



# Official Study Guide

## 2020-2021



WORLD  
AFFAIRS  
COUNCILS of  
AMERICA

**2020-2021 Academic WorldQuest™  
Introductory Packet and Official Study Guide**

**Table of Contents**

Page 3.....Overview

Page 4.....Overview/Question Categories

Page 6.....National Competition Details/How to Play

Page 7.....National Competition Rules and Regulations &  
Local Qualifying Rules and Regulations

Pages 8-25.....Official Study Guide

# Welcome to the 2020-2021 Academic WorldQuest™!

This year, we host the 19th Annual Academic WorldQuest™, the flagship education program of the World Affairs Councils of America.

One of the greatest challenges facing our nation and our schools across the country is preparing our youth for the globally interconnected world of the 21st Century. America's ability to face economic and security challenges and seize new opportunities depends on an informed citizenry and a well-educated workforce. Academic WorldQuest™ is a unique, competitive educational program that exposes youth to the world outside our borders and prepares them for the challenges and opportunities of the 21st Century.

Founded in 2003, Academic WorldQuest™ is a team game testing high school students' knowledge of international affairs. In the game, four-person teams compete by answering questions divided into ten unique and engaging thematic categories. The winner is the team with the most correct answers.

## **Structure of Program**

During the academic year preceding **The Carlos and Malú Alvarez 2021 Academic WorldQuest National Competition** in the spring, over 4,000 students participate in local AWQ competitions hosted by some 50 World Affairs Councils across the United States.

This information packet includes the AWQ Study Guide, which provides detailed resources on each of 10 question categories to help students and teachers to prepare for the competition (with exception of the Current Events category). Questions for the competition are drawn from the resources in the AWQ Study Guide.

Winning teams are invited to represent their high school, city, and local World Affairs Council at The Carlos and Malú Alvarez Academic WorldQuest National Competition, held in the spring each year in our nation's capital, Washington, DC.

## **Common Core Standards**

Academic WorldQuest™ contributes to the national Common Core State Standards Initiative by fostering reading comprehension skills for informational text.

To find a local competition in your area, look on the World Affairs Councils of America [website](#) to locate a local World Affairs Council.

---

## **Academic WorldQuest 2020-2021 Categories**

The categories for this year's AWQ National Competition have been updated by the World Affairs Councils of America, with input from member World Affairs Councils across the country, to reflect several of the most critical global and U.S. foreign policy issues:

1. **Global Protests**
2. **Shifting Sands: The Arab Spring 10 Years On**
3. **International Labour Organization (ILO)**
4. **The U.S. Foreign Service in the 21st Century**
5. **Great Decisions**
6. **Country in Focus: Uzbekistan**
7. **Exploring Peace in a World of Conflict**
8. **Fraying Alliances**
9. **Looking to a Post-Pandemic Economy**
10. **Current Events**

## **AWQ Study Guide**

The Academic WorldQuest™ Study Guide (see page 8) has been prepared by the World Affairs Councils of America. Questions for all of the above categories, with the exception of Great Decisions and Current Events, are drawn from the resources included in the AWQ Study Guide.

# **The Carlos and Malú Alvarez 2021 Academic WorldQuest National Competition in Washington, D.C.**

## **Event Details**

The Carlos and Malú Alvarez 2021 Academic WorldQuest National Competition honors the tremendous dedication and philanthropic support of WACA Board Member Carlos Alvarez and his wife Malú to our flagship program and the Academic WorldQuest Endowment Fund. (For information on making a gift to the AWQ Fund, please visit WACA's website: [www.worldaffairsCouncils.org/Support](http://www.worldaffairsCouncils.org/Support).) The national competition is attended by 200-250 of the nation's most promising high school students each year, along with their parents, teachers, and chaperones. The 4-hour AWQ competition is a unique opportunity for students to visit the nation's capital, perhaps for the first time.

## **Schedule (Subject to Change)**

### **Friday, April 16**

11:00 AM - 3:00 PM

### **Check-in and Registration at The Washington Westin City Center**

1400 M Street NW, Washington, DC 20005

4:30 PM - 6:00 PM

### **Welcome Reception at TBA**

### **Saturday, April 17**

9:00 AM - 1:00 PM

### **The Carlos and Malú Alvarez 2021 Academic WorldQuest Competition**

United States Institute of Peace

## **Hotel Block**

WACA has arranged a special group hotel block for accommodations at:

### **The Washington Westin City Center**

(1400 M Street NW, Washington DC 20005) Reservation link here:

<https://www.marriott.com/event-reservations/reservation-link.mi?id=1596659519782&key=GRP&app=resvlink>

You can also call the hotel to make reservations: 202-429-1700. Be sure to identify that you are booking under the World Affairs Councils of America (WACA)'s Academic WorldQuest group room block.

## **Qualifying for AWQ 2020 National Competition: Rules and Regulations**

All teams that compete in the Carlos and Malú Alvarez 2021 Academic WorldQuest National Competition must win a local AWQ competition sponsored by a Member Council of the World Affairs Councils of America.

Teams may compete in only one (1) local competition in order to qualify to compete in the National Competition.

A team consists of four (4) Primary Teammates who are currently high school students (freshman–senior year). No more than four players per team will be able to compete in the National Competition.

Teams may designate Alternate Teammates to replace one or more of the four Primary Teammates in the case of sickness or other circumstances which would prevent a Primary Teammate from competing in the National Competition. Please note that local Councils may be unable to send Alternate Teammates to the National Competition.

On the day of the event (Saturday, April 17, 2021), once The Carlos and Malú Alvarez Academic WorldQuest National Competition has officially started, no substitutions of Alternate Teammates may be made.

Teams of fewer than four students are allowed to compete, but this is strongly discouraged.

If the winning team from a local competition is unable to compete in the National Competition and has no Alternate Teammates, the second-place team may compete in its place.

### **How to Play**

There are 10 rounds in the competition, each round having 10 questions. Teams will have 45 seconds to answer each question. **NOTE:** For the AWQ National Competition, all of the categories are multiple choice, except for the Current Events category and perhaps one other, at the discretion of WACA, which could feature fill-in-the-blank, true/false, or open-ended questions. For Local AWQ Competitions organized by Councils, you may use the multiple-choice format for the Current Events category.

### **Scoring**

One (1) point is awarded for each correct answer. No penalty for incorrect answers or no answer.

The team with the most correct answers out of all 100 questions is declared AWQ Champion.

If, at the conclusion of the competition, there is a tie for 1st through 3rd place, tiebreaker rounds will be played.

### **Regulations**

Teams are not allowed to consult with the audience, wireless devices, cell phones, other teams, books, or other written materials at any point during the competition. Any team found by World Affairs Councils of America judges, staff, or volunteers to be violating this rule will forfeit that round and a penalty of 20 points will automatically be deducted from that team's score.

If a team believes another team is cheating, a player may alert a World Affairs Councils of America representative.

However, if the other team is not found to be in violation of any rules, the accusing team will forfeit two (2) points. A team consists of four (4) players. Player substitutions are not allowed.

During the competition, a player can only use the bathroom during the break. If a player leaves at any other point during the rounds, he or she cannot return until after the break.

Parents, alternates, and other guests must remain in the reserved seating area, and "off the floor," at all times.

If a team wishes to challenge an answer, one (1) team member may bring the challenge calmly and politely to the judges within the time period allotted after answers are announced.

Teams are not allowed to discuss challenges with audience members. The decision of the head judge is final. If the challenge is unsuccessful, the team which brought it will forfeit one (1) point.

---

## **Academic WorldQuest 2020-2021 Study Guide**

**All questions for this year's Academic WorldQuest program will be drawn from the sources in this Study Guide** (with the exception of the Current Events category, which will be drawn mostly from WACA's Weekly World News Update). This is a primary source that contains articles from a variety of media organizations worldwide. Current Events questions, however, can come from everywhere.

The overall aim of this Study Guide is to help you learn about important international topics of the day and to help prepare you for your later careers. More specifically, to prepare for the AWQ competitions, when reading the material, use your critical thinking skills to synthesize and understand the material. WACA often creates questions that are not straight memorization types and will ask questions instead that require broader synthesis of the required readings.

**The AWQ Study Guide is best viewed in a current version of Adobe Reader. If you are having trouble clicking any of the below links, cut and paste them into your browser instead of clicking them, or try a different browser.**

---



## 1. Global Protests

2019 and 2020 have seen protests that are historically unprecedented in their size and frequency. Protests have spanned over 114 countries, taking place on every continent. This trend of rising protests indicates a structural shift in civic participation. Each year, more people are taking to the streets as a form of expressing their political opinions and expectations. In the last two years, protests have often succeeded in pushing authoritarian governments out of power, fighting for equality in legislation, and creating greater awareness of the social and economic injustices that exist. However, many protests have not led to the outcome people had hoped for, and have often led to greater political repression and violence. This topic explores the different kinds of protest movements around the world, highlighting some of the most prominent uprisings and discourses we have seen in 2019 and 2020. We see how racial injustice and police brutality, economic inequality, corruption unemployment, gender inequality, violence against women, climate change, and political repression, amongst other things, have led to unrest around the world.

### • Background and Overview

- Read “Introduction” pg. 1-3, “Global Protests by Region” pg. 6-13, and “Root Causes of Unrest and the Continued Increase in Global Uprisings” pg. 15-21 – “The Age of Mass Protests: Understanding an Escalating Global Trend” – Center for Strategic and International Studies, March 2020  
<https://www.csis.org/analysis/age-mass-protests-understanding-escalating-global-trend>
- Read “Global Protest Tracker” – Carnegie Endowment for International Peace, October 30, 2020  
<https://carnegieendowment.org/publications/interactive/protest-tracker>
- Read: “Protests Around the World Explained” – Amnesty International, October 25, 2020  
<https://www.amnesty.org/en/latest/news/2019/10/protests-around-the-world-explained/>
- Read “A World on Fire: Here Are All the Major Protests Happening Around the Globe Right Now” – Business Insider, June 4, 2020  
<https://www.businessinsider.com/all-the-protests-around-the-world-right-now#chileans-are-protesting-coronavirus-lockdowns-and-food-shortages-7> <https://www.businessinsider.com/all-the-protests-around-the-world-right-now#chileans-are-protesting-coronavirus-lockdowns-and-food-shortages-7>
- Read “Political Risk Outlook 2020” – Verisk Maplecroft, January 16, 2020  
<https://www.maplecroft.com/insights/analysis/47-countries-witness-surge-in-civil-unrest/>

### • Racial Injustice in the U.S.

- Watch “What Is Black Lives Matter? George Floyd, Breonna Taylor, All Lives Matter, Systemic Racism Explained” – Behind the News, June 10, 2020  
<https://www.youtube.com/watch?v=34qNFIH3vCE>
- Read “George Floyd: Five Pieces of Context to Understand the Protests” – Alice Cuddy, BBC, June 4, 2020  
<https://www.bbc.com/news/world-us-canada-52904593>

### • Women’s Rights and the Fight for Equality

- Watch “Protesters Hold "A Day Without Women" Strike in Mexico Following a Series of Murders” – CBS News, March 9, 2020  
<https://www.youtube.com/watch?v=0v46iLy37Ak>

- Read **“The Women Who Won't March: 'Silenced' Conservatives Vow to Stay Home”** – Rebecca Nelson, The Guardian, January 19, 2017  
<https://www.theguardian.com/world/2017/jan/19/womens-march-washington-conservative-tomi-lahren>
  
  - **Climate Change and the Environment**
    - Read **“Across the Globe, Millions Join Biggest Climate Protest Ever”** – Sandra Laville and Jonathan Watts, The Guardian, September 20, 2019  
<https://www.theguardian.com/environment/2019/sep/21/across-the-globe-millions-join-biggest-climate-protest-ever>
    - Read **“Protesting Climate Change, Young People Take to Streets in a Global Strike”** – Somini Sengupta, New York Times, September 20, 2019  
<https://www.nytimes.com/2019/09/20/climate/global-climate-strike.html>
  
  - **Economic Inequality**
    - Read **“Yellow Vests, Blue Vests and Red Scarves – Here’s Why the French Are Protesting”** – Holly Ellyatt, CNBC, February 1, 2019  
<https://www.cnbc.com/2019/02/01/why-the-french-are-protesting.html>
    - Read **“Chileans Are About to Vote on Rewriting Their Whole Constitution. Will It Turn a 'Social Explosion' Into a New Plan for the Country?”** – Ciara Nugent, Time, October 25, 2020  
<https://time.com/5900901/chile-constitution-referendum/>
    - Read **“Why Iranians Are Revolting Again”** – Ali Fathollah-Nejad, Brookings, November 19, 2019  
<https://www.brookings.edu/blog/order-from-chaos/2019/11/19/why-iranians-are-revolting-again/>
  
  - **Political Freedom**
    - Read **“Hong Kong Protests, One Year Later”** – Austin Ramzy and Mike Ives, New York Times, July 24, 2020  
<https://www.nytimes.com/2020/06/09/world/asia/hong-kong-protests-one-year-later.html>
    - Read **“What's Behind the China-Taiwan Divide?”** – BBC, September 28, 2020  
<https://www.bbc.com/news/world-asia-34729538>
    - Read **“What Is the Story of Catalan Independence – And What Happens Next?”** – Sam Jones, The Guardian, October 14, 2019  
<https://www.theguardian.com/world/2019/oct/14/catalan-independence-what-is-the-story-what-happens-next>
-

## 2. Shifting Sands: The Arab Spring 10 Years On

*The Arab Spring was a series of anti-government protests, uprisings, and rebellions that swept across the Arabic speaking countries in North Africa and the Middle East in the early 2010s. The unrest started in December 2010 in Tunisia after Mohamed Bouazizi, a Tunisian street vendor, set himself on fire in front of a government building to protest his treatment by local officials. People in Egypt, Libya, Algeria, Syria, Sudan, Yemen, Jordan, Kuwait, and Lebanon followed suit and took to the streets to showcase their anti-authoritarian and anti-government sentiments. The protests across these countries and others in the region came to be known as the Arab Spring. This topic explores the background, causes, results, and aftermath of the Arab Spring. 10 years on, we explore whether these protests resulted in real change or simply resulted in the loss of lives.*

- **History, Overview, & Causes of the Arab Spring**
  - Read “**Arab Spring: Pro-Democracy Protests**” – Britannica  
<https://www.britannica.com/event/Arab-Spring>
  - Watch (Video) “**Here's How the Arab Spring Started and How It Affected the World**” – History, May 8, 2018  
<https://www.youtube.com/watch?v=Fgcd5ZcxDys>
  - Read “**10 Reasons for the Arab Spring**” – Primoz Manfreda, ThoughtCo, April 27, 2019  
<https://www.thoughtco.com/the-reasons-for-the-arab-spring-2353041>
  - Watch “**Special Report: The Arab Spring**” – The Economist, July 12, 2013  
<https://www.youtube.com/watch?v=W5dkJqUwlls>
  
- **Results and Aftermath of the Arab Spring**
  - Watch “**The Failed Struggle for Democracy in the Arab world, and What's Next**” – Amr Hamzawy, TED x MidAtlantic, February 24, 2017  
<https://www.youtube.com/watch?v=DKdpnzVMWR4>
  - Read “**Arab Spring Impact on the Middle East**” – Primoz Manfreda, ThoughtCo, July 1, 2019  
<https://www.thoughtco.com/arab-spring-impact-on-middle-east-2353038>
  - Read “**The Aftermath of the Arab Spring Protests: What a Public Opinion Survey Tells Us**” – A. Kadir Yildirim and Meredith McCain, Baker Institute for Public Policy, March 21, 2019  
<https://www.bakerinstitute.org/media/files/files/463779a3/bi-brief-032119-cme-springprotests.pdf>
  - Read “**Beyond Syria: The Arab Spring's Aftermath**” – Emma Graham-Harrison, The Guardian, December 30, 2018  
<https://www.theguardian.com/world/2018/dec/30/arab-spring-aftermath-syria-tunisia-egypt-yemen-libya>
  
- **Country Case Studies**
  - Read “**Tunisia: Socioeconomic Injustice Persists 8 Years After Uprising**” – Ramy Allahoum, Al Jazeera, January 14, 2019  
<https://www.aljazeera.com/news/2019/1/14/tunisia-socioeconomic-injustice-persists-8-years-after-uprising>
  - Read “**Nine Years After Arab Spring, Repression in Egypt Continues to Mount**” – Derek Ludovici, The Independent, February 7, 2020  
<https://independent.org/2020/02/nine-years-after-arab-spring-repression-in-egypt-continues-to-mount/>

- Watch “**The Syrian Civil War, Explained**” – Oxford Society for International Development, July 10, 2020  
<https://www.youtube.com/watch?v=5WzH7OegzUw>
  - Read “**Civil War in Syria**” including the slideshow – Council on Foreign Relations, November 3, 2020  
<https://www.cfr.org/global-conflict-tracker/conflict/civil-war-syria>
  - Read “**Moamar Gaddafi Has Been Dead Eight Years Yet Libya Is Still at War With Itself. What Went Wrong?**” – Tracey Shelton, Australian Broadcasting Corporation, October 19, 2019  
<https://www.abc.net.au/news/2019-10-20/libya-civil-war-gaddafi-eight-years-on/11210742>
-

### 3. International Labour Organization (ILO)

*The International Labour Organization (ILO) is a specialized agency of the United Nations. It was created by the Treaty of Versailles in 1919 following the devastation of WWI. The beginning of the 20<sup>th</sup> century was a time of tremendous change due to the industrial revolution, social change, and competing economic models. The ILO was created with the idea that promoting social justice is essential to universal and lasting peace. To this day, the ILO continues its work to promote better conditions of work for women and men worldwide by bringing together governments, employers, and workers (known in the ILO as “tripartite” stakeholders) to set labor standards, develop policies, and devise and implement programs that promote decent work globally. We continue to see the importance of working together to promote decent work in some of the major challenges of the 21<sup>st</sup> century – from people being exploited in forced labor to help produce the food we eat and the clothes we wear, to the importance of ensuring workers’ and employers’ health and safety in the face of the COVID-19 pandemic. Overall, this topic explores the history of the ILO; international labor standards and their benefits; the four fundamental principles and rights at work; and other key issues related to labor.*

- **Overview & History**

- Read **“History of the ILO”** including the subtabs – International Labour Organization (ILO)  
<https://libguides.ilo.org/history-en/home>
- Read **“The ILO: Laying the Foundations of Social Justice”** – ILO, December 2015  
<https://www.ilo.org/infostories/en-GB/Stories/The-ILO/Laying-the-Foundations-of-Social-Justice>
- Read **“How the ILO Works”** – ILO, 1996  
<https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/lang--en/index.htm>

- **International Labor Standards**

- Read **“The Benefits of International Labor Standards”** – ILO  
<https://www.ilo.org/global/standards/introduction-to-international-labour-standards/the-benefits-of-international-labour-standards/lang--en/index.htm>
- Read **“Applying and Promoting Standards”** – ILO  
<https://www.ilo.org/global/standards/applying-and-promoting-international-labour-standards/lang--en/index.htm>

- **Fundamental Principles and Rights at Work**

- Read **“ILO 1998 Declaration on Fundamental Principles and Rights at Work”** – ILO  
<https://www.ilo.org/declaration/lang--en/index.htm>
- Read **“Labour Standards on Freedom of Association”**  
<https://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/freedom-of-association/lang--en/index.htm>
- Read **“Global Estimates of Child Labor”** – ILO, 2017  
[https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/documents/publication/wcms\\_575541.pdf](https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/documents/publication/wcms_575541.pdf)
- Watch **“Combatting Forced Labor in the Thai Fishing and Seafood Industry”** – ILO, January 2020  
[https://www.ilo.org/global/about-the-ilo/multimedia/video/institutional-videos/WCMS\\_733780/lang--en/index.htm](https://www.ilo.org/global/about-the-ilo/multimedia/video/institutional-videos/WCMS_733780/lang--en/index.htm)
- Watch **“ILO Animation”** – 802 Films Production, August 21, 2017  
<https://www.youtube.com/watch?v=OURVKpffzMQ>
- Read **“Fighting Discrimination in the Workplace”** – ILO, 2018

<https://iloblog.org/2018/05/17/three-steps-to-fight-discrimination-in-the-workplace-and-become-an-lgbti-ally/>

- Read “**Executive Summary**” pg. 4-15 – “**Equality at Work**” – ILO, 2011  
[https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_154779.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_154779.pdf)

### **Connecting Labor to Other Key Issues**

- Read “**A Policy Framework for Tackling the Economic and Social Impact of COVID-19 Crisis**” – ILO, May 2020  
[https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/documents/briefingnote/wcms\\_745337.pdf](https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/documents/briefingnote/wcms_745337.pdf)
  - Listen to “**Global Challenges, Global Solutions: Tackling the COVID-19 Pandemic and the Youth Employment Crisis**” – ILO, June 2020  
[https://www.ilo.org/employment/Informationresources/covid-19/other/WCMS\\_748887/lang--en/index.htm](https://www.ilo.org/employment/Informationresources/covid-19/other/WCMS_748887/lang--en/index.htm)
  - Read “**Safety and Health for All**” – ILO, 2015  
[https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/publication/wcms\\_732088.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_732088.pdf)
  - Read “**Work for a Brighter Future**” – “**ILO Infostories**” – ILO, January 2019  
<https://www.ilo.org/infostories/en-GB/Campaigns/future-work/global-commission#intro>
  - Watch “**Report Launch at CSIS**” – Center for Strategic and International Studies, February 2019  
<https://www.youtube.com/watch?v=1icghWWaUQY>
  - Read “**Introduction**” pg. 1-4 – “**Decent Work in Global Supply Chains**” – ILO, 2016  
[http://www.oit.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_468097.pdf](http://www.oit.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_468097.pdf)
  - Watch “**Labor Provisions in Trade Agreements**” – ILO, July 2016  
[https://www.youtube.com/watch?v=ftpiPGQuXNA&feature=emb\\_logo](https://www.youtube.com/watch?v=ftpiPGQuXNA&feature=emb_logo)
  - Watch “**The Future of Gender Equality at Work**”  
[https://www.ilo.org/global/about-the-ilo/multimedia/video/institutional-videos/WCMS\\_558508/lang--en/index.htm](https://www.ilo.org/global/about-the-ilo/multimedia/video/institutional-videos/WCMS_558508/lang--en/index.htm)
  - Watch “**Videos of Violence and Harassment at Work**”  
<https://www.ilo.org/global/topics/violence-harassment/videos/lang--en/index.htm>
-

#### 4. U.S. Foreign Service in the 21st Century

*Established in 1789, the Department of State upholds international relations and foreign policy of the United States. Officers in the U.S. Foreign Service serve in diplomatic missions around the globe, representing the U.S. in foreign countries. While the nature of the Department of State is in a constant state of evolution, Foreign Service officers continue to help advance U.S. interests, as well as assist and protect citizens abroad. Valued for their diplomatic capabilities, language skills, and communication expertise, officers are tasked with the important mission of peacefully promoting the foreign policy strategy of the United States. Over the last few decades, however, the responsibilities of the U.S. Foreign Service have been delegated to the U.S. Military, and consequently, there has been a steady degradation of the diplomacy effort. This topic introduces the U.S. Foreign Service; the challenges that it faces in the 21<sup>st</sup> century; and offers different perspectives on the present and future of diplomacy by career diplomats.*

- **Overview and History**

- Read and watch “**United States Department of State Professional Ethos**” – U.S. Department of State, 2019  
<https://www.state.gov/about/professional-ethos>
- Read “**Chapter 1 - What is the Foreign Service?**” and “**Chapter 2 - History**” – “**Career Diplomacy: Life and Work in the US Foreign Service**” – Harry Kopp and John Naland, Georgetown University Press, 2017  
<https://a.co/21KNVlz>
- Read “**Prologue: Diplomacy 101 - Why the State Department Matters**” pg. 7-11 – U.S. Senate Committee on Foreign Relations, July 28, 2020  
<https://www.foreign.senate.gov/imo/media/doc/Diplomacy%20in%20Crisis%20--%20SFRC%20Democratic%20Staff%20Report.pdf>

- **Outstanding Challenges**

- Read “**Executive Summary**” pg. 9-12 and “**Background: Changing American Diplomacy in the New International Environment**” pg. 16-21 – “**Forging a 21st-Century Diplomatic Service for the United States through Professional Education and Training**” – The American Academy of Diplomacy and the Stimson Center, February 2011  
<https://www.academyofdiplomacy.org/publication/forging-a-21st-century-diplomatic-service-for-the-united-states-through-professional-education-and-training/>
- Read “**The American Way of Diplomacy**” – Robert Hutchings, American Foreign Service Association, May 2014  
<https://www.afsa.org/american-way-diplomacy>
- Read “**Chapter 1 – Vacant Posts and Frequent Turnover: An America Less Present and Less Effective,**” and “**Chapter 5 – Conclusion and Recommendations: The Challenges Ahead**” – “**Diplomacy in Crisis**” – Committee on Foreign Relations, United States Senate, July 28, 2020  
<https://www.foreign.senate.gov/imo/media/doc/Diplomacy%20in%20Crisis%20--%20SFRC%20Democratic%20Staff%20Report.pdf>

- **Diplomats and Their Differing Opinions**

- Read “**The Transformation of Diplomacy**” – William Burns and Linda Thomas-Greenfield, Foreign Affairs, September 23, 2020  
<https://www.foreignaffairs.com/articles/united-states/2020-09-23/diplomacy-transformation>

- Read **“Trump Has Changed the Face America Presents to the World”** – Helene Cooper, New York Times, September 12, 2020  
<https://www.nytimes.com/2020/09/12/us/politics/trump-race-state-department.html>
  - Read **“Being a Foreign Service Officer Became Much, Much Harder after 9/11”** – Olga Khazan, The Atlantic, April 9, 2013  
<https://www.theatlantic.com/international/archive/2013/04/being-a-foreign-service-officer-became-much-much-harder-after-9-11/274822/>
  - Read **“The Dereliction of American Diplomacy”** – The Economist, August 13, 2020  
<https://www.economist.com/international/2020/08/13/the-dereliction-of-american-diplomacy>
  - Read **“Why Donald Trump Needs a Supportive State Department”** – James Carafano; Kiron Skinner, The National Interest, August 28, 2020  
<https://nationalinterest.org/feature/why-donald-trump-needs-supportive-state-department-167960>
  - Read **“Trump Administration Diplomacy: The Untold Story”** – Michael Pompeo, U.S. Department of State, October 22, 2019  
<https://www.state.gov/trump-administration-diplomacy-the-untold-story/>
  - **Solutions or More Problems?**
    - Read **“How to Remake the Foreign Service and Embassies for Today's World”** – Richard Grennell, The Hill, August 28, 2020  
<https://thehill.com/opinion/national-security/513810-how-to-remake-the-foreign-service-and-embassies-for-todays-world>
      - Read **“What Makes a Good Foreign Service Officer or Ambassador?”** – John O’Keefe, The Hill, September 4, 2020  
<https://thehill.com/opinion/national-security/514949-what-makes-a-good-foreign-service-officer-or-ambassador>
    - Read **“U.S. Foreign Policy Architecture for the 21st Century”** – Joseph Cassidy, Wilson Center, December 9, 2016  
<https://www.wilsoncenter.org/article/us-foreign-policy-architecture-for-the-21st-century>
    - **“The U.S. Foreign Service Isn’t Suited for the 21st Century”** – Philip Zelikow, Foreign Policy, October 26, 2020  
<https://foreignpolicy.com/2020/10/26/state-department-foreign-service-reform/>
-



## 5. Great Decisions

*Great Decisions is an annual program that focuses on critical international issues provided by the Foreign Policy Association, a member of the World Affairs Councils of America. This year's Great Decisions topics for the 2020-2021 Academic WorldQuest competitions are:*

- ***Climate Change and the Global Order***
- ***India and Pakistan***
- ***Rea Sea Security***
- ***Modern Slavery and Human Trafficking***
- ***U.S. Relations with the Northern Triangle***
- ***China's Road into Latin America***
- ***The Philippines and the U.S.***
- ***Artificial Intelligence and Data***

***The Great Decisions 2020 Briefing Book is required study material for the National Competition. However, the Briefing Book will NOT be required reading for local competitions. In order to prepare for local competitions, students should study each of the topics, and the accompanying Glossary and all updates (if available), provided in the below link. The Briefing Book will be made available at a later date through the World Affairs Councils of America to the member Councils participating in the National Competition. Please study the following online information for your local competition:***

**Foreign Policy Association**

[https://www.fpa.org/news/index.cfm?act=show\\_announcement&announcement\\_id=450](https://www.fpa.org/news/index.cfm?act=show_announcement&announcement_id=450)

---

## 6. Country in Focus: Uzbekistan

*Uzbekistan, formally known as the Republic of Uzbekistan, is a landlocked country in Central Asia which emerged as an independent state with the demise of the Soviet Union in 1991. Following independence, Uzbekistan was governed by the authoritarian President Islam Karimov until his death in 2016 and was succeeded by Shavkat Mirziyoyev. Strategically located in the heart of Central Asia, Uzbekistan connected China to the Middle East through the Silk Road trade route in ancient times. Uzbekistan is currently undergoing subtle yet noteworthy reform both domestically and internationally, and plays an important role in the geopolitical developments of Central Asia. This topic will focus on an overview of the state; an introduction to U.S.-Uzbekistan relations; the regional conflicts and friendships that have shaped the country's foreign policy; and recent developments in politics and trade.*

- **Overview and History**

- Read “**People,**” “**Economy,**” “**History,**” and “**Cultural Life**” sections of “**Uzbekistan**” – C Allworth; Gavin Hambly; David Smith; Denis Sinor, Encyclopedia Britannica, March 27, 2020  
<https://www.britannica.com/place/Uzbekistan>
- Read “**Economy,**” and “**Government and Politics**” sections of “**Country Profile Uzbekistan**” – Nordea Trade, October 2020  
<https://www.nordeatrade.com/en/explore-new-market/uzbekistan/economical-context>
- Watch “**Geopolitics of Uzbekistan**” – Caspian Report  
<https://www.youtube.com/watch?v=1RpmswEpMTk>

- **U.S.-Uzbekistan Relations**

- Read “**U.S. Relations with Uzbekistan**” – U.S. Department of State, July 27, 2020  
<https://bit.ly/34w26Pi>
- Read “**Same Interests, New Climate: Assessing the US-Uzbekistan Relationship**” – Catherine Putz, The Diplomat, December 19, 2019  
<https://thediplomat.com/2019/12/same-interests-new-climate-assessing-the-us-uzbekistan-relationship/>
- Read “**Uzbekistan Faces Choice Between Closer Ties to US, Russia**” – Navbahor Imamova, VOA News, December 1, 2019  
<https://www.voanews.com/south-central-asia/uzbekistan-faces-choice-between-closer-ties-us-russia>
- Watch “**U.S.-Uzbekistan: Lisa Curtis, White House/National Security Council**” – VOA News, July 18, 2019  
<https://www.youtube.com/watch?v=h5v35NZ9Pa8>
- Read “**What Uzbekistan Seeks from the United States**” – Aziz Egamov; Rafael Sattarov, Atlantic Council, May 14, 2018  
<https://www.atlanticcouncil.org/blogs/new-atlanticist/what-uzbekistan-seeks-from-the-united-states/>

- **Regional Conflicts and Alliances**

- Read “**Signs of Hope (And Conflict) On Central Asia's Borders**” – Bruce Pannier, Radio Free Europe/Radio Free Liberty, May 16, 2020  
<https://www.rferl.org/a/qishloq-ovozi-central-asian-borders-cooperation-conflict-uzbekistan-tajikistan-kyrgyzstan/30615663.html>

- Read **“Mirziyoyev’s Foreign Policy: Globalizing Uzbekistan in the Asian Century”** – Luca Anceschi, Georgetown Journal of International Affairs, April 2, 2019  
<https://www.georgetownjournalofinternationalaffairs.org/online-edition/2019/4/1/mirziyoyevs-foreign-policy-globalizing-uzbekistan-in-the-asian-century>
  - Read **“Uzbekistan and Russia: Chilly Weather, Warm Relations”** – Eurasia Net, October 17, 2018  
<https://eurasianet.org/uzbekistan-and-russia-chilly-weather-warm-relations>
  - Read **“Uzbekistan: The Suddenly Good Neighbor”** – Bruce Pannier, Radio Free Europe/Radio Free Liberty, October 4, 2016  
<https://www.rferl.org/a/uzbekistan-suddenly-good-neighbor/28031740.html>
  - **Recent Developments**
    - Read **“Reformed or Just Retouched? Uzbekistan’s New Regime”** – Yuriy Sarukhanyan, Carnegie Moscow Center, October 1, 2020  
<https://carnegie.ru/commentary/82839>
    - Read **“We Must Pay Attention to Uzbekistan, The Big Hope for Stability in Central Asia”** – Melik Kaylan, Forbes, September 30, 2020  
<https://www.forbes.com/sites/melikkaylan/2020/09/30/we-must-pay-attention-to-uzbekistan-the-big-hope-for-stability-in-central-asia/#15ced31b1fb6>
    - Read **“Uzbekistan’s COVID-19 Response Exposes Tashkent’s Reform Successes and Failures”** – Benjamin Godwin, The Diplomat, September 25, 2020  
<https://thediplomat.com/2020/09/uzbekistans-covid-19-response-exposes-tashkents-reform-successes-and-failures/>
    - Read **“Uzbekistan at Twenty-Five: What Next?”** – Paul Stronski, Carnegie Endowment for International Peace, March 21, 2016  
<https://carnegieendowment.org/2016/03/21/uzbekistan-at-twenty-five-what-next-pub-63083>
-

## 7. Exploring Peace in a World of Conflict

*It can sometimes seem like violent, or negative, conflict is all around us. It is often what is featured in the news and focused on in history class. The United States Institute of Peace (USIP), sponsor of this category and host of the 2021 Academic WorldQuest National Competition event, focuses on two key points in its work around the world: (1) conflict can be managed without violence, and can even be a force for positive transformation; and (2) even when negative conflict is happening, there are almost always examples of people and organizations doing important work to build peace. This category will explore what peace means in practical terms, and how peacebuilding can still happen in a world full of challenges and conflict.*

*USIP is a national, nonpartisan, independent institute, founded by Congress in 1984, and dedicated to the proposition that a world without violent conflict is possible, practical, and essential for U.S. and global security. Learn more at [www.usip.org](http://www.usip.org).*

- **Background and Overview**

- Watch “**About the U.S. Institute of Peace**” – U.S. Institute of Peace, June 25, 2020  
<https://youtu.be/wNvR3bGEcUs>
- Read “**SNAP Action Guide, Primer on Strategic Nonviolent Action and Peacebuilding Processes**” – Nadine Bloch; Lisa Schirch, U.S. Institute of Peace, 2018  
<https://www.usip.org/sites/default/files/SNAP-Primer-Strategic-Nonviolent-Action-Peacebuilding-Processes.pdf>

- **Country Studies – Efforts in Peacebuilding**

- Read “**Preventing Conflict During the Pandemic in Southern Tunisia**” – Rima Daoud; Sabrine Laribi, U.S. Institute of Peace, July 16, 2020  
<https://www.usip.org/blog/2020/07/preventing-conflict-during-pandemic-southern-tunisia>
- Read “**Discovering Peace Through Art in Afghanistan**” – Anthony Navone, U.S. Institute of Peace, February 25, 2020  
<https://www.usip.org/blog/2020/02/discovering-peace-through-art-afghanistan>
- Read “**2020 Women Building Peace Award Recipient: Rita Lopidia**” – U.S. Institute of Peace, 2020  
<https://www.usip.org/2020-women-building-peace-award-recipient-rita-lopidia>
- Read “**In Casamance, Dialogue Helps Battle Coronavirus and Build Trust**” – U.S. Institute of Peace, June 9, 2020  
<https://www.usip.org/index.php/blog/2020/06/casamance-dialogue-helps-battle-coronavirus-and-build-trust>
- Read “**Nonviolent Action in Myanmar: Challenges and Lessons for Civil Society and Donors**” – La Ring; Khin Sandar Nyunt; Nist Pianchupat; Shaazka Beyerle, U.S. Institute of Peace, September 2020  
[https://www.usip.org/sites/default/files/2020-09/20200918-sr\\_483-nonviolent\\_action\\_in\\_myanmar\\_challenges\\_and\\_lessons\\_for\\_civil\\_society\\_and\\_donors-sr.pdf](https://www.usip.org/sites/default/files/2020-09/20200918-sr_483-nonviolent_action_in_myanmar_challenges_and_lessons_for_civil_society_and_donors-sr.pdf)
- Read “**Violent Extremist Disengagement and Reconciliation: A Peacebuilding Approach**” – Chris Bosley, U.S. Institute of Peace, July 29, 2020  
<https://www.usip.org/publications/2020/07/violent-extremist-disengagement-and-reconciliation-peacebuilding-approach>

- Read **“Measuring Collective Impact: Creating a Framework for Assessing Multiple Peacebuilding Projects in Colombia”** – Diego Benitez, U.S. Institute of Peace, July 2020  
[https://www.usip.org/sites/default/files/2020-07/20200730-sr\\_472-measuring\\_collective\\_impact\\_creating\\_a\\_framework\\_for\\_assessing\\_multiple\\_peacebuilding\\_projects\\_in\\_colombia-sr.pdf](https://www.usip.org/sites/default/files/2020-07/20200730-sr_472-measuring_collective_impact_creating_a_framework_for_assessing_multiple_peacebuilding_projects_in_colombia-sr.pdf)
  - Watch **“Briefly: Preventing Election Violence Through Diplomacy With Debra Liang-Fenton”** – U.S. Institute of Peace, January 28, 2020  
[https://www.youtube.com/watch?v=AICf7\\_39tWE&list=PLmbn6hUaez4Mpg\\_k3X1\\_owo0h\\_c7OAUJ&index=2](https://www.youtube.com/watch?v=AICf7_39tWE&list=PLmbn6hUaez4Mpg_k3X1_owo0h_c7OAUJ&index=2)
  - Read **“Press Release: The Successful Return of 1000 Families to Al-Ayadhiya, Tal Afar Following Reconciliation Efforts by Sanad for Peacebuilding”** – Sanad for Peacebuilding, September 2020  
[https://reliefweb.int/sites/reliefweb.int/files/resources/Al\\_Ayadhiya\\_Press\\_Release.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/Al_Ayadhiya_Press_Release.pdf)
  - **Additional Resources**
    - Refer to **“Academic WorldQuest Resources”** – U.S. Institute of Peace, 2020  
<https://www.usip.org/public-education/AcademicWorldQuest>
    - Read **“Global Peace Index 2020 Briefing”** – Institute for Economics and Peace, 2020  
[http://visionofhumanity.org/app/uploads/2020/06/GPI\\_2020\\_Briefing\\_Web.pdf](http://visionofhumanity.org/app/uploads/2020/06/GPI_2020_Briefing_Web.pdf)
    - Read **“Executive Summary and Key Findings”** pg. 2-4, **“Section 1: The Results”** pg. 5-23, and **“Section 4: Positive Peace”** pg. 53-56, 67-69 – **“Global Peace Index 2020”** – Institute for Economics and Peace, 2020  
[http://visionofhumanity.org/app/uploads/2020/06/GPI\\_2020\\_web.pdf](http://visionofhumanity.org/app/uploads/2020/06/GPI_2020_web.pdf)
    - Read **“Implementing the Global Fragility Act”** – Mercy Corps, April 2020  
[https://www.mercycorps.org/sites/default/files/202004/Implementing\\_the\\_Global\\_Fragility\\_Act\\_April2020.pdf](https://www.mercycorps.org/sites/default/files/202004/Implementing_the_Global_Fragility_Act_April2020.pdf)
    - Read **“Global Peace Index 2020 Briefing”** – Institute for Economics and Peace, 2020  
[http://visionofhumanity.org/app/uploads/2020/06/GPI\\_2020\\_Briefing\\_Web.pdf](http://visionofhumanity.org/app/uploads/2020/06/GPI_2020_Briefing_Web.pdf)
    - Read **““Women of Sudan: Bring a Glimmer of Hope,” Fifteen Years On, Cote D’Ivoire Comes Back from the Brink,”** and **“Iraq’s Improving Trajectory”** pg. 33-38 – **“2020 Fragile States Index”** – Fund for Peace, 2020  
<https://fundforpeace.org/wp-content/uploads/2020/05/fsi2020-report.pdf>
-

## 8. Fraying Alliances

*A global pandemic, rising border tensions, increasing security threats, re-emergence of unilateralism, the popularity of populism, and a deterioration of diplomacy have all resulted in frayed alliances between countries that have been previously aligned. While every day is a new challenge for international cooperation, this topic focuses on a few noteworthy foreign policy developments between nations within the last few years. Read on to learn more about the uncertainty afflicting East Asia; the changing dynamics in the Middle East; the steady collapse of Transatlantic relations; and the rise of strongman politics.*

- **East Asia – Foes or Friends?**

- Read **“Keep an Eye on Taiwan”** – Michael Schuman, The Atlantic, October 10, 2020  
<https://www.theatlantic.com/international/archive/2020/10/taiwan-us-china-donald-trump/616657/>
- Read **“Japan's New Leader Has Narrow Window to Advance South Korea Ties”** – Kathryn Botto, Nikkei Asia, September 23, 2020  
<https://asia.nikkei.com/Opinion/Japan-s-new-leader-has-narrow-window-to-advance-South-Korea-ties>
- Read **“The Unraveling of the U.S.-South Korean Alliance”** – Sue Mi Terry, Foreign Affairs, July 3, 2020  
<https://www.foreignaffairs.com/articles/north-korea/2020-07-03/unraveling-us-south-korean-alliance>
- Read **“Democracy in Hong Kong”** – Eleanor Albert; Lindsay Maizland, Council on Foreign Relations, June 30, 2020  
<https://www.cfr.org/backgrounder/democracy-hong-kong>
- Read **“Back to Square One for Inter-Korean Relations”** – Scott Synder, Council on Foreign Relations, June 26, 2020  
<https://www.cfr.org/blog/back-square-one-inter-korean-relations>
- Read **“Two Years After Trump-Kim Meeting, Little to Show for Personal Diplomacy”** – David Sanger; Choe Sang-Hun, New York Times, June 12, 2020  
<https://www.nytimes.com/2020/06/12/world/asia/korea-nuclear-trump-kim.html?action=click&module=RelatedLinks&pgtype=Article>

- **Muddle of the Middle East**

- Read **“After UAE Deal, How Can Arab States Impact Israeli-Palestinian Peace?”** – Claire Harrison; Robert Barron, United States Institute of Peace, September 3, 2020  
<https://www.usip.org/index.php/publications/2020/09/after-uae-deal-how-can-arab-states-impact-israeli-palestinian-peace>
- Read **“Without the Palestinians, Israeli Normalization Is Still Beyond Reach”** – H.A. Hellyer, Carnegie Endowment for International Peace, September 15, 2020  
<https://carnegieendowment.org/2020/09/15/without-palestinians-israeli-normalization-is-still-beyond-reach-pub-82702>
- Read **“Why France is Wary of Turkey in Libya”** – Ali Demirdas, Responsible Statecraft, July 8, 2020  
<https://responsiblestatecraft.org/2020/07/08/why-france-is-wary-of-turkey-in-libya/>
- Watch **“The Middle East’s New Battlelines”** – European Council on Foreign Relations, May 3, 2019  
[https://ecfr.eu/video/the\\_middle\\_easts\\_new\\_battlelines/](https://ecfr.eu/video/the_middle_easts_new_battlelines/)

- **Trans-Atlanticism in Trouble**
    - Read “**Embattled at Home, Trump Finds Himself Isolated Abroad, Too**” – Steven Erlanger, New York Times, June 2, 2020  
<https://www.nytimes.com/2020/06/02/world/europe/trump-merkel-allies.html>
    - Read “**The Pandemic and the Toll of Transatlantic Discord**” – Karen Donfried; Wolfgang Ischinger, Foreign Affairs, April 18, 2020  
<https://www.foreignaffairs.com/articles/united-states/2020-04-18/pandemic-and-toll-transatlantic-discord>
    - Read “**NATO Is Struggling Under Trans-Atlantic Tensions**” – Jim Townsend; Andrea Kendall-Taylor, Foreign Policy, December 5, 2019  
<https://foreignpolicy.com/2019/12/05/nato-is-struggling-under-transatlantic-tensions-trump/>
  - Read “**The EU-U.S. Relationship Is in Crisis**” – Julianne Smith, German Times, March 2019  
<http://www.german-times.com/the-eu-us-relationship-is-in-crisis/>
  
  - **China and Russia: Allies No More?**
    - Read “**China, Russia Deepen Their Ties Amid Pandemic, Conflicts With The West**” – Reid Standish, Radio Free Europe/Radio Europe/Radio Free Liberty, September 1, 2020  
<https://www.rferl.org/a/china-russia-deepen-their-ties-amid-pandemic-conflicts-with-west/30814684.html>
    - Read “**The Enemy of My Enemy is My Friend: Russia-China Relations in the Face of U.S.-China Tensions**” – Kseniya Kirillova, Institute for Security and Development Policy, August 17, 2020  
<https://isdpeu.org/the-enemy-of-my-enemy-is-my-friend-russia-china-relations-in-the-face-of-u-s-china-tensions/>
    - Read “**Could Russia Side With the U.S. and India Against China?**” – Maria Siow, South China Morning Post, August 22, 2020  
<https://www.scmp.com/week-asia/politics/article/3098398/could-russia-side-us-and-india-against-china>
-

## 9. Looking to a Post-Pandemic Economy

*Covid-19 has disrupted economies around the world. Social distancing and lockdowns across nations have resulted in loss of productivity, business closures, trade disruption, and mass unemployment. As a result, we are on the road to what may end up being the worst recession since the Great Depression. This topic explores the impact the pandemic has had on economies around the world, and in particular the U.S. economy; how major sectors such as the agriculture, tourism, retail, and aviation industries have dealt with the crisis; what these industries will look like going forward; and how the global economy can recover in a post-pandemic world.*

### • Economic Impact of COVID-19

- Read “**Covid-19 Dealt a Shock to the World's Top Economies. Here's Who Has Fared the Worst**” – Julia Horowitz, CNN, August 28, 2020  
<https://www.cnn.com/2020/08/28/economy/global-recession-g7-countries/index.html>
- Read “**The Impact of Covid-19 On U.S. Economy and Financial Markets**” – Mike Patton, Forbes, October 12, 2020  
<https://www.forbes.com/sites/mikepatton/2020/10/12/the-impact-of-covid-19-on-us-economy-and-financial-markets/#80a3aaf2d206>
- Read “**Economic Fallout from Covid -19 Continues to Hit Lower-Income Americans the Hardest**” – Pew Research Center, September 24, 2020  
<https://www.pewsocialtrends.org/2020/09/24/economic-fallout-from-covid-19-continues-to-hit-lower-income-americans-the-hardest/>
- Read “**Ten Facts about Covid -19 and the U.S. Economy**” pg. 7-19 – The Hamilton Project, Brookings, September 2020  
[https://www.brookings.edu/wp-content/uploads/2020/09/FutureShutdowns\\_Facts\\_LO\\_Final.pdf](https://www.brookings.edu/wp-content/uploads/2020/09/FutureShutdowns_Facts_LO_Final.pdf)

### • Major Sectors

- Read “**Stock Market v Economy: The Impact of Covid-19**” – The Economist, July 24, 2020  
<https://www.youtube.com/watch?v=0TImic4N1ko>
- Read “**Reimagining the \$9 Trillion Tourism Economy – What Will It Take?**” – McKinsey & Company, August 5, 2020  
<https://www.mckinsey.com/industries/travel-logistics-and-transport-infrastructure/our-insights/reimagining-the-9-trillion-tourism-economy-what-will-it-take>
- Watch “**Covid-19: Why Travel Will Never Be the Same**” – The Economist, July 10, 2020  
<https://www.youtube.com/watch?v=PA50gw1zluQ>
- Read “**The Future of Travel After the Coronavirus Pandemic**” – Foreign Policy, June 13, 2020  
<https://foreignpolicy.com/2020/06/13/travel-tourism-coronavirus-pandemic-future/>
- Watch “**How the Covid -19 Pandemic is Sending American Agriculture into Chaos**” 0:00-7:10 – PBS, April 20, 2020  
<https://www.youtube.com/watch?v=Zlpx2UARByo>
- Read “**Covid -19 and the Food and Agriculture Sector: Issues and Policy Responses**” – OECD, April 29, 2020  
<https://www.oecd.org/coronavirus/policy-responses/covid-19-and-the-food-and-agriculture-sector-issues-and-policy-responses-a23f764b/>
- Read “**Covid -19 Outlook for the U.S. Media and Entertainment Industry**” pg. 4-14 – Deloitte, May 2020



- <https://www2.deloitte.com/us/en/pages/technology-media-and-telecommunications/articles/covid-19-outlook-on-media-industry.html>
- Read “**After the Pandemic: The Future of Culture, Sports, and Entertainment**” – Foreign Policy, August 15, 2020  
<https://foreignpolicy.com/2020/08/15/covid-19-pandemic-culture-sports-entertainment/>
  - Read “**Covid -19 and the Retail Sector: Impact and Policy Responses**” – OECD, June 16, 2020  
<http://www.oecd.org/coronavirus/policy-responses/covid-19-and-the-retail-sector-impact-and-policy-responses-371d7599/>
  - Read “**7 Predictions for How Covid -19 Will Change Retail in The Future**” – Michelle Evans, Forbes, May 19, 2020  
<https://www.forbes.com/sites/michelleevans1/2020/05/19/7-predictions-for-how-covid-19-will-change-retail-in-the-future/#400f69e35be3>
  - Read “**Covid-19 Era Serves Up Big Changes for U.S. Restaurants**” – Morgan Stanley, July 17, 2020  
<https://www.morganstanley.com/ideas/coronavirus-restaurant-trends>
  - Read “**How Restaurants Can Thrive in the Next Normal**” – McKinsey & Company, May 19, 2020  
<https://www.mckinsey.com/industries/retail/our-insights/how-restaurants-can-thrive-in-the-next-normal>
  - Read “**Aviation’s Recovery Flight Plan**” – Deloitte  
<https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/public-sector/ca-en-aviation%27s-recovery-flight-plan-aoda.pdf>
  - Read “**U.S. Freight After Covid -19: What’s Next?**” – McKinsey & Company, June 2, 2020  
<https://www.mckinsey.com/industries/travel-logistics-and-transport-infrastructure/our-insights/us-freight-after-covid-19-whats-next>
- **Recovery Programs and Post-Pandemic Economy**
    - Read “**Reimagining the Post Pandemic Economic Future**” – McKinsey & Company  
<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/reimagining-the-postpandemic-economic-future>
    - Read “**What the Post-Pandemic Economy Will Look Like**” – Gad Levanon, Forbes, August 17, 2020  
<https://www.forbes.com/sites/gadlevanon/2020/08/17/what-the-post-pandemic-economy-will-look-like/#56f6f3c87835>
- 

###