of a health system, the more resilient it is; however, it is not a necessity, as not a necessity, as the health sector can prepare well even health systems with varying degrees of weakness for a particular type of shock. In this phase, the system needs to get ready for shocks before they happen and identify optimal responses; this requires some scanning of the horizon to anticipate what kinds of shock may be a realistic threat, as different threats may require different actions. Learning from the Ebola outbreak, various preconditions have been specified as necessary for resilience (Kruk *et al.*, 2015), including collective responsibility across a network of actors; legalization, and policy foundations that create

accountability and mobilize all available resources (public and private); a strong and committed workforce (empowered by good management and trust within the community).

Stage 2: Shock onset and alert

In this phase, the focus is on timely identification of the onset and type of the shock, which requires robust and comprehensive surveillance and early warning systems. Clearly, the earlier it is realized that a shock is occurring, the faster and more effective the response can be. For example, in the case of infectious diseases, early warning systems can detect sentinel disease cases or deviation from historical trends, triggering epidemiological investigations to determine whether an intervention is needed. The precondition for effective surveillance mechanisms is the ability to collect timely, complete, regular and good-quality information on a broad range of indicators. Such mechanisms can span beyond national borders, such as the Early Warning and Response System

(EWRS) of the European Centre for Disease Prevention and Control (ECDC), which has played an important role in controlling serious cross-border threats to health, including severe acute respiratory syndrome (SARS), Ebola, avian influenza, and, most recently, the spread of the novel coronavirus.

Stage 3: Shock impact and management

As the shock impacts a health system and society at large, the response falls within the more traditional realm of resilience: absorption, adaptation, and transformation. Absorption relates to incurring the system shock but protecting the health system from profound resource imbalance by making available additional resources, either from reserves or contingency planning. For example, counter cyclical of health financing is a mark of good governance and effective protection of health system funds from an economic shock (Keegan *et al.*, 2012). Adaptation requires absorbing the additional demand or reduced supply, or both, by making the system more efficient (i.e., 'doing more with less' or by changing the allocation of resources); this may be a case of adapting delivery within the system (Thomas *et al.*, 2013). When adaptation is not working or when all easy efficiencies have been made, the system may need to change more fundamentally (transform) to cope with the impact of the shock; This may require a model radical rethinking of health system policy and the resourcing and delivery of care. This transformation process can sometimes compete with adaptation in relation to scarce governance capacity.

Stage 4: Recovery and learning

The stage when the shock has disappeared and there is a return to some kind of normality, can be termed as recovery and learning. Despite the ending of the imbalance caused by the shock, there may still be significant changes to the system that are a legacy of the shock so that the new normal is not like the old. Typically, shocks involve changes in

demand and supply, and there are frequently legacy issues for communities, institutions and culture as well as deliberate adaptation. Such legacy issues may be positive and negative (Burke *et al.*, 2014). For instance, it may demotivate staff or cause staffing capacity to be reduced. Households may also be in financial difficulties. These legacy aspects are quite different from the pre-shock situation despite the shock having ended. It is vital to recognize these system legacy components and how they will continue to impact the system and its performance. Not all legacy aspects are bad, as the systems may have made certain efficiencies in adapting to the shock. Hence, some legacy aspects should be encouraged to continue.

What strategies make health systems more resilient?

Health systems are complex. Shocks thus create complex and sometimes unforeseen consequences on health systems. Therefore, a whole system approach is needed to understand the ramifications of the shock in relation to the functioning of health systems and adopt the appropriate response (Olu, 2017). In this section, we explore a number of strategies for strengthening health systems' resilience or for a resilient response to a shock, which we have distilled from the existing literature and emerging experiences of dealing with COVID-19. In Figure 2, we map them in relation to the key health systems functions and the stages in the shock cycle; however, we recognize that such distinctions are seldom clear-cut, and there are overlaps across stages as well as strategies. Indeed, in many instances, these are desirable characteristics for a health system at any time. Here, however, we deliberately attribute specific strategies to particular phases in the shock cycle to emphasize their increased relevance in these stages. Where relevant, we also provide examples of how these strategies have been used in real life, drawing on national experiences with the COVID-19 pandemic and other shocks.

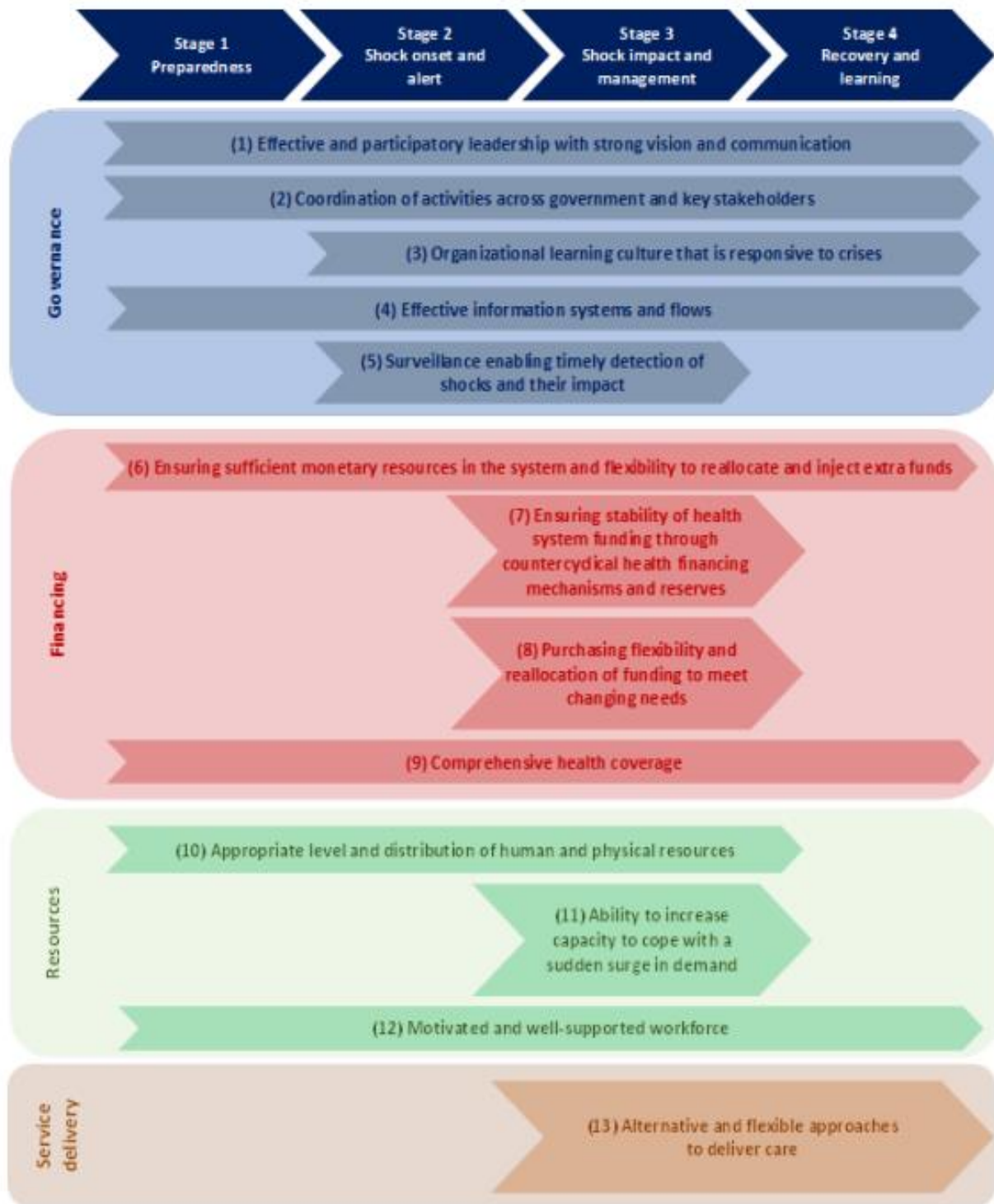


Figure 2: Strategies to strengthen resilience by health system function and stage in the shock cycle

Good coordination mechanisms contribute to successfully implementing policies enacted to lessen human suffering due to human-induced or natural disasters and support resilient households. In Figure 2, the researcher maps them in relation to the critical health systems functions and the stages

in the shock cycle, although the researcher recognizes that such distinctions are seldom clear-cut and there are overlaps across stages as well as strategies. Indeed, in many instances, these are desirable characteristics for a health system at any time. Here, however, the researcher deliberately

chooses to attribute specific strategies to particular phases in the shock cycle to emphasize their increased relevance in these stages. Where relevant, the researcher also provides examples of how these strategies have been used in real life, drawing on national experiences with the COVID-19 pandemic and other shocks. These strategies include:

1. Effective and participatory leadership with strong vision and communication

Effective leadership and decision-making underpin many of the other factors that determine resilience (Thomas et al., 2013; Greer *et al.*, 2015; Barasa, Mbau & Gilson, 2018). For example, leadership is important for achieving effective coordination between various stakeholders (see Strategy (2) below). Effective leadership should be able to demonstrate that the health system plays a crucial role and is capable of preventing, detecting or effectively addressing a public health threat, with the greatest beneficiary being the whole of society, including the economy, transport, tourism and trade sectors. In addition, among the crucial features of effective leadership is the ability to demonstrate the benefits of health system strengthening for better resilience in a context where it can be difficult to convince decision-makers about the importance of prevention and preparedness. Leadership must show that investment in health systems is irreplaceable in the face of an imminent health emergency (Kluge et al., 2018) and its aftermath.

Communicating to the public transparently, creating trust, and building support are also fundamental throughout all stages; This has been highlighted in the COVID-19 pandemic at a time when governments started to implement containment measures, such as physical distancing and lockdowns, where communication was crucial for the public to understand the need and importance of compliance with such measures as well as to maintain the motivation of the health workforce.

2. Coordination of activities across government and key stakeholders

Once the shock strikes, there is often a strong need for coordinated action (Behague *et al.*, 2009; Armstrong, 2010; Ager et al., 2015; Greer et al., 2015; Ammar et al., 2016; Barasa, Mbau & Gilson, 2018); This means ensuring effective collaboration across sectors, different levels of government, and between government and non-government stakeholders. This may further establish or intensify cooperation channels with other governments and international institutions (Forman et al., 2020). For example, such channels were established in certain Asian countries during the SARS outbreak in 2003 and have been swiftly activated during the COVID-19 pandemic (Legido-Quigley et al., 2020). The IHR also places expectations on countries' capacity for coordination (multisectoral action, e.g., between health, transport, food, agriculture, the environment, etc.) in the event of a public health emergency (Kluge et al., 2018).

At the preparedness stage, specific preparations may relate to planning for particular shocks, resourcing those plans, and practicing responses or playing out specific scenarios to test the ability of the system to respond well to acute shocks, such as an epidemic or natural disaster. Emergency management plans for disease outbreaks (Achour & Andrew, 2010) and contingency plans for shortages of supplies (McManus et al., 2007) that include multilateral stakeholders may be very useful but must be followed and implemented fully. In further stages, piecemeal activity can result in delays in taking crucial actions. For example, as the government does not always have population-wide reach in all health care services, effective collaboration with non-government actors is required in shock situations.

At the start of the COVID-19 pandemic, it became apparent that rapid implementation of public health measures and health system operations depend on effective coordination at all levels and between different sectors. In practice, achieving this often requires strong leadership and centralization of decision-making powers in order to align the priorities of bureaucracies across the

whole government. Initial evidence from the Health Systems Response Monitor (HSRM) platform has shown that many countries achieved this by using a declaration of a state of emergency and/or enacting emergency legislation (Greer *et al.*, 2020).

3. An organizational learning culture that is responsive to crises

Having a culture in place to allow, and with experience of, learning and adaptation may also build resilience and facilitate timely use of evidence. Learning from successes and failures is vital to ensure more effective responses during a shock and in the future (Naimoli & Saxena, 2018). Therefore, this is important not only in the last stage of the shock cycle, which involves dealing with the legacy issues and learning from the shock experience and how health systems managed it but throughout the entire shock cycle. It has been noted that Asian countries that experienced SARS in 2003 had a rapid and more coordinated response to tackle the spread of COVID-19, which resulted in quicker and more effective containment, at least in the early stage of the shock (Legido-Quigley *et al.*, 2020). Lessons learned from the economic crisis have shown that pre-existing health system weaknesses may exacerbate the negative impact of recessions on people (Hanefeld *et al.*, 2018).

4. Effective information systems and flows

Health information systems are at the core of the decision-making throughout any policy process. Systems of sharing critical information with stakeholders are vital and may well be part of the planning needed when policy response is being prepared. Kruk *et al.* highlight the importance of knowing a list of key decision-makers across sectors and having functional communication channels involving both hard infrastructure (phone, Wi-Fi, etc.) and soft infrastructure (free press, community committees, free speech, NGOs, unions) (Kruk *et al.*, 2015). While surveillance is critical in the early stages of a shock onset and for its management (see Strategy (5) on surveillance below), it builds primarily on the existing effective information flows and knowledge generation that allow decision-

makers and managers to react quickly to cope with problems and make effective decisions around the best response. Conversely, poor information systems and interrupted flows may well undermine any kind of effective preparation for and timely management of a shock (Armstrong, 2010; Thomas *et al.*, 2013; Kruk *et al.*, 2017; Ling *et al.*, 2017).

5. Surveillance enables timely detection of shocks and their impact.

Surveillance systems must be able to detect, verify and track events in real-time or as soon as possible. Moreover, they must ensure that data reaches all relevant stakeholders and can be rapidly transformed into useful information for decision-making. As Kluge and colleagues note (Kluge *et al.*, 2018), this implies a good integration of surveillance mechanisms, including alert mechanisms, clinical and laboratory services, survey results, data on resources, evidence synthesis, and communication activities. In practice, this integration is often insufficient and sometimes absent altogether (Kluge *et al.*, 2018), hindering the ability of countries to timely detect the onset of a shock and provide meaningful information for its management. Concerning specific shocks, several authors talk about the importance of having surveillance systems in place to provide an early warning (Hanefeld *et al.*, 2018), whether about an Ebola outbreak or other epidemic (Ling *et al.*, 2017; Barasa, Mbau & Gilson, 2018) or large movements of refugees (Ammar *et al.*, 2016). In the case of the financial crisis, while there were very sensitive (including real-time) alert systems in place to detect and monitor financial and economic indicators, there was a lag of a year or two until meaningful and comparable data on the impact on health and health systems became available.

6. Ensuring sufficient monetary resources in the system and flexibility to reallocate and inject extra funds

A key aspect of resilience is ensuring, first and foremost, that there is enough money available to the health system and that, in the event of a crisis, those monetary resources can be easily deployed

and made available where needed. It goes beyond simply considering historical health spending levels to include how budgets are formulated, approved, executed, and evaluated (Gupta & Barroy, 2020). For resilience in the face of crisis, it should be possible to direct money where it is needed and quickly; this may be facilitated in some countries by accumulating national reserves, whereas others may have rules in place that allow for money to be reprogrammed towards the health system when it is needed. The consequences of insufficient monetary resources during a crisis could mean that those who need services cannot obtain them or that responders may shift costs onto households through higher out-of-pocket (OOP) payments. Indeed, a resilient response may mean that the government temporarily increases health care funding and lowers user fees so patients can continue accessing services (Thomas et al., 2013; Olu, 2017).

7. Ensuring the stability of health system funding through countercyclical health financing mechanisms and reserves

Health systems are funded predominantly through taxation and social contributions in most countries. Shocks will often impact the sources of these funds, including households who contribute through taxes and contributions from their labour and other income, consumption patterns, and businesses, among others. The key to ensuring a resilient health system is to create health financing mechanisms that are impervious to any effects of shocks (which can be quite challenging), to accumulate reserves within a health system, or to create automatic stabilizers that spring into action in the presence of a shock (Box 6 provides one such example from Lithuania). Indeed, while population aging is not a shock, analysis of how population ageing affects the ability to generate revenues for health shows how even slow shifts in age demographics can lead to instability for revenue generation as older people age out of the labour force (Cylus *et al.*, 2019).

8. Purchasing flexibility and reallocation of funding to meet changing needs

When a shock occurs, there may be a need for changes in purchasing to keep the system operational. It could be because of significant shifts in demand for certain types of care and a need to redirect resources, or it could also be that certain provider behaviours need to be incentivized, and purchasing is a useful mechanism to accomplish this. For example, a crisis may result in more purchasing from private providers who do not usually participate in a publicly funded health system; This has occurred in the COVID-19 crisis and some countries, such as Spain and Ireland, had to tap into the private sector capacity to meet excessive demands on public sector providers. However, developing ways to purchase from these providers, who may not have had any historical relationship with the statutory health system, can be challenging unless there are mechanisms in place or the ability to overstep regulatory barriers. Other countries, including Belgium, have created new billing codes to reimburse and incentivize telemedicine since in-person consultations are widely discouraged. Another example of how purchasing mechanisms may need to be changed to respond to a shock also comes from the COVID-19 crisis. There have been significant changes in use patterns, as countries have restricted non-urgent care to free up resources for COVID-19 patients. While this has been a necessary shift in the short term, it means that providers that rely on volume-based payments will suffer cash-flow issues. In response to this, some countries have rapidly changed how they purchase services. In Hungary, for example, hospitals are being paid based on global budgets instead of diagnosis-related groups (DRGs) since purchasing using the latter would result in significant disruptions to hospital revenues. This way, hospitals have a better chance of remaining solvent and weathering the crisis.

9. Comprehensive health coverage

It goes without saying that a comprehensive and evidence-based package of adequately resourced, organized, and distributed services give the best chance for health care activities to be maintained in

the presence of many shocks (Olu, 2017; Therrien, Normandin & Denis, 2017). Countries closer to attaining universal health coverage are therefore more resilient. In countries where services are not covered or with high OOP payments, people may face barriers to accessing services, exacerbating a crisis (Thomson et al., 2015). It is especially concerning where vulnerable groups are already excluded from the statutory health system, as they are the most likely to be unable to use services and may be most severely affected by a crisis. Additionally, if there is not a sufficiently comprehensive set of services available ex-ante, it will be challenging to rapidly deploy new necessary services and scale up to meet needs.

10. Appropriate level and distribution of human and physical resources

General preparation for any shock may include ensuring that health system resources, both human and physical, are sufficient and adequately distributed. In terms of workforce, this means appropriate levels of staffing for doctors, nurses, and other health care personnel. For infrastructure, this not only means that there are enough hospitals and hospital beds but that infrastructure allows services (emergency, primary, and specialist care) to be delivered in the appropriate setting. In case of a crisis, having sufficient and appropriately distributed resources can buy time to increase capacity and provide the necessary flexibility. In contrast, going into a shock with existing shortages of staff and resources, or routinely operating on maximum capacity, may exacerbate existing gaps in access to care and undermine the response (Thomas et al., 2013; Ager *et al.*, 2015; Barasa, Mbau & Gilson, 2018).

11. Ability to increase capacity to cope with a sudden surge in demand

Experience of various crises, including the economic crisis and, more recently, the COVID-19 pandemic, shows that a degree of embedded excess or 'surge capacity' in the system effectively responds to a rapid demand increase (Therrien, Normandin & Denis, 2017). Nevertheless, there is also a view that

building too much preparedness to avoid a specific disaster, called 'over-optimization,' might increase system vulnerability to other unanticipated shocks and stresses if it does not strengthen the overall health system from the outset (Abimbola & Topp, 2018). Yet, it is clear that if the needed resources are in place or if there is a mechanism to deploy them quickly, the system is better equipped to cope with a sudden surge in demand. In the case of large-scale crises, such as COVID-19, surges in demand for intensive care beds, medical equipment, and personal protective equipment (PPE) have exceeded national stocks. International collaborative mechanisms, such as procurement (e.g., the Joint Procurement Agreement in the E.U.) or cross-border medical treatment, were employed. Governments may also release Surge capacity by delivering services in new, innovative ways.

12. Motivated and well-supported workforce

In many ways, resilience depends on the actions of staff under duress (Borger et al., 2006; Ager et al., 2015; Barasa, Mbau & Gilson, 2018; Alameddine *et al.*, 2019). As health workers may be at the front line of response to certain types of shock, they are also among the groups hit the hardest, particularly in the case of disease outbreaks. Moreover, a long duration of the shock may undermine motivation if there is not very careful management and support (Williams & Thomas, 2017; Hiam, McKee & Dorling, 2020). A robust, flexible, and well-motivated workforce seems to be a critical element of preparedness, allowing adaptability in response to any shock (Barasa, Mbau & Gilson, 2018). In terms of effective human resource management and conditions, well-motivated and supported staff are more likely to temporarily take on extra burdens to see the system through a transition. In cases where health care staff need to be redeployed to meet a surge in demand, training and existing long-term planning for health workforce development become crucial.

13. So also alternative and flexible approaches to delivering care

With a shock, the balance between supply and demand gets disrupted, requiring better management of resources to meet the needs. It may require an efficiency-enhancing response, e.g., shifting activity to lower-cost modes or settings or changing the mix of health professionals to deliver care. Shocks may also change the efficiency of service delivery in some activities; it is also crucial to have the flexibility to respond (Thomas et al., 2013; Ager et al., 2015; Barasa, Mbau & Gilson, 2018). While care delivery pathways are essential for service coordination and continuity and therefore need to be well-defined, there may be a need to have alternative, accessible pathways in case there are disruptions to standard pathways. The initial Strategy of multiple countries during the COVID19 pandemic was to temporarily postpone planned health care to differing extents while countries developed and/or expanded alternative service delivery routes (Panteli, 2020). This, however, has led to a notable reduction in the use of both planned and emergency services, at least in some countries (e.g., U.K., US, Spain, Finland), with clinicians raising concerns about the decrease in people accessing essential care and the potential adverse impact of this on health (Illman, 2020; Krumholz, 2020). The significant pent-up demand for non-pandemic related care will likely burden a country's health systems once the virus has been contained.

CHOGM people forum; the immediate challenge of financing

Well-being economy

Many of the social and economic problems we witness today have their roots in a deep ecological divide between humans and nature. While it is true that there have been significant improvements in eco-efficiency that will continue in the context of the European Green Deal, these gains will not compensate for the current rate of economic expansion, which will lead to higher natural resource usage. Today, we use more ecological resources than nature can regenerate, and carbon dioxide emissions into the atmosphere continue to

grow. The work on the Universal Vulnerability Index is commendable; however, more advocacy and support are needed for member states to start thinking more about well-being. Closely related to this concept is the need for energy diversification and greater use of renewable energy. The blue economy presents unique opportunities for islands to truly diversify economies whilst embedding them within a well-being context.

Education

Sustaining the capacity of human talent is critical to any economy. As the world continues changing, new skills and talents become even more necessary; education remains the strongest policy to build economic and social development. Building the right capacity and skillsets for the present and the future workforce is central to sustainable economic development. All sectors must include a full spectrum in the current workforce to embrace tomorrow's skills. The educational setup needs to change accordingly to future-proof its population. The concept of lifelong learning needs to be entrenched to ensure that workforces develop resilience to future changes. The digital transformation and Covid-19 have shown that there are no boundaries to education and new technologies such as virtual reality and augmented reality. Online learning platforms can bridge the divide in the disparity of knowledge. Capacity-building within the public service and regulators will be vital in sustaining the attractiveness of **power, right, or authority to interpret and apply the law** and economic hub. The future workforce is changing rapidly together with the requirements needed, and this needs to be reflected in the educational systems and structures to truly future-proof an economy.

Banking & Finance

The disconnect between the financial and real economy produces financial bubbles at the root of global economic crises, e.g., the U.S. real estate crisis in 2006, which was followed by the world financial crisis in 2008, and the Euro crisis. Money is a tool for the exchange of goods and services, and it

cannot exist unless there are goods produced and resources to produce them; meaning money has no value without the real economy that it relates to. However, the financial sector treats money as a product. Money itself has become the most traded and profitable product. For development to be truly entrenched, we need to have a financial system that is built to serve citizens and people.

Future of work

While unemployment was already one of the most perplexing problems in the economic system before Covid-19, today it is clear that the impact of the pandemic on jobs has been worse than expected particularly in developing countries with no public means to support workers. However, the problem is much more complex as the quality of work of those who managed to maintain their paid employment appeared to be downgrading even before the pandemic. In some sectors, value creation spreads over long and global value chains to the point that work contribution is so diluted that it loses “meaning”. Human work needs meaning and

cannot be taken as “renting time” or “working for money”, as people need a connection to their work. One important aspect that needs to be highlighted is that, in the future, there will be a probable shrinkage in the number of jobs and a different skill set required by companies. Therefore, countries need to future-proof their workforce and ensure that their workers are prepared for the future.

The result is that the impact of the COVID-19 pandemic is the largest on the world's poorest. In 2021, the average incomes of people in the bottom 40 percent of the global income distribution were 6.7 percent lower than pre-pandemic projections, while those of people in the top 40 percent are down 2.8 percent. The reason for this large difference: The poorest 40 percent have not started to recover their income losses, while the top 40 percent have recovered more than 45 percent of their initial income losses. Between 2019 and 2021, the average income of the bottom 40 percent fell by 2.2 percent, while the average income of the top 40 percent fell by 0.5 percent.

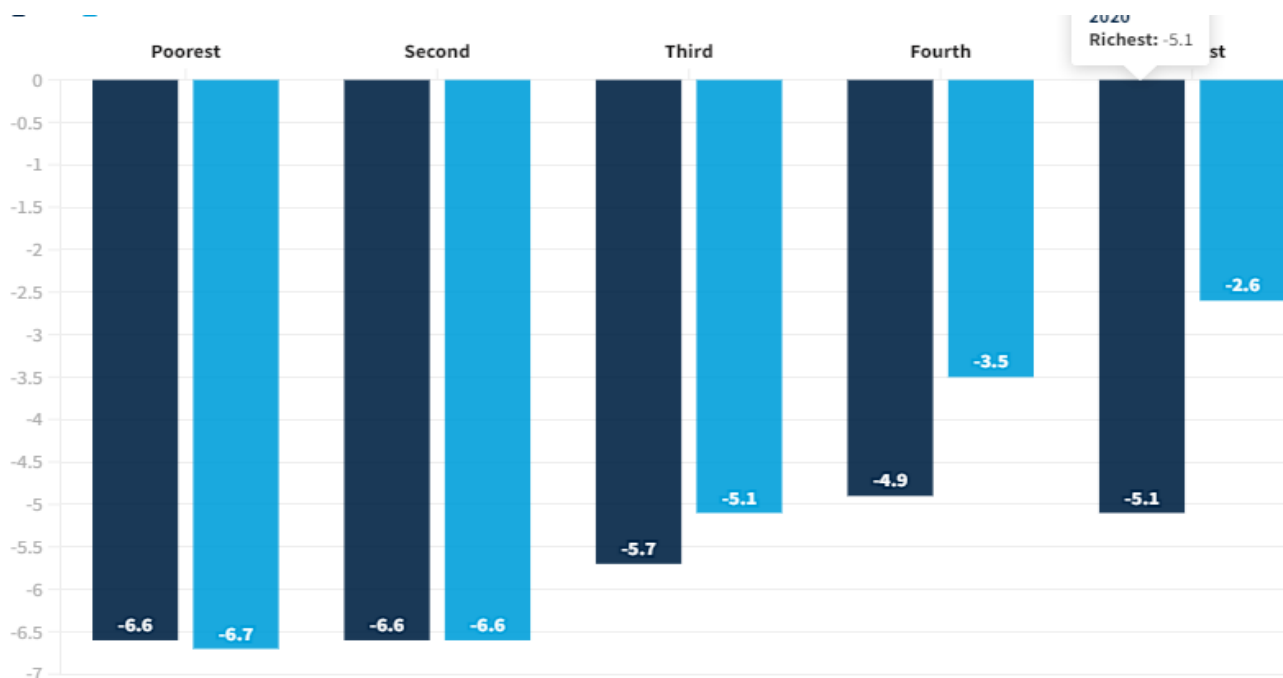


Figure 3: Percent of income loss by global income quintile due to COVID-19

Leadership for change in the Commonwealth

Nowadays, leadership and new governance mechanisms are critical aspects of the transition to

a more ecological and inclusive society. In fact, unforeseen disruptive events are likely to be more frequent in today's world. Therefore, general and

high-level leaders face new challenges but often fail to anticipate change. The increasing frequency of leadership failure suggests that the conventional ways of decision-making in major companies, civil servants, or ministerial cabinets are no longer working. On a national level, the concept of good governance becomes critical. Good governance starts from a recognition that the nation is led for the benefit of others with an obligation of accountability. Leaders are entrusted with authority to manage and deliver to their citizens, but they must have the courage, humility, and self-control to put in place checks on their authority. In short, governments must, as the World Bank put it, be "epitomized by predictable, open and enlightened policy-making; a bureaucracy imbued with a professional ethos; an executive arm of government accountable for its actions; and a strong civil society participating in public affairs; and all behaving under the rule of law."

Technology

Covid-19 has accelerated the adoption of technology by individuals, firms, and governments. For an economy that has already embraced and understood that technology will provide the proper competitive advantage, the increased adoption of technology will not come as a surprise. Going forward, authorities need to ensure that the digital transformation deepens and that the vision is built around becoming a digital society whereby community life, business life, and life as citizens

become completely intertwined. Where possible, blockchain technology needs to be adopted by the public service to ensure an added level of trust and efficiency whilst transforming government to be digital to the core. All sectors have the potential to embrace technology, including agriculture block chain can usher in a digital revolution; This will also support the establishment of a strong innovation ecosystem which will attract start-ups as well as researchers in developing new products and services.

Transformation is all-encompassing. It is a mindset that is needed to future-proof our societies and economies. Transformation is about resilience as well as nurturing the ability to identify and reap opportunities.

CHOGM Women's Forum

The CWF's mission is to assert massive support and promote top-level policies for gender equality and human rights, provide women with opportunities to interact with Heads of Government, and ensure the Commonwealth's gender equality obligations are a concern for Heads of Government.

The Commonwealth Women Forum that opened on June 20 at the Kigali Serena Hotel saw delegates discuss a range of issues such as solutions to address pressing challenges affecting women and girls across the Commonwealth, women economic empowerment as well as ensuring member countries have robust policies and programs to meet gender equality targets by 2030.



The First Lady of Rwanda Jeannette Kagame and the Secretary-General of the Commonwealth Patricia Scotland pose for a photo with other officials at the Commonwealth Women's Forum that took place at Serena Kigali Hotel.

According to Joanne Pratt, Australia, senior producer at the World Festival in Australia, aside from being stunned by the Afghan education situation for girls, is about two things: fathers and the importance of fathers with daughters in moving this forward. And also, the second thing being women, helping women and making sure we are giving each other a hand up.

According to Jules Kazungu, Rwanda, Regional research Centre for Integrated Development we need more efforts for women to be empowered for the sustainability of agriculture. He learnt about how different countries are performing on gender equality, gender injustice, and gender in other sectors. He thought that the recommendations received will also help the Commonwealth to put gender equality upfront.

According to Mabelle Ng, Cameroon, Human rights promotion officer at Cameroon Human Rights Commission as a woman, you have to strive to achieve, you don't have to fear taking opportunities, and you don't have to fear failure because when you fail, it's an experience to do better. We are at the height where we should be able to know that there are other women down there and as we go along, we should pull them with us and encourage them also to become better persons like ourselves.

According to Elsa Louis, Liberia, a Student at Kigali Independent University- ULK, her key takeaway from the session as a woman is not to be afraid to take risks and step into leadership, to be focused on goals, and also to tell yourself that you can do it no matter what gender you are.

CHOGM Youth Forum: “Taking Charge of our Future.”

The Commonwealth Youth Forum during CHOGM provides an opportunity for young people of the Commonwealth to build cross-cultural connections and networks, deliberate on youth-led initiatives addressing emerging issues impacting young people, strategize on perspectives to influence

decision-makers, and ensure young people have a voice and agency in its future. CYF 2022's theme 'Taking Charge of our Future' captures the aspirations and ambitions of our new generation leaders in championing an inclusive and prosperous Commonwealth where young people are key actors and equal stakeholders in shaping the future.



Figure 4: Youths Delegates with heads of states and government intergenerational breakfast Dialogue

The CYF reinforced young people's involvement across the Commonwealth in devising solutions to complex global challenges and providing intergenerational spaces to enhance their ability to bring meaningful recommendations to the Heads of Government meeting. The Forum also included opportunities for plenary discussions and action planning breakout sessions focused around CHOGM's themes. CYF incorporated the Commonwealth Youth Council (CYC) General Assembly (the highest decision-making gathering of young people in the Commonwealth). The CYC General Assembly enables young people to take stock of the progress of youth-led action addressing development challenges. The CYC is the recognized voice of over 1.2 billion young people from all across the Commonwealth, advocating on their behalf on issues such as climate change, employment, access to education, universal health coverage, and gender equality.

Innovation in participatory governance

The current social, economic, and environmental changes stemming from the Covid-19 pandemic and the ones presented before bring new challenges and demand reflexive analysis. The need to respond to the current social changes has triggered a growing international movement of people and organizations at the intersection of the ecology, civil rights and participatory democracy social movements. These relatively new initiatives are often test beds for new forms of cooperation and solidarity that appear to be flourishing. For example;

- There is now a wider appreciation of basic societal services like universal income and health.
- There is also progress in the adoption of new online work models, such as online education.

- The pandemic has also led to unprecedented government actions, demonstrating what it is possible to achieve when there is a will to act.
- Promoting business-to-business partnerships that support inclusive and sustainable economic recovery.

The pandemic crisis brought about a new opportunity to start a transformation toward a radically different kind of society. However, if we are not fated to go back to normal, we need disruptive changes and a new vision for social innovation. There are five important pillars of participatory innovation: well-being, economy, education, finance & banking, future of work, leadership, and technology.

Game-changing solutions

The Commonwealth Digital Trade Hackathon's theme, "Harnessing Technology to Transform the Digital Trade Economy", will scout, select and support impact-driven teams with game-changing solutions that aim to address the shift to increased digital technology as we strive to achieve a fairer and more frictionless international trade system across the Commonwealth and beyond.

This dynamic initiative aims to develop innovative solutions that increase the adoption of digital technology in the Commonwealth and beyond, the need for which has been accentuated by the COVID-19 pandemic. Proposed solutions will therefore seek to explore high-potential existing and new technologies that can facilitate trade and cross-border paperless trade. The Commonwealth Digital Trade Hackathon is open to teams with scale-ready solutions that want to accelerate their impact. Among the solutions that this hackathon seeks to come up with are:

- Increasing accessibility to reduce barriers to trade through efficient digital infrastructure;
- Promoting inclusive growth, including experience sharing, digital skills development, and industrial upskilling;
- Improving agricultural and fisheries connectivity; and

Climate justice and leadership for change in the Commonwealth

Achieving climate justice has been elusive. Global emissions have continued to rise, extreme weather events continue to occur with greater frequency, and a legally binding climate agreement remains elusive. Climate is an important environmental justice issue. There are many reasons for this. First, climate and climate change are socially and culturally perceived and constructed; therefore, making necessary changes to reduce greenhouse gases (GHG) requires social action. Second, there is an inequitable global distribution of climate change impacts and adaptive capacity among rich and poor countries. Finally, historic greenhouse gas emission patterns arguably impact and inform the political and legal landscape into the future.

One of the most fundamental gaps involves the equity dimensions of climate change. Climate change at its heart reveals the still stark divides in resources, development paths and emissions contributions between rich and poor nations and rich and poor people within those nations. Almost all aspects of climate change can be traced along these lines: who has caused it, who can cope with the consequences.

On his visit to Rwanda for the occasion of The Commonwealth Heads of Government Meeting (CHOGM), His Royal Highness, the Prince of Wales, paid a visit to one of ARCOS' sites to witness a collaborative landscape restoration for climate resilience in Rwanda.

For many years, The Prince of Wales has been dedicating his efforts to the fight against climate change and biodiversity loss. In that context, His Royal Highness, The Prince of Wales, has established the Circular Bioeconomy Alliance (CBA) — under his Sustainable Markets Initiative—to accelerate the transition to a circular bio-economy aiming to place nature and people at the heart of a

global circular bio-economy. On June 15, 2022, ARCOS became a CBA member to facilitate the integration of a circular bio-economy in its focal landscapes. ARCOS' approach to landscape restoration involves communities through a long-term partnership cemented by the Sustainability Agreement using an integrated approach to restore degraded ecosystems and enhance human well-being.

CONCLUSIONS

A key finding from much of the literature is that well-functioning, adequately resourced, managed and organized health systems are more resilient. At a minimum, a comprehensive package of services provided by a well-motivated cadre of health professionals in appropriate settings, along with effective partnerships and information systems, plus access to reserves or a degree of stability in funding mechanisms, form a strong basis from which to handle a shock. Still, preparedness by itself is not a guarantee of resilience when a shock happens, so shock management strategies are also critical. Effective leadership is a prerequisite to mobilizing and coordinating all available resources, including motivating a stretched workforce, deploying financial reserves and maintaining and, in some cases expanding financial disbursements, as well as adapting service delivery and purchasing mechanisms to help ensure health system capacity, along with providing good information flows to decision-makers.

At the conclusion of the Summit, leaders formally endorsed the Kigali Declaration on NTDs, which lays out a detailed course of action to accelerate the

fight against NTDs and builds on previous success to mobilize the political will, community commitment, and resources.

RECOMMENDATIONS

- Commonwealth countries need to create 50,000 jobs each day until 2030 to provide opportunities for young people entering the labour market. Promoting trade and investment is crucial for reaching this target.
- The Commonwealth should support member states to accelerate progress on the Sustainable Development Goals and target policies and finance to prioritize those most at risk of being left behind.
- The Commonwealth must work together to improve Small Island Developing States' access to financing that allows them to increase climate resilience and better cope with disasters.
- Commonwealth countries should expand women's participation in trade by supporting trade policies and initiatives that explicitly target female entrepreneurs, such as by supporting the International Trade Centre's She-Trades initiative and by encouraging businesses to sign up to the United Nations' Women's Empowerment Principles.

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