
Boards Tackling Geopolitical Challenges

Dynamic Briefing

Generated 26 March 2022 for Exploring Leaders @ Digoshen & Boards Impact Forum

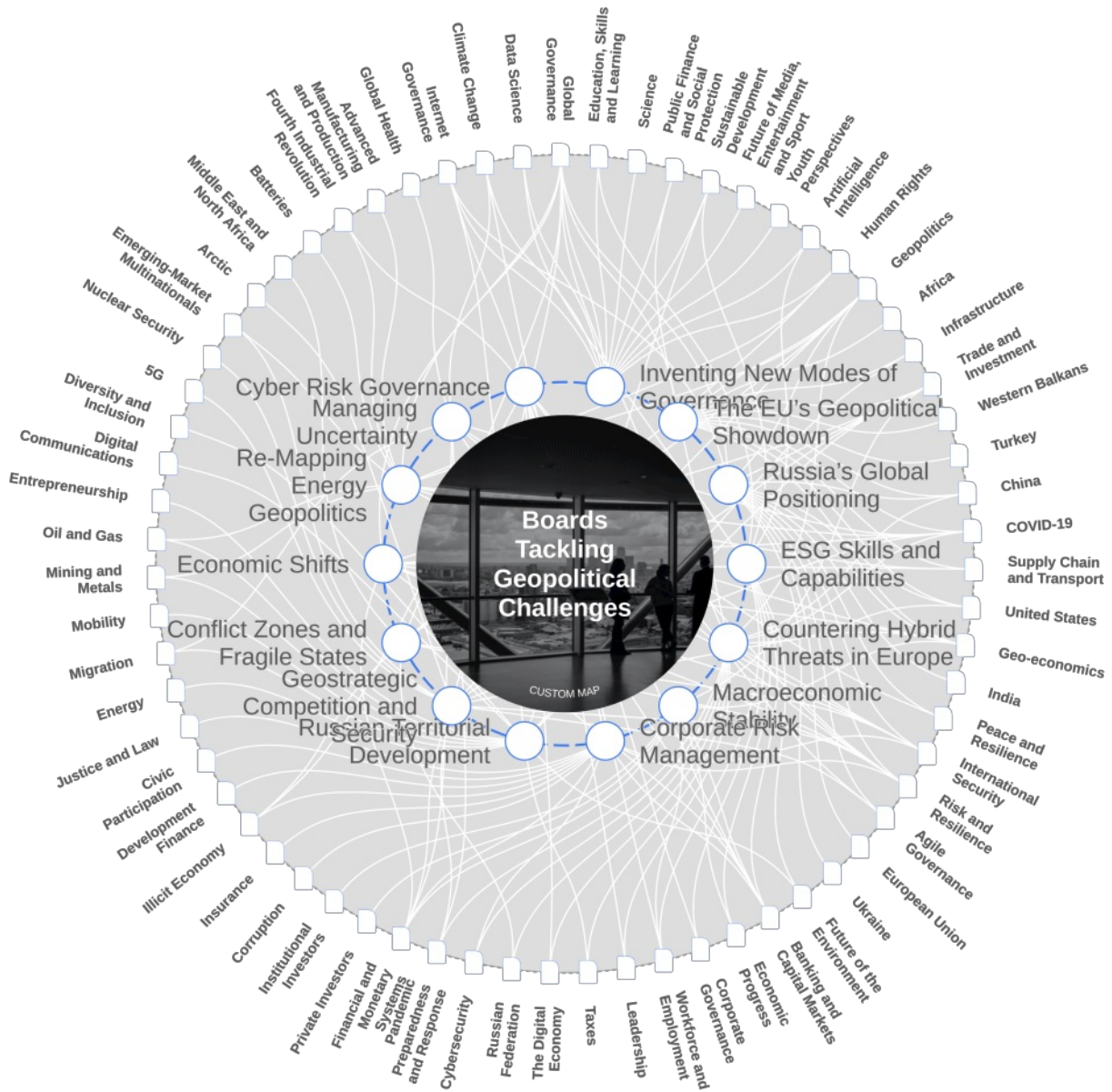


Boards Tackling Geopolitical Challenges

Last review on Sat 05 March 2022

About

This dynamic briefing draws on the collective intelligence of the Forum network to explore the key trends, interconnections and interdependencies between industry, regional and global issues. In the briefing, you will find a visual representation of this topic (Transformation Map – interactive version available online via intelligence.weforum.org), an overview and the key trends affecting it, along with summaries and links to the latest research and analysis on each of the trends. Briefings for countries also include the relevant data from the Forum’s benchmarking indices. The content is continuously updated with the latest thinking of leaders and experts from across the Forum network, and with insights from Forum meetings, projects communities and activities.



Created by Exploring Leaders @ Digoshen & Boards Impact Forum, licensed for professional use.
© 2022 World Economic Forum

Executive summary

Insights for Boards tackling Geopolitical challenges including the war by Russia on Ukraine. For individuals exploring to make a difference more insights can be found here <https://supportukrainenow.org>

1. Inventing New Modes of Governance

The traditional institutions spawned after World War II are becoming increasingly irrelevant.

2. The EU's Geopolitical Showdown

A 'geopolitical' European Commission must guide Europe amid intensifying great-power competition.

3. ESG Skills and Capabilities

The employees required to assess new layers of corporate performance need a blend of competencies and skills.

4. Countering Hybrid Threats in Europe

Europe's security situation remains volatile, and the EU has yet to translate military ambition into capacity.

5. Macroeconomic Stability

The Macroeconomic Stability category of the Global Competitiveness Index describes a country's efforts to curb inflation and successfully manage its public debt load.

6. Corporate Risk Management

For boards, the volatility of risk scenarios is only increasing.

7. Geostrategic Competition and Security

Russia's Ukraine invasion demonstrates that competition with Moscow is a defining feature of security in Europe and beyond.

8. Conflict Zones and Fragile States

Nuclear material and reactors in parts of the world prone to conflict are particularly vulnerable.

9. Economic Shifts

There has been a resurgence in the use of economic and financial sanctions.

10. Re-Mapping Energy Geopolitics

New resources are emerging, and China is becoming a cleantech manufacturing powerhouse.

11. Managing Uncertainty

Experts should be placed prominently at the centre of efforts to deal with crises.

12. Cyber Risk Governance

The number of corporate boards with a dedicated cybersecurity committee is expected to increase sharply by 2025.

Inventing New Modes of Governance

The traditional institutions spawned after World War II are becoming increasingly irrelevant

Pervasive digitalization, social media, and artificial intelligence combined to distort the United Kingdom's Brexit vote and the 2016 US presidential election. Meanwhile inequality, the social and economic fallout from COVID-19, climate change, and migration have presented increasingly thorny governance challenges. The climate crisis demands coordinated answers at the local and global level, and governance structures largely inherited from the 19th and 20th centuries - like patriarchal institutions and political parties - are being questioned as they reach the limits of their usefulness. Voting, long the preferred mechanism for choosing decision-makers, is undermined by low voter turnout, and in the parts of the world where authoritarian governments curb democracy, or where certain communities have been unfairly targeted for generations, leaders are increasingly coming under pressure in the streets. The COVID-19 crisis has spurred governments to take further control of citizens' lives and freedom of movement - triggering reactions. In some countries, there have been demonstrations against lockdowns and for greater freedom of movement, while other demonstrators have pressed for even stronger measures in order to help protect the population.

The pandemic has also diverted attention and funding from other public health issues, reduced the capacity of civil society organisations to function, and generated geopolitical tensions. This has only further pressured the multilateral system mostly formed after World War II. The friction between the US and China is one symptom of this deterioration, as is a Russian effort to develop a discrete "national" internet. However, new means of global cooperation are emerging. Multi-stakeholder efforts like the Internet Governance Forum are demonstrating that open platforms for discussion are not only possible, but also useful. Efforts born on the edges of the United Nations' Sustainable Development Goals are also promising. Many international civic-participation movements are being powered by digital coordination. Platforms like Avaaz and Change.org are gaining traction, and initiatives like the Global Citizens' Dialogues are being implemented. At a national level, the French Citizens' Convention for the Climate is an example of bringing together people from all over the country to develop and propose recommendations for an ecological transition in the country. Increasingly, old civic participation mechanisms are being brought up to date.

Related insight areas: [Future of Media](#), [Entertainment and Sport](#), [Artificial Intelligence](#), [Education, Skills and Learning](#), [Youth Perspectives](#), [Internet Governance](#), [Science](#), [Data Science](#), [Public Finance and Social Protection](#), [Human Rights](#), [Global Governance](#), [Climate Change](#), [Sustainable Development](#)



Institute for Security Studies Africa (ISS Africa)
Could joint AU-UN mediation break Sudan's stalemate?

20 March 2022

Mediation in Sudan's broken political transition is yet to bring stability to the country. Attempts by the United Nations (UN) and African Union (AU) have failed to restore the transitional civilian-military partnership following the 25 October 2021 coup. Will their recently announced joint efforts yield better results? The coup effectively ended Sudan's transition and created further dissonance between civilians and the military, pushing both entities into a zero-sum position. When protesters resisted the coup, military crackdowns led to at least 87 civilians being killed and thousands injured.



London School of Economics and Political Science
Putin's war in Ukraine shows the limits of authoritarianism

18 March 2022

The lasting impact of Vladimir Putin's decision to invade Ukraine could be contrary to what the Russian President intended, writes Roland Benedikter. The Russia-Ukraine war could ultimately serve as a demonstration of how authoritarian regimes can sow the seeds of their own downfall.



United States Institute of Peace
Russia's Invasion of Ukraine Helps the Taliban and Makes Afghans Worse Off

16 March 2022

Russia's invasion of Ukraine is an acute disaster for Ukraine and Europe. But it also has a profound geopolitical impact – one that will have ripple effects for the major humanitarian disaster in Afghanistan. An active war in Europe is bad news for Afghanistan, as this draws away resources, sympathy and attention from the millions of Afghans that are also struggling to get cash, food and protection from human rights abuse. And the Taliban stand to benefit, since they no longer appear to be the world's most notorious aggressor and will gain political space to consolidate their control over the country.



VoxEU
Rationales and social cover

03 March 2022

Dissent plays a vital role in driving social change, but can be limited when individuals fear social sanction for expressing opinions about controversial issues. This column explores the function of rationales in facilitating dissent on both sides of the US political spectrum. Using a simple theoretical framework, it shows that liberals are more willing to post a tweet opposing movements to defund the police – and indeed face fewer social sanctions – when their tweet implies they have read scientific evidence supporting their position. Analogous experiments with conservatives demonstrate that the same mechanisms facilitate anti-immigrant expression.



The Conversation
Ukraine: what anti-war protesters in Russia risk by speaking out

01 March 2022

Since Vladimir Putin's invasion of Ukraine, mass anti-war protest action has erupted in more than 50 Russian cities. Footage of protesters shows almost immediate arrests by Russian anti-riot police. So far over 5,800 people have been detained since the invasion began, according to a protest monitoring group, with the numbers increasing daily. In addition to civilian protests, scientists, journalists and academics have signed letters denouncing the invasion, and sportsmen have protested the war in front of international audiences. Dissent has also come from among Russian elites, including the military.



Geneva Centre for Security Sector Governance (DCAF)
Applying Insights from the UPR Process to Improve Reporting on SDG 16 - Geneva Peace Week Event Report

24 February 2022

As part of the 2021 Geneva Peace Week, DCAF together with UPR Info and WFUNA held a roundtable discussion aimed at drawing lessons from the Universal Periodic Review process and how they could help improve reporting on the Sustainable Development Goals through the Voluntary National Reviews. In particular, the event focused on the crucial role of Civil Society Organizations in these two processes. A recording of the event can be found on DCAF's Youtube channel. This roundtable discussion was held as part of Geneva Peace Week's thematic track on "Confronting inequalities and advancing inclusion, peace, and SDG16". A summary of key emerging insights from events and digital series relating to this track is available. This event was made possible with the financial support of the Dutch Ministry of Foreign Affairs.

The EU's Geopolitical Showdown

A 'geopolitical' European Commission must guide Europe amid intensifying great-power competition

The US and an increasingly assertive China are vying for greater global influence in terms of everything from standard-setting, to trade, to infrastructure - both physical and digital. Meanwhile a self-declared "geopolitical" European Commission aims to make the European Union a strategic global player capable of advancing its interests with one voice - an ambition that clashes with existing EU policies and practices. COVID-19 laid bare both the difficulties with and opportunities for positioning Europe between the US and China. The EU has established its leadership in terms of science, and its desire to forge cooperation. Yet, recalibrating its traditional trans-Atlantic partnership following the election of Joe Biden in the US remains a delicate balancing act. While signs of the US's re-engagement with traditional allies have been met with relief in Europe, unilateral decisions such as its abrupt withdrawal from Afghanistan and its nuclear-submarine deal with Australia underscore the need for Europe to be able to act independently. To further its geopolitical aspirations, the EU will inevitably need some form of strategic partnership with China - one that enables trade and protects European infrastructure, without undermining human rights.

One way that the EU has chosen to direct its geopolitical efforts is through a focus on regions. Its "Strategy with Africa," for example, is meant to advance economic, political, and security cooperation, and deepen political alliances - not least in order to counterbalance growing Chinese influence on the African continent. In its more immediate neighbourhood, especially in the Western Balkans, Eastern Europe, and North Africa, the "geopolitical" EU needs to provide more convincing answers on how to best deal with growing instability. When it comes to Turkey, the bloc has to balance cooperation on security and migration with a need to address that country's aggressive regional and human rights posture. Emerging powers in Latin America and South Asia also demand attention, which is acknowledged by the EU strategy for the Indo-Pacific - though it has yet to translate into action. Energy needs tied to relations with Russia will also test Europe's resolve to be a unified strategic actor. In a world where power politics and transactional mindsets still dominate, Europe must continue to advocate for democracy and multilateralism, and to serve as a laboratory (and model) for successful trans-national governance.

Related insight areas: [Trade and Investment](#), [COVID-19](#), [Geo-economics](#), [Infrastructure](#), [Turkey](#), [China](#), [Supply Chains](#), [Global Governance](#), [Africa](#), [Western Balkans](#), [United States](#), [Geopolitics](#)



[Centre for European Policy Studies \(CEPS\)](#)
From NGEU to a Green Capital Markets Union

23 March 2022

Now that the EU's post-pandemic recovery programme is on course, the priority should be to increase private sector investments. The two main pillars of the Recovery and Resilience Facility (RRF), a key component of the Next Generation EU (NGEU) programme, are green and digital. Although the EU is taking the global lead on the green transition and is putting a solid policy framework in place, it is lagging in the digital transformation, with significant gaps remaining across Member States. For the EU to deliver the twin transition to a green and digital economy, and mobilise the necessary resources to get there, market financing – which is much less developed compared to international peers – should be developed further.



[The Conversation](#)
During the cold war, US and Europe were just as divided over Russia sanctions – here's how it played out

18 March 2022

It's impossible to predict how the crisis in Ukraine will progress, but the rupture in relations between Russia and the west is unlikely to heal any time soon. At the very least, trade between these two sides is going to be badly affected for a long time. To get a sense of how the global economy might function in the coming months and years, it makes sense to look at what happened during the cold war. It's difficult to make exact comparisons, but the relative economic power of the two sides was very different in that era. In 1979, just before the start of the Soviet-Afghan war, the Soviet Union accounted for 9% of world GDP.



[Project Syndicate](#)
Preparing Europe's Economy for War

18 March 2022

In response to the Ukraine war, European leaders have pledged to build shared capacity for defense and foreign policy. But, on this point, the historical record is clear: Building a common defense capacity will require the EU to build shared economic capacity.



[European Council on Foreign Relations](#)
Echo of empire: Why Russia's war on Ukraine troubles all post-Soviet countries

15 March 2022

Russia's war on Ukraine could have a heavy impact on other post-Soviet countries. Unless the EU helps these countries deal with the effects of the conflict, they could become increasingly dependent on the Kremlin.



[Institut Montaigne](#)
Three Franco-German Priorities for Europe's China Policy: Economic Security, Proactive Innovation and Coordination on Asia-Pacific

14 March 2022

Franco-German relative unity will be crucial for effective EU policies on China. Deepening our trade, investment, financial and technological relationships with the US and like-minded Asian partners will be more fruitful than public policy support for growing those relationships with China. Initiatives such as the EU's Global Gateway can set the points for a more offensive economic policy, providing rules-based and OECD-centered alternatives to China's growing global footprint. The real test for Franco-German leadership on China might, however, lie in navigating the changing geopolitical landscape. The security and prosperity of Europe will become ever more deeply interlinked with the Asia-Pacific.



[Institut Montaigne](#)
China's Shifting Balance of Interests After the Ukraine Invasion

14 March 2022

The significant increase in China's estimated gas needs, due to the energy transition from coal, means that China's willingness to buy liquefied gas from the US may even persist. Speeding up the connection of gas fields that are also connected to Europe would be a wholly different matter, and a challenge to Europe. In the short term, it is the United States that will have to make trade-offs between what they agree to sell to China and the highly likely European shortage. Wheat purchases, on the other hand, will immediately reduce the quantities available for other countries, which are already likely to be deprived of Ukrainian wheat this year. The main issue, however, is China's willingness and ability to refuse or circumvent international sanctions, and to increase its own footprint and technological cooperation with Russia.



[European Council on Foreign Relations](#)
Grand illusions: Partnerships in the EU's Strategic Compass

11 March 2022

Cooperation with third countries is central to EU foreign policy. Yet the Strategic Compass will need to be careful to avoid security and defence partnerships that create only the appearance of progress.

ESG Skills and Capabilities

The employees required to assess new layers of corporate performance need a blend of competencies and skills

As the Environmental, Social and Governance marketplace grows, every firm involved is in need of people equipped with up-to-date sustainable business and investment skills. Banks and asset managers have been staffing up their ESG departments to help them analyse the non-financial performance of firms, and integrate that information with more traditional financial data in order to more comprehensively inform their investment decisions. Entirely new financial firms are also emerging, to supply the market with sustainable investment products like green bonds and access to activist shareholder funds and clean technology-focused venture capital investments. Their employees need a combination of foundational financial analysis skills and fluency in the language of carbon emissions, living wages, political activity, and other ESG matters - as well as an ability to critically consume related information. Non-financial firms need sustainability departments capable of measuring and monitoring firm performance, and communicating in an accurate and timely way to the capital markets and other stakeholders. The necessary related skillsets include an ability to engage and collaborate with business leaders while bringing a broader set of stakeholder concerns to the table.

To better connect businesses and disparate stakeholders, there is a growing industry of data providers, analytics and artificial intelligence firms, rating agencies, and other services designed to help process new layers of information about corporate performance. The necessary skillsets for this combine data analytics, computer science, and consulting with a deep understanding of sustainability. To develop a new generation of professionals equipped with these skills, business schools can further integrate sustainability into their curricula, and collaborate with operational and financial disciplines. Meanwhile academic programs in the environmental and social sciences can prepare people to apply their expertise to capital markets. Professional associations of investors, auditors, and accountants can provide continuing ESG education via organizations like the CFA Institute. Because ESG skills are often hybrid, the necessary certification and credentialing has been idiosyncratic - MBAs and Master of Finance degrees appear in credentials alongside degrees in environmental science or labour economics. While some people may have dual degrees covering such fields, others pursue specific sustainability certificates. As the ESG field matures and solidifies, employers may begin to seek more such harmonized certifications and credentials.

Related insight areas: [Future of the Environment](#), [Workforce and Employment](#), [Sustainable Development](#), [Corporate Governance](#), [Artificial Intelligence](#), [Banking and Capital Markets](#), [Data Science](#), [Economic Progress](#), [Education](#), [Skills and Learning](#)



VoxEU

Accounting for companies' value creation and societal impact

18 March 2022

There is ongoing debate over how to judge a company's performance beyond profits alone. This column devises a way of accounting for who benefits from a company's value creation and why. The authors identify eight pathways through which economic value from corporations flows to households and the economy, and how these have evolved over the past 25 years. The analysis also suggests a growing disparity between types of companies in terms of their impacts on the eight pathways.



World Economic Forum

A cleaner future for coal power plants and coal-reliant communities

16 March 2022

Most emerging economies are still heavily reliant on coal power for energy generation. As the world moves to a renewable energy future, it is important to pursue responsible solutions for coal assets and for the communities where they create jobs. Companies like Enel and EDP are finding innovative solutions to repurpose their coal assets and create new jobs for coal power employees. At the B20 launch earlier this year, President Joko Widodo of Indonesia emphasized his country's potential for 418GW of renewable energy production. In a country where up to 60% of the energy mix is from coal, he added that his government is getting ready to retire up to 5,5GW of coal generation capacity, while cautiously exploring how this transition could adversely affect Indonesian people's lives.

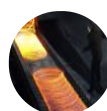


Center for China and Globalization

UNDP China Representative Beate Trunkmann on embedding SDG principles in climate financing

10 March 2022

On March 8, 2022, CCG and UN Women China office co-hosted an event to celebrate the International Women's Day, bringing together a group of experts from government agencies, embassies, UN entities, financial institutions, practitioners, academia and think tanks to share their views and best practices in gender responsive climate change and environmental policies and programs and to identify methods that can enable gender just climate actions. Ms. Beate Trunkmann, Resident Representative of UNDP China, shared some good practice and lessons learned from around the world in terms of embedding SDG principles in climate financing and investments.



World Economic Forum

How ESG education can unlock the potential in supply chains

10 March 2022

Supply chains are responsible for up to 90% of consumer companies' emissions and environmental impact. The sustainability knowledge gap remains the greatest obstacle to executing on ESG factors in the value chain. Effective ESG education enables supply chain professionals to improve sustainability and profitability of the supply chain. Pressure is mounting on companies to ramp up their sustainability efforts — and the supply chain is a hotspot for environmental and social impact. Developing procurement and supply chain management professionals' skills and capabilities in environmental, social, and governance (ESG) is a surefire way to enhance business productivity and improve sustainability.



GreenBiz

The ESG bar is high this proxy season: Is your board prepared?

07 March 2022

Last year saw a record number of ESG and climate-focused shareholder proposals winning majority support in 2021. Therefore, we can only expect the same for 2022 as shareholders' and stakeholders' expectations continue to rise. The success of hedge fund Engine No. 1 in securing board seats at Exxon Mobil in 2021 was a major warning sign for what will come. So, what can companies and their boards expect this year and are they prepared?.



Wharton School of the University of Pennsylvania - Knowledge@Wharton

How Financial Reporting Affects Consumers

21 February 2022

It's not part of Marketing 101, but the next uptick in your firm's sales could be in the days after its earnings announcement. In the 10 days after an earnings announcement, publicly held firms see an average increase of 1.1% in consumer footfalls at their brick-and-mortar stores and in online sales, according to a recent research paper by Wharton accounting professor Christina Zhu along with Stanford University accounting professor Suzie Noh and MIT Sloan School professor of management and accounting Eric C.

Countering Hybrid Threats in Europe

Europe's security situation remains volatile, and the EU has yet to translate military ambition into capacity

Disinformation campaigns, cyberattacks, illegal annexations, and humanitarian crises make the notion of a European continent wholly at peace unlikely. At the European periphery, whether in Ukraine, Turkey, or Libya, the region is surrounded by growing instability - and the threat of terrorism, trafficking, and the climate crisis have broadened the spectrum of potential threats. Security cooperation within the European Union and NATO remains fragile, and old and new disagreements among members - not least regarding the idea of Europe's strategic autonomy - have slowed progress. Since the adoption of its Global Strategy in 2016, the EU and its member states have taken steps to strengthen the Common Security and Defense Policy. The European Commission, headed by Ursula von der Leyen (a former German Defence Minister), has pushed initiatives such as the European Defence Fund, military mobility, and a European Peace Facility - and the EU budget for 2021-2027 contains a first-ever security and defense section. Such initiatives are meant to deepen cooperation among member states, broaden military capabilities, strengthen Europe's industrial defence base, and provide additional budgetary resources.

However, the EU has yet to develop the capacity to be a global security player on par with China, the US, or Russia. A trans-Atlantic rift within NATO was patched over when US president Joe Biden reassured partners regarding that country's commitment to collective security in 2021, but differences over defence spending are likely to persist. The chaotic end of NATO's 20-year mission in Afghanistan triggered hard questions about the underpinnings of the alliance, and exposed the EU's dependence on US capabilities. COVID-19 adds an additional layer of complexity, as it has laid bare the EU's need to include issues like strategic supply chains and public health measures in its security planning. The EU's defence capabilities and strategic autonomy - however it is ultimately defined - are essential for multilateral security. Whether through greater cooperation within NATO or within the United Nations, or through an enhanced capacity to act on its own, Europe will be required to step up its game in order to become a credible force for security and defense cooperation - and to be prepared to check future threats.

Related insight areas: [Global Governance](#), [COVID-19](#), [China](#), [The Digital Economy](#), [Russian Federation](#), [Public Finance and Social Protection](#), [Risk and Resilience](#), [United States](#), [Geopolitics](#), [Leadership](#), [International Security](#), [Taxes](#), [Cybersecurity](#), [Pandemic Preparedness and Response](#)



**Stockholm International Peace Research Institute
SIPRI hosts workshop on a new EU
Civilian CSDP Compact**

21 March 2022

On 17–18 March 2022, SIPRI hosted an expert workshop titled ‘Towards a New Civilian CSDP Compact’. The workshop took place in a hybrid format in Stockholm and virtually. The Civilian Common Security and Defence Policy (CSDP) Compact—which European Union (EU) member states adopted in 2018 to make the EU’s civilian crisis management missions more capable, effective and joined up—is due for delivery next year. Currently, some of its key features are being put to the test by the war in Ukraine, which underscores that investment in this instrument must continue after the current compact ends. EU member states have therefore agreed to establish a new Civilian CSDP Compact by mid-2023.



**Social Europe
Good food—a public good**

21 March 2022

Amid growing food insecurity and climate breakdown, the EU must ensure healthy and sustainable food is accessible and affordable for all.



**Finnish Institute of International Affairs
Security shocks for EU member states
outside NATO**

18 March 2022

Finland and Ireland benefit from a long-established security partnership, both are EU member states without NATO membership and have prioritized norm-entrepreneurship in their foreign policies, cooperating closely on various security issues of mutual concern. With confidence-building in Europe devastated by Russia’s escalatory military invasion of Ukraine, this event will examine Irish and Finnish perspectives on defence transformation for upcoming challenges, discussing many different and important insights on the future of defence transformation and cooperation in Europe. Both Finland and Ireland gain prosperity from technology-driven economies and are highly globally interconnected.



**London School of Economics and Political
Science
What prospect is there of Ukraine
joining the EU?**

16 March 2022

Ukraine’s President, Volodymyr Zelensky, has requested that the country be allowed to join the European Union as a result of Russia’s invasion. Marie-Eve Bélanger draws on recent research to assess whether there is sufficient political support across Europe for Ukraine to be given a viable path to EU membership. On 28 February, four days into ... Continued.



**European Centre For International Political
Economy
Mirror, Mirror on the Wall, Who Has the
Fairest Clauses of Us All? Stress-
testing the Application of Mirror
Clauses to Pesticides**

15 March 2022

One of the heated debates on ‘mirror clauses’ is that of pesticides, including compounds such as insecticides, fungicides and herbicides. A pesticide is an active substance, or preparation, used to prevent, control or eliminate undesirable organisms, including plants, animals, fungi or bacteria. Those in favour of mirror clauses argue that fruit, vegetables, food and grain treated with non-EU authorised pesticides should be barred access to the Single Market. Plant health is increasingly at risk.



**Carbon Brief
‘Imminent’ tipping point threatening
Europe’s permafrost peatlands**

14 March 2022

Large swathes of northern Europe and western Siberia may become “climatically unsuitable” for carbon-rich permafrost peatlands within a few decades, even under moderate warming scenarios, a new study warns. These carbon-rich landscapes span more than 1.4m square kilometres (km²) and contain around 40bn tonnes of carbon – about twice what is stored in Europe’s forests.



**World Economic Forum
What impact will the EU Data Act have
on the digital economy?**

09 March 2022

The European Commission has recently proposed the first draft of a new Data Act to unlock the value of data generated by connected objects in Europe. The Data Act proposal is a key part of the European strategy for data. This legislation aims at removing barriers to access data while preserving incentives to invest in data generation. On 23 February, the European Commission proposed the first draft of its new Data Act. It is mainly intended to ensure fairness in the allocation of value from data among actors in the digital economy and to foster data-sharing across sectors.

Macroeconomic Stability

The Macroeconomic Stability category of the Global Competitiveness Index describes a country's efforts to curb inflation and successfully manage its public debt load.

Ukraine receives an overall progress score in this category of 58 out of a possible 100. That in turn translates into a rank of 133rd out of the 141 countries included in the category (in the overall Competitiveness Index - taking into account all categories - Ukraine ranks 85th out of 141 countries).

Ukraine's performance in specific areas of the Macroeconomic Stability category shows the greatest room for improvement in terms of debt dynamics, where it has a progress score (ranging from a poor mark of 0 to a top mark of one 100) of 40, resulting in a rank of 114th out of 140 countries.

One indicator reflects a better performance: inflation rate, where it has a progress score of 75.8 that results in a rank of 131st out of 141 countries.

Related insight areas: [Workforce and Employment](#), [Financial and Monetary Systems](#), [Economic Progress](#), [Institutional Investors](#), [Banking and Capital Markets](#), [Geo-economics](#), [Private Investors](#), [Trade and Investment](#)



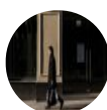
[The Conversation](#)
Ukraine Recap: game theory and psychology shed light on negotiations
 24 March 2022

As the war approaches the one-month mark, this week a lot of the thinking has shifted to how negotiations might bring the violence to an end.



[Centre for Social and Economic Progress](#)
In Dialogue with Jaimini Bhagwati on "The Geoeconomic Effects of the Russia-Ukraine War"
 17 March 2022

In the second episode of In Dialogue, Jaimini Bhagwati, Distinguished Fellow, CSEP, and former Indian Foreign Service officer, talks to Constantino Xavier, Fellow, CSEP about the impact of the Russia-Ukraine crises on India's economic interests in the short and medium term, from rising oil prices and inflation to bypassing sanctions on Russia. The conversation assesses how the war may affect India's position in various financial systems, including a possible currency exchange arrangement with Russia, as well as long term possibilities for India to ensure resilient supply chains for trade and a more self-reliant defence industry in cooperation with other strategic partners. Based on Amb.



[Peterson Institute for International Economics](#)
How effective are sanctions against Russia?
 16 March 2022

Sanctions against Russia for invading Ukraine are the most comprehensive imposed against a major power since the Second World War. But are they effective? They plainly have not deterred Russia from making war.



[Carnegie Endowment for International Peace](#)
Unprecedented Football Sanctions Strip Russia of a Key Form of Soft Power
 16 March 2022

Russian President Vladimir Putin's invasion of Ukraine has pushed the international community to impose unprecedented sanctions on Russia. Most of these actions are financial, designed to halt Russia's economy and cripple Putin and his wealthy allies. Another form of sanctions has emerged: in the past few weeks, multiple independent international organizations have moved to exclude Russia from major cultural and sporting events, from the Eurovision song contest to the Formula One championship. Because of the magnitude of the interests involved, it is the ban from football that could hurt the Russian regime's soft power the most. Russians are not among the masters of the game, but football remains the most popular sport in the country.



[Wharton School of the University of Pennsylvania - Knowledge@Wharton](#)
How Economic Sanctions Are Affecting Russia
 15 March 2022

Russian citizens are already feeling the punishing effects of economic sanctions imposed by Western powers over the invasion of Ukraine, and the financial situation for most people is likely to deteriorate. The ruble is now worth less than a penny and the economy is teetering, with Russia expected to default on billions of dollars in foreign debt. Multinational companies across all sectors are pulling out of the country, taking their products, services, and jobs with them. "Pretty much anybody who has participation in the banking system, which is a vast majority of the population, feels it one way or another," Wharton finance professor Nikolai Roussanov said. "This is felt by all strata of society, maybe in different ways."



[Harvard Business Review](#)
In Light of Russia Sanctions, Consider Your Conditions for Doing Business in Other Countries
 15 March 2022

Within one week of the Russian invasion of Ukraine, governments around the world passed some of the toughest and most coordinated sanctions in modern history. At breakneck speed, dealings with the Russian Central Bank and Russian travel to and through 33 countries' airspace were banned, billion dollar projects were stopped, many Russian banks were blocked from using SWIFT, and powerful members of Vladimir Putin's inner circle were individually sanctioned. The immediate consequences for companies working and investing in Russia have permanently changed Russia's future business environment, regardless of the outcome of the invasion. Already, companies are making major strategic decisions with unprecedented pace.



[VoxEU](#)
The wartime power of central banks
 12 March 2022

Special wartime monetary policies have successfully been used on numerous occasions throughout history. This column describes how the Bank of England played a decisive role in supporting the British economy during the French Wars of 1793-1815. Rapid increases in military expenditure during wartime were supported by liquid and low-inflation government financing as well as reputable management of debt levels. In this light, current sanctions on the Bank of Russia could lead to long-term changes to Russia's economy and political system as well.

Corporate Risk Management

For boards, the volatility of risk scenarios is only increasing

Every organization is confronted with some type of risk - operational, financial, technological, environmental, regulatory - which can have devastating consequences. Effective corporate governance requires continuous and systematic management of all types of risk, both current and anticipated. First, risks must be prioritized, and here the board of directors can play a key role by deciding in what priority they should be addressed, what is to be deemed simply unacceptable, and how they should be addressed from a structural perspective. For example, evidence gathered from the 2007 global financial meltdown indicates that banks with boards that had identified a need to establish a separate risk management committee managed the crisis better than those with integrated committees. The benefits of this type of separation have become only more evident as fiduciary duties have come to include oversight of a broad range of matters, including compliance with international accounting rules and stability measures that require banks to set aside capital in case of potential losses. Implementing a robust risk management system requires the integration of different parts of an organization, including the board's risk committee, internal auditing, finance, legal, and operations.

Increasingly complex and rapidly changing economic, environmental, social, and technological conditions have multiplied potential risk scenarios. Worsening climate change, geopolitical tensions, trade wars, and social upheaval like the protests that spread in Hong Kong in 2019 require corporate governance that is proactive when it comes to identifying risks and addressing them. Determining an appropriate board structure and approach to risk management will depend upon both a company's industry and stage of its life cycle; risk exposure is very different for financial institutions than it is for petrochemical firms. Even within the financial sector, different approaches are required - from insurers exposed to extreme weather events related to climate change, to retail banks making loans to small businesses during volatile periods. Organizations are dealing with complexity and litigiousness like never before, forcing their boards to assess current and past organizational exposure. Still, there are some strategic advantages to taking risks; after all, achieving sustained growth requires some degree of risk-taking. Incorporating risk management into corporate strategy is therefore crucial.

Related insight areas: [International Security](#), [Cybersecurity](#), [Illicit Economy](#), [Civic Participation](#), [Development Finance](#), [Banking and Capital Markets](#), [Climate Change](#), [Justice and Law](#), [Corruption](#), [Insurance](#), [Risk and Resilience](#), [Financial and Monetary Systems](#)



Duke Fuqua School of Business
Untangling the Risk Management Paradox

09 March 2022

"You might think that the firms that are more constrained can least afford to bear these various risks, but in fact, something makes them choose to forego this type of financial hedging," Rampini said. "The paradox is that a firm's financial constraints are both the reason they should be hedging and the reason why they don't do it." Rampini and colleagues have examined hedging in many contexts, from how people use household insurance policies to how airlines hedge fuel expenses. Their insights have prompted new questions about the foundations of risk management theory. Using data from airlines, the authors also developed a model to predict when a financially constrained firm is likely to abandon hedging and use its resources to finance investment or to avoid downsizing and focus on staying operable.



London School of Economics and Political Science (LSE)
How can you help to shape the world?

22 February 2022

Ben Plummer-Powell, Head of LSE's Philanthropy and Global Engagement and Campaign Director, invites you to join in our journey to shape the world for good.



Wharton School of the University of Pennsylvania - Knowledge@Wharton
Questions to Help You Pick Your Next Leader

21 February 2022

This article was written by Wharton professor emeritus of management Michael Useem . Useem is also director of the Wharton Center for Leadership and Change Management . You are about to interview three finalists for a senior position in your enterprise. The candidates have all worked for the company for years, and your search committee believes all are qualified. What questions should you ask in the final interview to help you decide who is best qualified to lead one of your premier divisions or functions?.



London School of Economics and Political Science
Times Higher Education is expanding, but what is it becoming?

10 February 2022

Since its origins as a newspaper supplement, the Times Higher Education (THE) has become so much more than a higher education news company. As its business model and commercial raison d'être changed, so has its rankings-related journalism. In this post, Morten Hansen and Astrid Van den Bossche explain how recent research on THE rankings output ... Continued.



Wharton School of the University of Pennsylvania - Knowledge@Wharton
How Should Investors Value Gold?

08 February 2022

Investors of all kinds have always been lured by the king of metals, and even the most hardnosed of them know it holds extra value for those who adorn themselves with it. Wharton finance and economics professor Urban Jermann has devised a new approach to capture that extra value in gold jewelry, allowing investors a better way to price gold. "Because gold is used as an investment asset, it is believed to be worth more than its fundamental value as jewelry or as productive input. How much more?" jermann wrote in his research paper titled " gold's value as an investment ." "Investors that use a standard model that compares interest rates and gold prices might estimate gold prices to fall by, say 20%.



London Business School Review
How corporate tax policy affects foreign investment

20 January 2022

By exploiting location-specific night-time luminosity data and data from the African Demographic and Health Surveys, the researchers also detected increased economic activity and higher employment rates of African citizens within close proximity (10 kilometres) of UK-owned subsidiaries.



Australian Institute of International Affairs
The World's Oldest Democracy Debates How It Functions

19 January 2022

President Biden's speech to Atlanta last week saw a renewed focus on protecting the "heart and soul" of American democracy – voting rights. What does this strategy reveal about Biden's plans for 2022?.

Geostrategic Competition and Security

Russia's Ukraine invasion demonstrates that competition with Moscow is a defining feature of security in Europe and beyond

Total global military spending reached \$1.98 trillion in 2020, the highest level since 1988. A 4.4% increase in the US compared with the prior year was accompanied by a 2.5% increase in Russia and a 1.9% increase in China. The abrupt exit of the US from Afghanistan in 2021 is symptomatic of a new American era focused less on nation-building and more on vying with China and Russia. Russia's invasion of Ukraine demonstrated that strategic and regional competition with Moscow is a defining feature of security in Europe and beyond; with a war the likes of which have not been experienced in Europe since World War II on its borders, NATO found new relevance. Shockwaves were felt in European countries, as illustrated by Germany's decision to boost defense spending by €100 billion. Meanwhile the AUKUS pact announced in 2021 transferring nuclear-submarine technology from the UK and the US to Australia illustrates the growing strategic importance of the Indo-Pacific region. The US aims to bolster Australia as a partner to counter what it perceives as an aggressive China - where survey results indicate the public sees US power and influence as the top international threat facing their country.

Geo-economics has become a far bigger factor in international security. The West's response to Russia's invasion of Ukraine has shown how sanctions have become a tool of choice in the geopolitical arena, as they enable economic isolation. In terms of technological competition, the US and China have been banning one another's companies (such as Huawei and Google), and the threat of a decoupling of the two economies still looms. COVID-19 only compounded related anxieties - when the pandemic hit, mostly-Chinese-made facemasks and other equipment were in short supply, highlighting the danger of depending on a single foreign source. Demand for broader, more inclusive power-sharing arrangements has been evident in the increased prominence of the G20 relative to the G7, and in the emergence of institutions like the Shanghai-based New Development Bank. Standards have become a geopolitical frontline - in 2019, China submitted more technical proposals to the International Telecommunication Union (ITU) than any other country, and in 2020 the ITU approved blockchain standards developed by Huawei and the People's Bank of China, and facial-recognition standards from companies like Dahua and China Telecom. This creates economic value for China, while lending it soft power.

Related insight areas: [5G](#), [Emerging-Market Multinationals](#), [Geo-economics](#), [Global Governance](#), [COVID-19](#), [Nuclear Security](#), [Arctic](#), [Trade and Investment](#), [Geopolitics](#), [Financial and Monetary Systems](#), [Risk and Resilience](#)



RAND Corporation
Using Social Media to Extract Information About Chemical Weapons Incidents

21 March 2022

RAND Corporation researchers developed an approach for analyzing social media data to derive insights about chemical incidents and conducted a proof of concept of that approach by applying it to the case of chemical weapons use in Syria (2017-2018).



Brookings
The Ukraine war's impact on developing countries

21 March 2022

Indermit Gill, vice president for equitable growth, finance, and institutions at the World Bank talks about how economic growth in developing countries has been affected by COVID and now the war in Ukraine.



Brookings Institution
The new geopolitics of state fragility

18 March 2022

Building on an earlier report that addresses these themes, the Project on International Order and Strategy at Brookings will host an event to discuss the increasingly stiff competition the West faces for influence in development policy in general, and in fragile states specifically.



War on the Rocks
Ukraine's Lessons for Taiwan

17 March 2022

Today, Ukraine is the site of a violent struggle between an embattled democracy and a repressive, irredentist, authoritarian regime bent on subduing it. Tomorrow, Taiwan could be the site of a similar clash. Oriana Skylar Mastro is likely correct in arguing that Russia's assault on Ukraine does not presage a Chinese attack on Taiwan. Applying lessons from the current crisis could nonetheless be critical for defending Taiwan in the future. While the Ukraine invasion is still in its early days, it has already demonstrated how the United States and its allies can prevent a Chinese invasion from becoming the world's next big crisis.



Peterson Institute for International Economics
Russia's war on Ukraine: A sanctions timeline

14 March 2022

Russia's military assault on Ukraine has prompted other countries to impose an extraordinary set of coordinated economic sanctions against Russia. The measures aim to limit customary trade and financial relations with Russia, penalize Russian oligarchs for supporting President Vladimir Putin and...



AI Monitor
Ukraine war stirs fears Russia could weaponize Syria aid

14 March 2022

The war in Ukraine could have devastating humanitarian consequences for Syria, where relief workers fear a vengeful Russia could make good on threats to eliminate the country's last remaining aid lifeline. The United Nations Security Council has until July to reauthorize a cross-border mechanism that provides desperately needed food, medicine and other basic goods to millions of Syrian civilians each month.



Observer Research Foundation
Foreign Fighters in South Asia: Assessing Threats

11 March 2022

With the rise of the Taliban, discussions have ensued on the threats that a Taliban-controlled Afghanistan poses to the world. Against this backdrop, the topic of foreign fighters and their implications looms large given that Afghanistan have previously attracted various individuals from South Asia to fight with various groups in the nation. This panel discussion will examine the threat and impact of foreign fighters to South Asia. .

Conflict Zones and Fragile States

Nuclear material and reactors in parts of the world prone to conflict are particularly vulnerable

The theft of nuclear material dates back at least to 1957, and the pilfering of uranium-235 from a nuclear scrap recycling plant in Pennsylvania at the height of the Cold War, according to the Nuclear Age Peace Foundation. During any period of conflict, there is an increased risk of the theft of nuclear material and weapons. Due to the proliferation of nuclear technology in recent years and heightened global instability, related risks have spread to some of the world's least stable territories. Reports made to the Nuclear Security Summit held in the US in 2016, for example, noted that conflict between Azerbaijan and Armenia, and within Ukraine, have ratcheted up the risk of nuclear material being smuggled across borders. Fragile or breakaway states like Transnistria, between the Dniester River and Ukraine, and South Ossetia (officially a part of Georgia), provide both a safe haven for smugglers and sources of illicit nuclear material; significant amounts of highly enriched uranium have gone unaccounted for in the region since the breakup of the Soviet Union. In 1995, the International Atomic Energy Agency began compiling related information about unauthorized movements of nuclear or other radioactive material, by establishing a dedicated Incident and Trafficking Database.

Nuclear reactors have become key targets. According to media reports, an aborted Islamic State attack in Belgium in 2016 was likely meant to target a nuclear power plant, and suspected state-sponsored Russian hackers targeted nuclear facilities in the US in 2017 - as tension mounted over alleged Russian meddling in American elections. Live conflict zones add another layer of danger, as nuclear reactors can become targets of direct attacks. In 2014, Hamas, the Palestinian group that controls Gaza, launched three Iranian-designed rockets that targeted but narrowly missed the Dimona reactor in Israel. Amid renewed exchanges of violence during 2018 between Israel and Iranian proxies in Lebanon and Syria, and civil unrest in Gaza and the West Bank, a repeat attack became increasingly possible. The ongoing conflict in Syria is also a major risk factor, as nuclear material generated by the country's former nuclear weapons programme is largely unaccounted for. A March 2018 report published by the Institute for Science and International Security suggested that this material may include enriched uranium and related equipment, potentially providing the necessary elements for a so-called dirty bomb.

Related insight areas: [International Security](#), [Russian Federation](#), [Global Governance](#), [Middle East and North Africa](#), [Geopolitics](#), [Illicit Economy](#), [Risk and Resilience](#), [Human Rights](#)



Project Syndicate
NATO Must Get MAD at Russia
 17 March 2022

Russia has shown that it is ready to murder innocent Ukrainians, but it is not ready to commit suicide. And that holds the key to preventing further Russian aggression, and more unspeakable tragedies, in Ukraine and elsewhere.



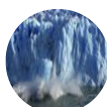
Project Syndicate
The Nuclear Nightmare in Ukraine
 17 March 2022

The risk that the ongoing conflict will cause devastating radiation leaks from Ukraine's nuclear power plants is bad enough. But with Russian President Vladimir Putin threatening to use nuclear weapons if the West tries to intervene militarily, could an already horrific conventional war become something far worse?.



UNIDIR
Exploring Options for Missile Verification
 15 March 2022

Missiles are becoming an increasingly prominent element of military arsenals, but the system of arms control that helped provide a check on the missile arms race is under considerable stress. Addressing this challenge will require developing new approaches to missile verification. This report covers various aspects of verification arrangements that could be applied to missiles. The authors look at the experience of past arms control and disarmament efforts, provide an overview of existing verification tools, and initiate a discussion of potential arrangements that could make future arms control agreements possible.



SpringerOpen
Life in the hole: practices and emotions in the cultural political economy of mitigation deterrence
 13 March 2022

Negative emissions techniques (NETs) promise to capture greenhouse gases from the atmosphere and sequester them. Since decarbonisation efforts have been slow, and the climate crisis is intensifying, it is increasingly likely that removing greenhouse gases from the atmosphere will be necessary to meet internationally-agreed targets. Yet there are fears that pursuing NETs might undermine other mitigation efforts, primarily the reduction (rather than removal) of greenhouse gas emissions. This paper discusses the risk of this phenomenon, named 'mitigation deterrence'. Some of us have previously argued that a cultural political economy framework is needed for analysing NETs.



The Vienna Institute for International Economic Studies
Russia's invasion of Ukraine – what can the West do?
 10 March 2022

Russia's aggression against Ukraine was met with unexpectedly strong resistance by the Ukrainian Army, which is likely to mean that the war will be prolonged and brutal. The EU, the US and their allies around the world have abandoned a cautious approach of slow intensification of the sanctions and scaled up their severity significantly.



Project Syndicate
The Nuclear Threat Is Back
 07 March 2022

Beyond the bloodshed and needless destruction, Russia's invasion of Ukraine has also increased the risk of radiation leaks and even nuclear war. Having failed to heed the lessons of the Cold War during a brief window of peace in the early 1990s, the world is now living with the consequences.



Harvard Kennedy School - Belfer Center for Science and International Affairs
Nuclear Energy Agency Appoints Francesca Giovannini and Aditi Verma to Working Groups
 03 March 2022

Two members of the Project on Managing the Atom (MTA) team have been appointed to working groups at the Paris-based Nuclear Energy Agency's (NEA). MTA Executive Director Dr. Francesca Giovannini and Visiting Scholar Dr. Aditi Verma join working groups in support of the NEA's Global Forum on Nuclear Education, Science, Technology, and Policy. The Global Forum creates a framework for global cooperation and engagement between universities and policymakers from NEA member countries.

Economic Shifts

There has been a resurgence in the use of economic and financial sanctions

The tightened integration of the global economy has rebalanced power and created complex new financial interconnections. In the two decades leading up to 2017, the share of global economic output accounted for by developing countries jumped to 59.3% from 42.8%; much of that increase is attributable to China, which progressed from contributing 6.6% of total global output on its own to 18.7% over the two-decade period (China's dramatic integration into the global economy has been one of the most significant international developments since World War II). Increasingly, governments reach for economic and financial policy levers to advance national ambitions (or hinder others'), in both the economic and political realms. The dividing line between economics and national security has therefore blurred, sometimes as a matter of policy - as illustrated by the US Department of Commerce's strategic plan for 2018-22, which states that "economic security is national security." Meanwhile the increasingly domestic lens through which states assess their international economic policies and priorities has weakened support for the global economic governance framework that has been in place more than half a century.

Economic ties are now seen as a tool for advancing geopolitical goals through "weaponized interdependence." COVID-19 further underlined the fragility of supply chains, and global economic governance itself has long shown signs of systemic fragility; the US's blocking of appointments to the World Trade Organization's Appellate Body is one such sign (the body was crippled in late 2019 when it fell below the minimum number of members required to hear appeals). Some countries take relatively mercantilist approaches to trade, and see bilateral relations as a geopolitical zero-sum game - the tariffs levied by the US and China on one another during 2018 and 2019 provide an example. Trade is not the only means used to advance national ambitions; there has been a resurgence in the use of economic and financial sanctions (most prominently targeting Russia after its invasion of Ukraine), and foreign direct investment has also been affected. China's massive Belt and Road infrastructure-building initiative is a controversial example of outward investment with geopolitical ramifications, while on the flipside a growing number of countries are creating barriers to inward investment perceived as threatening.

Related insight areas: [Global Governance](#), [Supply Chains](#), [Financial and Monetary Systems](#), [Banking and Capital Markets](#), [Geo-economics](#), [Risk and Resilience](#), [Trade and Investment](#), [International Security](#), [COVID-19](#)



[The Diplomat](#)
Japan Raises its Voice in Cambodia
 21 March 2022

Japanese soft power and political clout has always been underestimated, with its economic largesse, alliance with Washington, and influence among Western countries forming a backbone in Asian regional diplomacy that can be put to good use when needed. Against that backdrop – and with much pomp – recently elected Japanese Prime Minister Kishida Fumio arrived in Phnom Penh on Sunday for a two day visit and gifted his Cambodian counterpart Hun Sen with a glad bag of political tidings. Hun Sen asked Kishida to consider a free trade agreement, import more Cambodian agricultural products, and encourage Japanese companies – including Panasonic, Toshiba, Mitsubishi, and Yamaha – to set up factories here. The Cambodian leader also asked Japan to accept more Cambodian skilled workers and trainees on a continuous basis once restrictions imposed by the COVID-19 pandemic have eased.



[The Diplomat](#)
China Has a Huge Strategic Opening With India
 21 March 2022

In a landmark development last week, Beijing proposed a visit to New Delhi by Chinese foreign minister Wang Yi toward the end of this month. Wang will be on a pan-South Asian tour and China has reportedly asked India if it would host him. India has so far been non-committal on the proposal and the short notice may well scuttle the visit. Beijing’s decision to propose such a visit — the first in the aftermath of the 2020 Galwan clashes between India and China — is significant all the same.



[Project Syndicate](#)
Lose-Lose Trade Sanctions
 17 March 2022

Ruthless trade and financial sanctions against Russia may be morally satisfying for Western politicians and their constituents, but that doesn’t mean they will be effective. In fact, the historical record suggests that such measures are often self-defeating and politically dangerous.



[Harvard Kennedy School - Belfer Center for Science and International Affairs](#)
NATO’s Restraint Has Made Things Worse for Russia in Ukraine
 15 March 2022

NATO’s decision to forgo direct intervention in Ukraine is proving to be a wise strategy for opposing Russia’s invasion of Ukraine.



[European Council on Foreign Relations](#)
Bound to Russia: Serbia’s disruptive neutrality
 14 March 2022

The deepening relationship between Belgrade and Moscow has long created unease across the Balkans. By refusing to condemn Russia’s war on Ukraine, Serbia has proven once again that it is a liability to the EU and NATO.



[Yale Environment 360](#)
Will Russia’s War Spur Europe to Move on Green Energy?
 14 March 2022

As the conflict in Ukraine rages, European leaders are pushing for a faster switch to renewables as part of a strategy to end dependence on Russian gas. Their ambitious plans now call for fast-tracking deployment of solar and tripling clean energy capacity by 2030.



[Peterson Institute for International Economics](#)
What is needed to tame US inflation?
 10 March 2022

The Federal Reserve’s preferred measure of prices—the personal consumption expenditures (PCE) price index—rose 5.8 percent over the four quarters of 2021, the largest surge in four decades. For inflation to retrace its rise in coming quarters, some combination of factors would have to break the...

Re-Mapping Energy Geopolitics

New resources are emerging, and China is becoming a cleantech manufacturing powerhouse

An energy system based on geographically concentrated fossil fuel resources enabled resource-rich countries to exercise geopolitical power related to the distribution of those resources. As a result, governance systems such as the Organization of the Petroleum Exporting Countries (OPEC) were formed, shaping fossil fuel-dominated energy markets for decades. This dynamic has fundamentally shifted in recent years, however, as the US has re-emerged as a net energy exporter, and as the rise of new clean energy technologies has changed demand dynamics. The emergence of shale oil and gas resources has fundamentally reshuffled the traditional power balance between oil-producing and oil-consuming countries; the US, formerly a large net importer, now has an increased incentive to cooperate with other oil-producing nations like Saudi Arabia and Russia. The production cuts negotiated between Saudi Arabia, Russia, and the US in response to the supply-demand imbalances and declining oil prices caused in part by COVID-19 restrictions, for example, were unprecedented - and may have substantial long-term impacts. Meanwhile the manufacturing of clean energy technologies like solar and wind remain largely concentrated within just a few nations, even as worldwide installed capacity continues to expand.

The relative abundance of the natural resources powering renewables, in contrast to oil and gas resources, means they are available globally - enabling many different nations and localities to reduce their dependence on international markets. However, while the geopolitical dynamics of resource extraction may lose relevance over time, even the most renewables-heavy economies remain tied to international oil and gas markets in order to maintain transportation and industrial processes. In addition, the concentration of renewable technology manufacturing has its own geopolitical impact. As China has emerged as the primary manufacturing centre for clean energy technologies such as solar panels, wind turbines, and batteries for electric cars, new geopolitical realities have formed - and the COVID-19 pandemic has demonstrated that severe disruptions to the few economies that are centres of manufacturing can lead to global supply chain bottlenecks. In addition, the energy transition to a net zero emissions future is also likely to create a unique geopolitical dynamic, as certain minerals (like lithium and cobalt) and rare earths become increasingly valuable. Supply dynamics, and concerns about the methods of extracting these resources in certain countries, have already led to industry and political collaborations such as the Global Battery Alliance.

Related insight areas: [Global Governance](#), [Emerging-Market Multinationals](#), [COVID-19](#), [Fourth Industrial Revolution](#), [Supply Chains](#), [Advanced Manufacturing and Production](#), [International Security](#), [Mining and Metals](#), [Geo-economics](#), [Geopolitics](#), [Batteries](#), [Oil and Gas](#), [Human Rights](#)



[Mott MacDonald \(RSS Feed\)](#)

Hydrogen: the key to a zero-carbon energy system

24 March 2022

Converted back to electricity via fuel cells or direct combustion in thermal power units, hydrogen would respond rapidly to meet peaks in demand, or fill longer troughs in supply. It would also supply residential, commercial and industrial customers with energy in the form of hydrogen for heating, cooking and industrial processes – creating, by 2050, a zero-carbon system across heating as well as power. Meanwhile, in the transport sector hydrogen fuel cell vehicles would compete with those powered by electric battery. “Hydrogen can act as a storage medium and as an energy carrier – like conventional hydrocarbons.



[Inside Climate News](#)

FERC Says it Will Consider Greenhouse Gas Emissions and ‘Environmental Justice’ Impacts in Approving New Natural Gas Pipelines - Inside Climate News

21 March 2022

The Federal Energy Regulatory Commission has issued new policy statements saying its approval process for natural gas pipelines and liquefied natural gas facilities will take greenhouse gas emissions and “environmental justice” impacts into consideration in determining whether the infrastructure projects are in the public interest.



[The Conversation](#)

In a rush to replace Russian gas, the EU has damaged its own climate change strategy

18 March 2022

The European Union’s recent proposals to end imports of Russian gas before 2030 in the wake of the Ukraine invasion are blighted by the bloc’s support for unnecessary and expensive technologies. The race to replace Russian imports, which make up 40% of the EU’s gas supply, has focused the minds of EU leaders on climate solutions that favour replacement gases, such as hydrogen and biogas in heating. The more efficient solution would be to swap fossil fuel burning boilers for alternatives that run on electricity, such as heat pumps. These new proposals supplement the original 2030 climate target plan, published in September 2020. The new proposals, which aim to end EU demand for Russian gas through securing new suppliers and fast-tracking the roll-out of “renewable gases” to phase out natural gas in space heating, have been highly praised.

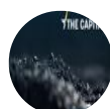


[Centre on Global Energy Policy, Columbia University](#)

Q&A | China-Russia Energy Relations: Will New Oil and Natural Gas Deals Help Russia Weather Economic Sanctions?

16 March 2022

In this piece, Dr. Erica Downs, a senior research scholar with the Center on Global Energy Policy, discusses the state of the China-Russia relationship and how it might evolve in response to Russia’s invasion of Ukraine.



[Clean Energy Wire](#)

EU countries eye coal over gas supply fears

15 March 2022

Several EU countries have put their coal phase-out plans on hold as to continue would mean relying on natural gas imports from Russia. Instead of investments in gas infrastructure, renewables or other alternatives, the extension of coal mining is considered the quickest and most viable solution. “There is a temporary role for coal, which we had hoped would be out of the energy mix by the end of this decade. It will stay longer. We will need it until we find alternative sources.



[The Conversation](#)

War in Ukraine could cut global supply of essential elements for making green technology

14 March 2022

The EU imports 40% of its natural gas from Russia, and nearly half of the five million barrels of crude oil Russia exports daily go to Europe. Fossil fuel revenue funds Putin’s aggression in Ukraine, and for this reason, the European Commission recently announced plans to eliminate Russian fuel imports this decade. Decisive action by major economies to reduce coal, oil and gas imports from one of the world’s largest sources could accelerate the transition to green energy globally. There’s a catch. Disruption to the supply of critical metals and other materials caused by the war in Ukraine could stall the roll-out of alternative technologies.

Managing Uncertainty

Experts should be placed prominently at the centre of efforts to deal with crises

The 2008 financial crisis, the 2015 migration crisis, and the COVID-19 pandemic all exposed deficiencies in the ways that governments handle uncertainty. Despite warnings in some quarters and - in the case of the pandemic - actual plans and structures having been put in place in some countries, most states and international institutions were underprepared when these crises hit. In order to enable better-prepared, responsive, and agile responses, the prominence and importance of experts must be better-emphasized, and civil society must be more thoroughly engaged. Civic institutions, which generally operate in closer proximity to local populations than heads of state or leaders of governments, and often boast greater local knowledge as a result, can contribute vital information. A wide range of experts must be called upon during crises, including those who operate outside of typical government institutions. With uncertainty on the rise, the usual channels and sources of knowledge will no longer be sufficient. By incorporating more diverse and comprehensive information, international institutions, national governments, and local leaders alike should be able to increase their analytical capacity and their ability to deliver effective and rapid responses.

When dealing with migration, institutions must carefully consider the “push factors” that trigger large-scale refugee flows, by closely monitoring conflict zones and failed states. In terms of climate change, while the problem is generally well-understood, too little is being done - in addition to addressing the source of the crisis (excessive and unchecked greenhouse gas emissions), governments must become better able to predict and mitigate the many near-term climate-related disasters that have become increasingly common. Meanwhile financial crises call for ensuring as much equilibrium as possible, and realizing that just because we may be experiencing a period of relative calm the necessary safeguards still should be firmly in place - and even strengthened. And when it comes to pandemics, preparedness is key. The exact nature of any new outbreak is always going to be difficult to ascertain, but the world must be able to collectively respond more quickly and comprehensively than it did with COVID-19. A diverse range of new challenges will no doubt affect us all in the coming decades. Only a multi-faceted, inclusive, and analytical governance approach can ensure that we will be relatively well protected.

Related insight areas: [Peace and Resilience](#), [Risk and Resilience](#), [Financial and Monetary Systems](#), [Climate Change](#), [Pandemic Preparedness and Response](#), [Global Health](#), [Migration](#), [COVID-19](#), [Banking and Capital Markets](#)



The Conversation

Pandemic parliaments: lessons learned from two years trying to run democracies living under COVID-19

18 March 2022

Parliaments matter more than ever in times of crisis. They oversee emergency responses, evaluate and pass legislation, and approve funds to meet urgent public needs. They have a key role to play in maintaining transparent, effective government. When they do all this well, they make it easier for people to trust their governments. When a government has to take extreme measures, it helps to know that other parties in parliament will act to stop it from going any further than is absolutely necessary.



Center for China and Globalization

Swedish Amb. to China Helena Sångeland on feminist development policy application in climate change

10 March 2022

On March 8, 2022, CCG and UN Women China office co-hosted an event to celebrate the International Women's Day, bringing together a group of experts from government agencies, embassies, UN entities, financial institutions, practitioners, academia and think tanks to share their views and best practices in gender responsive climate change and environmental policies and programs and to identify methods that can enable gender just climate actions. H.E. Ms. Helena Sångeland, Ambassador of Sweden to China, introduced Sweden's feminist development policy and its application in climate change and environmental protection actions. .

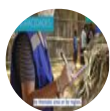


Brookings

Climate change & the Fed: Navigating the transition to net zero

07 March 2022

At a March 2022 Hutchins Center event, BlackRock's Isabelle Mateos y Lago shared her thoughts on how Fed Chair Jerome Powell and other central bankers might think and act on climate change most effectively.



IOM - UN Migration

Policy Exchange and Learning on Migration

02 March 2022

The POEM platform is a collaborative, online space for IOM staff that facilitates the sharing, learning and analysis of migration policy work. The platform seeks to enhance IOM's policy capacity and strengthen the culture of knowledge management and learning in the organization.

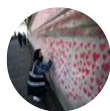


The Conversation

Ukraine refugees: how displacement could impact farms and families in the UK

25 February 2022

It's difficult to predict how many Ukrainians will seek asylum in the UK. This will depend on a number of important and unpredictable factors such as the scale, duration and humanitarian consequences of the conflict.



The Conversation

Digital technology is helping us memorialise the pandemic – despite the government wanting us to forget about it and move on

25 February 2022

As the warnings to “ stay at home ” fade from memory and we're told we must “ learn to live with COVID ”, it is easy to forget the first dread-filled days of the pandemic two years ago. Then, kisses, hugs and handshakes were freighted with danger and, panicked by the images from Italy of intensive care wards filled with elderly patients, we rushed to supermarkets to empty the aisles of bleach and disinfectant. Sure, there had been precedents: in 1918, there was a similar panic when hospitals were inundated with allied troops whose lungs had been compromised by “Spanish influenza”. In response, several US cities banned large public gatherings and passed public mask ordinances, while Australia imposed quarantines on soldiers returning from Europe. These measures were far from universal.



GovLab - Living Library

Ukraine prepares to remove data from Russia's reach

22 February 2022

Article by Eric Geller: “Ukraine's government is preparing to wipe its computer servers and transfer its sensitive data out of Kyiv if Russian troops move to seize the capital, a senior Ukrainian cyber official said Tuesday. The worst-case contingency planning addresses an unintended consequence of a security measure the government took in 2014, when it began centralizing its computer systems after Russia and pro-Moscow separatists seized control of Crimea and the Donbas region. .

Cyber Risk Governance

The number of corporate boards with a dedicated cybersecurity committee is expected to increase sharply by 2025

Governance relies on risk-based decision making as a fundamental means to both drive the efficient use of resources, and to improve confidence in an organization's ability to achieve strategic objectives. All organizations rely on their employees' ability to navigate a world of growing uncertainty, and to dodge threats to their ability to achieve its collective goals.

Unfortunately, complex organizations can easily be overwhelmed; each risk demands a distinct analysis and potential investment of additional resources, to respond in ways that adequately reduce exposure. A good governance structure will provide a framework that enables the right managers to make the right decisions, which will help prioritize and allocate resources as needed. All risks don't necessarily require analytic rigour or subsequent investment - immediate hazards like icy sidewalks or commonplace cyber incidents like phishing emails can be addressed at lower management levels. That is not the case for strategic risks like global pandemics or advanced, persistent cyber threats that have the potential to disrupt or damage an organization indefinitely. A structure that effectively prioritizes and adjudicates risks to the right organizational level is required.

Responsibility for risks is typically apportioned in accordance with an organization's willingness to accept them, also called "risk appetite." A risk-appetite statement can be used to direct employees and clarify who has the necessary level of authority to decide how to respond to any given situation. The National Institute of Standards and Technology Special Publication 800-37 addresses the divvying up of risk with a three-tier structure including the organization, the mission, and the system. Meanwhile the ISO 27000 series of standards provides recommendations for the use of policy and organizational structure to reduce risk, and the COSO framework connects governance to culture by highlighting the importance of board oversight, culture requirements, core values, and human resource development. Vigorous, board-level engagement in risk governance is essential for success. Thankfully, boards are increasingly recognizing the importance of cyber risk governance; a study published by Ernst and Young in 2020 found that 81% of board members categorize cybersecurity as "highly relevant," and Gartner researchers predict that 40% of all boards will have a dedicated cybersecurity committee by the year 2025 (currently, just 10% of boards have one).

Related insight areas: [Leadership](#), [Workforce and Employment](#), [The Digital Economy](#), [Fourth Industrial Revolution](#), [Internet Governance](#), [Banking and Capital Markets](#), [Illicit Economy](#), [Risk and Resilience](#), [Corporate Governance](#), [Agile Governance](#)



World Economic Forum
How the cyber world can support Ukraine

19 March 2022

The conflict in Ukraine has invoked fears over escalated cyberattacks. The international cyber community is showing its support to Ukraine through various means. To ensure a safe cyber society for all, we must unite around shared cyberspace values and ideals. Since the start of the Russian-Ukrainian conflict in 2014, most media reporting has centred on conflict within the physical world. Less attention has been paid to the very real cyber-component of the struggle.



The Conversation
Open-source intelligence: how digital sleuths are making their mark on the Ukraine war

18 March 2022

For months now, a large and very active community of digital sleuths has been closely tracking the escalating crisis in Ukraine. These people have been using open-source intelligence to investigate and document the build-up to – and now execution of – Vladimir Putin’s war of choice. What exactly is open-source intelligence? How is it helping efforts to understand what’s happening on the ground in Ukraine?.



Harvard Kennedy School - Belfer Center for Science and International Affairs
Cybercriminal Statecraft

15 March 2022

Over the last decade, financially motivated operations have come to play a central role in North Korea’s cyber strategy. The illicit revenue those operations generate helps blunt the impact of tough global sanctions and supports the regime’s ballistic-missile and nuclear-weapons programs. This report explores North Korean financially motivated actors’ convergence of interests and tradecraft with cybercriminals, focusing on their dealings with the Russian-language underground.



World Economic Forum
Can closing the cybersecurity skills gap change the world?

10 March 2022

Digital infrastructure supports almost every aspect of our lives, from healthcare and banking to energy. Cyber attacks can therefore have catastrophic consequences for businesses, governments and citizens. There is an urgent need to close the current cybersecurity skills gap to ensure critical assets are protected. It’s a bold statement to be sure: that by creating a sustainable pipeline of cybersecurity talent we might change the world. Yet, it’s one we should not hesitate to investigate as we watch cyber attacks grow at an exponential rate, threaten entire infrastructures, and put human wellbeing at risk.



RAND Corporation
It's Getting Harder to Do

09 March 2022

Terrorists continue to use the Internet to plan, train, recruit, and execute terrorist attacks. This book chapter examines how terrorist Internet use has changed over time and new social media platforms make terrorism investigations harder to do.



Harvard Business Review
What Russia’s Ongoing Cyberattacks in Ukraine Suggest About the Future of Cyber Warfare

07 March 2022

Between 1946 and 1958, the Bikini Atoll, in the North Pacific Ocean, was used as a testing ground for 23 new nuclear devices that were detonated at various spots on, above, or beneath it. The point of the tests was primarily to understand (and, in many cases, show off) how these new weapons really worked — and what they were capable of. The era of nuclear testing may now be over, but the age of cyber warfare is just beginning. For Russia, the war on Ukraine is likely serving as a live testing ground for its next generation of cyber weapons.



Electronic Frontier Foundation
Cybersecurity Experts Urge EU Lawmakers to Fix Website Authentication Proposal That Puts Internet Users’ Security and Privacy at Risk

03 March 2022

Electronic Frontier Foundation (EFF) technologists, along with 36 of the world’s top cybersecurity experts, today urged European lawmakers to reject proposed changes to European Union (EU) regulations for securing electronic payments and other online transactions that will...

References

1. Inventing New Modes of Governance

- Could joint AU-UN mediation break Sudan's stalemate?, Institute for Security Studies Africa (ISS Africa), issafrica.org
- Putin's war in Ukraine shows the limits of authoritarianism, London School of Economics and Political Science, blogs.lse.ac.uk
- Russia's Invasion of Ukraine Helps the Taliban and Makes Afghans Worse Off, United States Institute of Peace, www.usip.org
- Rationales and social cover, VoxEU, voxeu.org
- Ukraine: what anti-war protesters in Russia risk by speaking out, The Conversation, theconversation.com
- Applying Insights from the UPR Process to Improve Reporting on SDG 16 - Geneva Peace Week Event Report, Geneva Centre for Security Sector Governance (DCAF), dcaf.ch

2. The EU's Geopolitical Showdown

- From NGEU to a Green Capital Markets Union, Centre for European Policy Studies (CEPS), www.ceps.eu
- During the cold war, US and Europe were just as divided over Russia sanctions – here's how it played out, The Conversation, theconversation.com
- Preparing Europe's Economy for War, Project Syndicate, www.project-syndicate.org
- Echo of empire: Why Russia's war on Ukraine troubles all post-Soviet countries, European Council on Foreign Relations, ecfr.eu
- Three Franco-German Priorities for Europe's China Policy: Economic Security, Proactive Innovation and Coordination on Asia-Pacific, Institut Montaigne, www.institutmontaigne.org
- China's Shifting Balance of Interests After the Ukraine Invasion, Institut Montaigne, www.institutmontaigne.org
- Grand illusions: Partnerships in the EU's Strategic Compass, European Council on Foreign Relations, ecfr.eu

3. ESG Skills and Capabilities

- Accounting for companies' value creation and societal impact, VoxEU, voxeu.org
- A cleaner future for coal power plants and coal-reliant communities, World Economic Forum, www.weforum.org
- UNDP China Representative Beate Trunkmann on embedding SDG principles in climate financing, Center for China and Globalization, www.youtube.com
- How ESG education can unlock the potential in supply chains, World Economic Forum, www.weforum.org
- The ESG bar is high this proxy season: Is your board prepared?, GreenBiz, www.greenbiz.com
- How Financial Reporting Affects Consumers, Wharton School of the University of Pennsylvania - Knowledge@Wharton, knowledge.wharton.upenn.edu

4. Countering Hybrid Threats in Europe

- SIPRI hosts workshop on a new EU Civilian CSDP Compact, Stockholm International Peace Research Institute, www.sipri.org
- Good food—a public good, Social Europe, socialeurope.eu
- Security shocks for EU member states outside NATO, Finnish Institute of International Affairs, www.youtube.com
- What prospect is there of Ukraine joining the EU?, London School of Economics and Political Science, blogs.lse.ac.uk
- Mirror, Mirror on the Wall, Who Has the Fairest Clauses of Us All? Stress-testing the Application of Mirror Clauses to Pesticides, European Centre For International Political Economy, ecipe.org
- 'Imminent' tipping point threatening Europe's northern wetlands

5. Macroeconomic Stability

- Ukraine Recap: game theory and psychology shed light on negotiations, The Conversation, theconversation.com
- In Dialogue with Jaimini Bhagwati on "The Geoeconomic Effects of the Russia-Ukraine War", Centre for Social and Economic Progress, www.youtube.com
- How effective are sanctions against Russia?, Peterson Institute for International Economics, www.piie.com
- Unprecedented Football Sanctions Strip Russia of a Key Form of Soft Power, Carnegie Endowment for International Peace, carnegieeurope.eu
- How Economic Sanctions Are Affecting Russia, Wharton School of the University of Pennsylvania - Knowledge@Wharton, knowledge.wharton.upenn.edu
- In Light of Russia Sanctions, Consider Your Conditions for Doing Business in Other Countries, Harvard Business Review, hbr.org
- The wartime power of central banks, VoxEU, voxeu.org

6. Corporate Risk Management

- Untangling the Risk Management Paradox, Duke Fuqua School of Business, www.fuqua.duke.edu
- How can you help to shape the world?, London School of Economics and Political Science (LSE), www.youtube.com
- Questions to Help You Pick Your Next Leader, Wharton School of the University of Pennsylvania - Knowledge@Wharton, knowledge.wharton.upenn.edu
- Times Higher Education is expanding, but what is it becoming?, London School of Economics and Political Science, blogs.lse.ac.uk
- How Should Investors Value Gold?, Wharton School of the University of Pennsylvania - Knowledge@Wharton, knowledge.wharton.upenn.edu
- How corporate tax policy affects foreign investment, London Business School Review, www.london.edu
- The World's Oldest Democracy Debates How It Functions, Australian Institute of International Affairs, www.internationalaffairs.org.au

Acknowledgements

- Cover and selected images throughout supplied by Reuters.
- Some URLs have been shortened for readability. Please follow the URL given to visit the source of the article. A full URL can be provided on request.

Continue the experience online

Explore the collective intelligence of the World Economic Forum

In today's world, individuals and organizations can find it difficult to keep up with the latest trends or to make sense of the countless transformations taking place around them.

How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information—some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context?

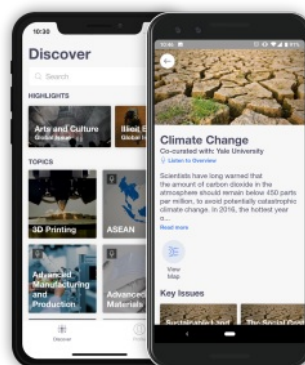
Leaders require new tools to make better strategic decisions in an increasingly complex and uncertain environment. The World Economic Forum developed Strategic Intelligence to help you understand the global forces at play and make more informed decisions.

Connect to Strategic Intelligence

Visit [Strategic Intelligence](https://intelligence.weforum.org) on the web or download the [Strategic IQ](https://wef.ch/si) app on your mobile device to learn more.



intelligence.weforum.org



wef.ch/si





COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

World Economic Forum
91-93 route de la Capite
CH-1223 Cologny/Geneva
Switzerland
Tel.: +41 (0) 22 869 1212
Fax: +41 (0) 22 786 2744
contact@weforum.org
www.weforum.org