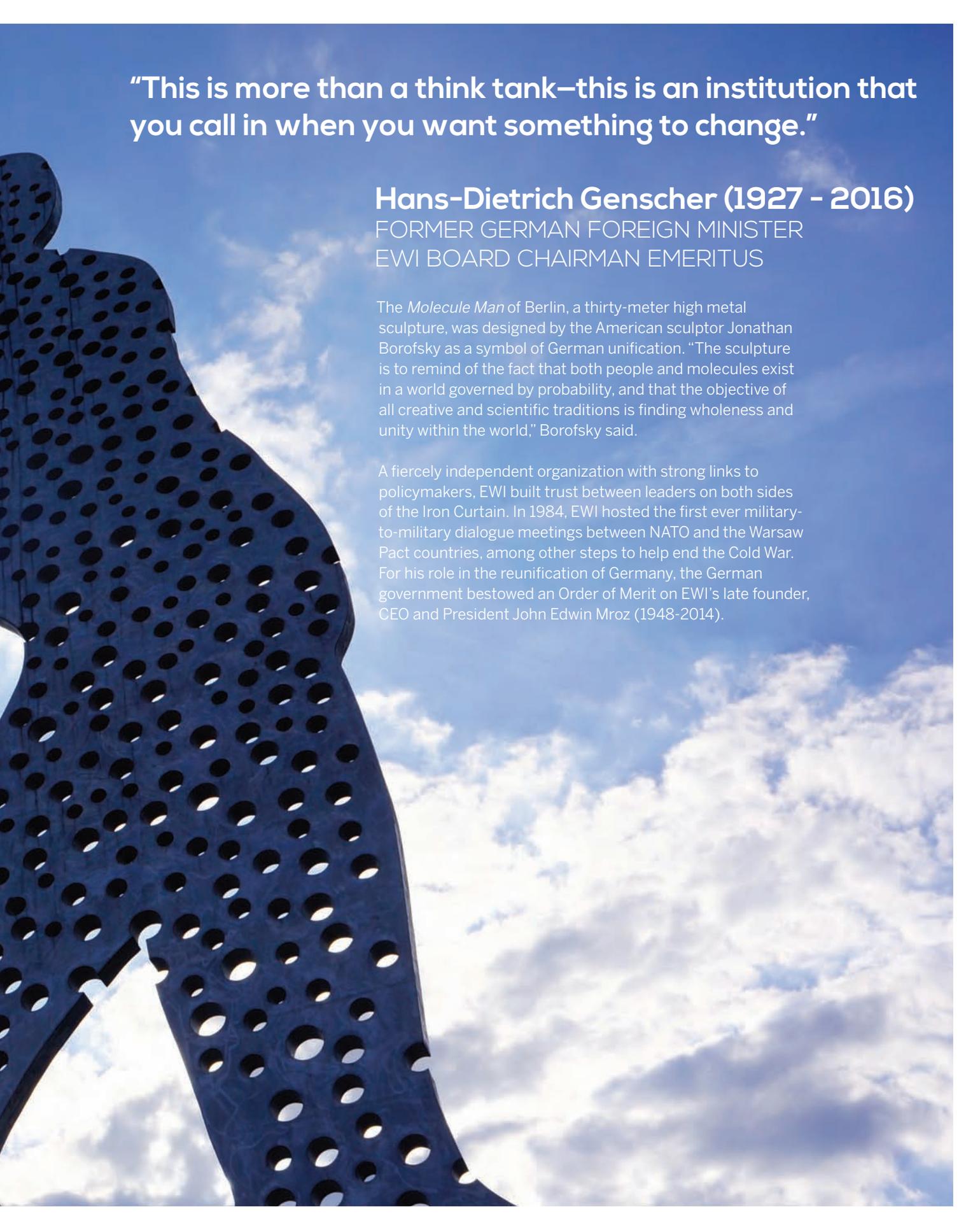




**Annual
Report
2015**

Building Trust, Delivering Solutions





“This is more than a think tank—this is an institution that you call in when you want something to change.”

Hans-Dietrich Genscher (1927 - 2016)

FORMER GERMAN FOREIGN MINISTER
EWI BOARD CHAIRMAN EMERITUS

The *Molecule Man* of Berlin, a thirty-meter high metal sculpture, was designed by the American sculptor Jonathan Borofsky as a symbol of German unification. “The sculpture is to remind of the fact that both people and molecules exist in a world governed by probability, and that the objective of all creative and scientific traditions is finding wholeness and unity within the world,” Borofsky said.

A fiercely independent organization with strong links to policymakers, EWI built trust between leaders on both sides of the Iron Curtain. In 1984, EWI hosted the first ever military-to-military dialogue meetings between NATO and the Warsaw Pact countries, among other steps to help end the Cold War. For his role in the reunification of Germany, the German government bestowed an Order of Merit on EWI’s late founder, CEO and President John Edwin Mroz (1948-2014).

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The views expressed in this publication do not necessarily reflect the position of the EastWest Institute, its Board of Directors or staff.

The EastWest Institute works to reduce international conflict, addressing seemingly intractable problems that threaten world security and stability. We forge new connections and build trust among global leaders and influencers, help create practical new ideas, and take action through our network of global decision-makers. Independent and nonprofit since our founding in 1980, we have offices in New York, Brussels, Moscow, Washington, D.C and San Francisco.

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Building Trust, Delivering Solutions

Chairman's Letter



The EastWest Institute in 2015 began a new chapter with Ambassador Cameron Munter becoming only the second CEO and President in the 35-year history of the institute. At the helm, Cameron has continued to drive forward the EWI mission of taking action to help address daunting problems that threaten global security and stability. The EastWest Institute continues playing to its strengths of forging new connections and building trust between global leaders and influencers from government, business and civil society.

In September, EWI's sixth Global Cyberspace Cooperation summit in New York City reflected our global leadership role in developing breakthrough solutions to critical cyberspace security issues requiring international cooperation between the public and private sectors. To underscore EWI's reach and effectiveness, our global vice president for global security, who directs the cyber initiative, relocated to San Francisco, solidifying and expanding support for EWI's programs in the western U.S. and the Pacific.

Our Regional Security Program focused on fostering top-level meetings, including with President Ashraf Ghani of Afghanistan and President Mamnoon Hussain of Pakistan, which produced concrete recommendations for economic growth and stability between Afghanistan and its neighbors. We also engaged with key representatives and policy experts from Iran and other Middle East and North African nations to find ways to stem the rise of ISIS. As part of that effort, we continued high-level dialogue in Istanbul and Brussels that brought together experts from across the region, Europe, and the U.S. for confidential meetings to address the root causes of ISIS.

Our work on U.S. cooperation with Russia and Iran regarding Afghan narcotics trafficking continues despite deeply strained relationships amongst these countries. Further publications from EWI's Joint U.S.-Russia Working Group on Afghan Narcotrafficking will be forthcoming later this year.

EWI strengthened its ties with China's top decision-makers through its high-level U.S.-China dialogues in Beijing. Delegates at the 8th U.S.-China High-Level Political Party Leaders delegation led by Ambassador Ron Kirk and Honorable Jim Nicholson, met with Chinese Communist Party Politburo Standing Committee member Wang Qishan at Zhongnanhai, China's central leadership compound. EWI also met with two sitting members of China's Central Military Commission at the 6th meeting of the U.S.-China Sanya Initiative involving retired U.S. and Chinese flag officers.

As we mark EWI's next chapter, our board members, staff, fellows and supporters will continue to demonstrate our value—trust-building and activism—as we work together to meet both present-day and future challenges.

Please join us in these efforts.

A handwritten signature in blue ink, appearing to read "Ross Perot, Jr.", written over a light blue horizontal line.

Ross Perot, Jr.
Chairman of the Board

President's Letter



My first half-year as CEO and president has been shaped by political seismic shifts not seen since the Cold War. In 2015, the Islamic State challenged the traditional order in the Middle East; Syria (as well as Ukraine) continue to be of grave concern; and terror attacks from Paris to Brussels, from Beirut to Peshawar sparked debate on domestic security and even governmental legitimacy. Refugees continue to stream into Europe; the governments of India and China seek to define their regional and global roles in economic as well as military terms; and the looming and still ill-defined threat of cyber attacks creates bewilderment and anxiety.

These events dominate the headlines. And it is beyond these headlines that EWI plays its most critical role. Our work—building trust, finding solutions, and trying to prevent conflict before it starts—requires long-term approaches: mobilizing a worldwide network, investing in relationships around the world, and assessing the root causes of those issues that are front page news. There are those who must find immediate solutions to pressing problems. We believe we can help them. Building on over three decades of experience, EWI has the experience and resources to address a range of scenarios, knows the appropriate people to consult and engage with based on its carefully cultivated ties, and can craft creative solutions in ways that others don't.

Take Afghanistan. Many worry about the trends there, such as the Taliban attacks in the north and even in Kabul itself, the difficult adjustment of the economy from the boom days of foreign assistance, and the distressing trend of young people heading away from their country and seeking a less uncertain future in Europe. EWI has cultivated ties in Afghanistan, and with its neighbors Pakistan and India and beyond, to build a coalition of members of parliaments, business leaders, and experts to seek out new ways to sustain a peaceful situation in the country and wider region, recognizing that economic opportunity and development in the private sector is a national security issue.

Cyberspace is an essential infrastructure for business and government worldwide. Our Global Cooperation in Cyberspace Initiative hosted a highly successful summit in New York City in September. This year we expanded our range and impact of our breakthrough groups by opening our new office in San Francisco. This will continue to position EWI as a global leader in international cyberspace cooperation in the context of extremely rapid change in the global policy and technology environment.

EWI has found considerable success in China this year, anticipating problems and building the relationships that can allow us to solve them. I headed the EWI team to Beijing in November for U.S.-China High-Level Security Dialogue talks, maintaining networks of contacts the EWI team has worked with for years and building new links to organizations representing China's

President's Letter

"There are those who must find immediate solutions to pressing problems. We believe we can help them. Building on over three decades of experience, EWI has the experience and resources to address a range of scenarios, knows the appropriate people to consult and engage with based on its carefully cultivated ties, and can craft creative solutions in ways that others don't."

security elite. These meetings invest in the capacity to tackle problems in a way that will be effective, not just now but in years to come. Today, our commitment to a longstanding relationship with Russia remains critical. The institute prides itself on its consistent and reliable engagement with Russia, not only by the presence of our office in Moscow, but also through the programs we sponsor, from narco trafficking to cybersecurity.

Of course, EWI does not shy away from more contentious places and issues. Building on the rich and extraordinarily well informed discussion held by experts for the EWI Board at its meeting in New York in October, the institute is continuing talks with academics, practitioners, and government officials on Iran and its neighbors. The key to next steps after the P5+1 nuclear deal is seeing whether there is a new impetus for Iran's regional role to change in a more constructive way. EWI viewed this first hand in New York when Iranians took part in our narco trafficking project. Now, the role of Iran with its neighbors—Afghanistan to the east, the Gulf States to the west—is a topic EWI's experts will continue to pursue. This is not an overnight solution to ISIS or other serious challenges in the Middle East. Rather, it's what EWI does best: looking over the horizon at building relations that address tomorrow's problems.

In the broadest sense, we continue our mission to offer our programs and expertise where we can make a difference. Working with major institutions, and contributing to a broader understanding of the problems of the day, gives us the insights and access necessary to our goal of building trust and finding solutions.

These problems are complex—we should have no illusions. There will be more participants who don't come from the ranks of traditional foreign policy experts. Non-state actors of all sorts will be involved, and consensus among them may be tough to find, and yet, this breadth and diversity of opinions will spur the creativity and contributions these times require.

It will be the task of the ever growing global network of EWI and its friends to engage where there are possibilities of establishing common goals and anticipating the worst challenges before they occur. Our work is cut out for us, but the contributions we can make are great.



Cameron Munter
CEO and President

The Year in Numbers

118

opinion pieces
written by EWI experts

20

policy reports
published in English,
Russian and Chinese

22

major events in
12 countries

3

heads of state taking
part in EWI's Afghanistan
Reconnected process

7

private-public breakthrough groups in EWI's
Global Cooperation in Cyberspace program,
bringing together experts from 40 countries

7 million

impressions on Twitter
@EWInstitute

760,000

views and downloads of
EWI's reports on Issuu

**Top 5 countries
among reports
readers:**

1. U.S.
2. Belgium
3. Russia
4. China
5. UK

120,000

minutes watched on
EWI's YouTube channel

2 million

total online outreach,
in unique visitors

**Top 5 fastest
growing audiences
on social media:**

1. Pakistan
2. India
3. Indonesia
4. Turkey
5. Egypt

6

EWI offices, from Moscow
to San Francisco

25

languages spoken
among EWI staff

**Top 3 fastest
growing website
audiences:**

1. China
2. France
3. Japan

8

consecutive years that EWI is featured among top 50
think tanks in the Penn University's "Global Go To Think
Tank Index" of over 6,500 think tanks around the world

Who We Are

Building Trust, Delivering Solutions

The EastWest Institute is an independent NGO, recognized and trusted for its unique capacity to bring together key policymakers, experts, business leaders and groundbreaking innovators to develop solutions for today's daunting global challenges. It is with great pride that the institute and its Board of Directors can look back upon a 35-year track record of trust-building and creating platforms for dialogue between decision-makers throughout the world, addressing critically important issues and hotspots.





Who We Are

“What has distinguished the EastWest Institute from others in the field is its track record of combining fresh ideas with practical follow up, which actually makes them useful to those who govern.”

George H.W. Bush
41ST U.S. PRESIDENT



More than ever, there is a place in the world for EWI, and our teams and global network will continue to be recognized for:

- **Convening** discreet conversations between national leaders and institutions that do not normally cooperate. Recognized as an “honest broker” by the audiences we work with—government, military, private sector, academia and international organizations. EWI’s mission is to provide a platform where key leaders, policymakers and innovators can find answers to daunting international conflicts.
- **Reframing** issues to look for win-win solutions. Based on our special relationships with Russia, China, the United States and other powers, EWI brings together disparate viewpoints to promote collaboration for positive change.
- **Mobilizing** networks of key individuals from both the public and private sectors. EWI leverages its access to innovators and over 1,000 public and private sector decision-makers globally, driving dialogue, defusing current conflicts and building longterm relationships that we can rely on during times of crisis.

Our Lasting Impact

The EastWest Institute has a new executive team in place, headed up by Cameron Munter, President and CEO, and Dr. William Parker, COO. Their leadership will ensure that the institute’s mission remains on point today and in the years ahead.

Emphasis will remain on ensuring EWI activities continue to make an impact on the world stage, at the regional level and across communities. The importance of continuity, based on an approach emphasizing direct action and measurable impact—cannot be overstated. The various and numerous stakeholders with whom we engage appreciate not only our counsel and ability to foster dialogue, but also our candor. This long-standing approach of engaging honestly and directly on issues allows us to engender trust. To point, EWI is one of the last remaining western NGOs active in Russia. Our Moscow office continues to organize **joint U.S.-Russia working groups** on issues of mutual interest to both countries—in particular cybersecurity and narco trafficking. The next cyberspace high-level dialogue will in fact be held in Moscow in May.

It is important to note that EWI does not only react to issues as they arise, but also anticipates problems that have the potential to flare up into conflict, and subsequently inspire advanced action and resources into play. This level of foresight allows us to be the “first” in many initiatives, for instance:

- In 2010, our STBI program brought together top American and Chinese



“EWI is a pioneer in helping Afghanistan and the region to take responsibility for its own prosperity”

Ashraf Ghani
PRESIDENT OF
AFGHANISTAN

leaders, including **the first ever U.S.-China High-Level Political Party Leaders Dialogue (P2P)** with Communist Party officials and the U.S. Democratic and Republican Party leaders.

- Launched in 2012, our Regional program convened the **Afghanistan Reconnected Process**—a unique forum for business and political leaders from Afghanistan, China, India, Pakistan, Iran, Uzbekistan, Tajikistan, Kyrgyzstan, Turkmenistan, the UAE and Turkey to promote closer ties and promote regional economic growth.
- Since 2009, EWI has been at the forefront of **international cybersecurity**, mobilizing global policymakers and experts to address cyber crime, encryption and risks from connected devices, aside from a host of other related issues.

EWI Going Forward

Our staff and global experts are continually building out existing programs and exploring new avenues of engagement.

Expanding our work within countering violent terrorism, EWI's Brussels office is taking the lead on deepening **dialogue with policymakers and influencers on ISIS**, assessing its role in terrorism, refugee streams and the jeopardizing of regional order.

In addition, recent discussions with in-country policymakers are paving the way for a potential **new engagement with South Asian nations** focusing on regional security, including projects involving India, Pakistan and Kurdistan.

More than ever, climate change, demographics and cross border conflicts are straining global access to—and the use of—natural resources. As such, EWI will be reinvigorating its **Food-Water-Energy Nexus** initiative that contributes to global and regional security of scarce resources.

Two countries in the Middle East that remain increasingly influential players are **Turkey and Lebanon**. EWI will be examining the present and future roles of both countries, their geopolitical significance, policy impacts around economics, security and refugee migration, and their future contributions to the region.

Through the **Nextgen Initiative**, EWI is mobilizing young talent and its unique perspectives on international issues, recognizing their capacity to reflect current thinking on key issues and providing a platform for future leaders in the policymaking community.

Global events will continue to pose challenges and conflicts that threaten the present and future welfare of countries, regions and communities. EWI will continue to play a decisive role, contributing ideas, knowledge and driving dialogues that bring about sustainable solutions. The EastWest Institute will continue justifying its slogan—building trust and delivering solutions across the globe,

Above: An international high-level expert delegation, led by EWI, meets with President Ghani to discuss regional economic growth proposals developed over three years of the Afghanistan Reconnected Process. The delegation's visit to Kabul allowed it not only to advocate and update recommendations to unlock regional trade, but also to share the findings of the missions to Pakistan, India and Tajikistan carried out by the institute over the course of 2015.

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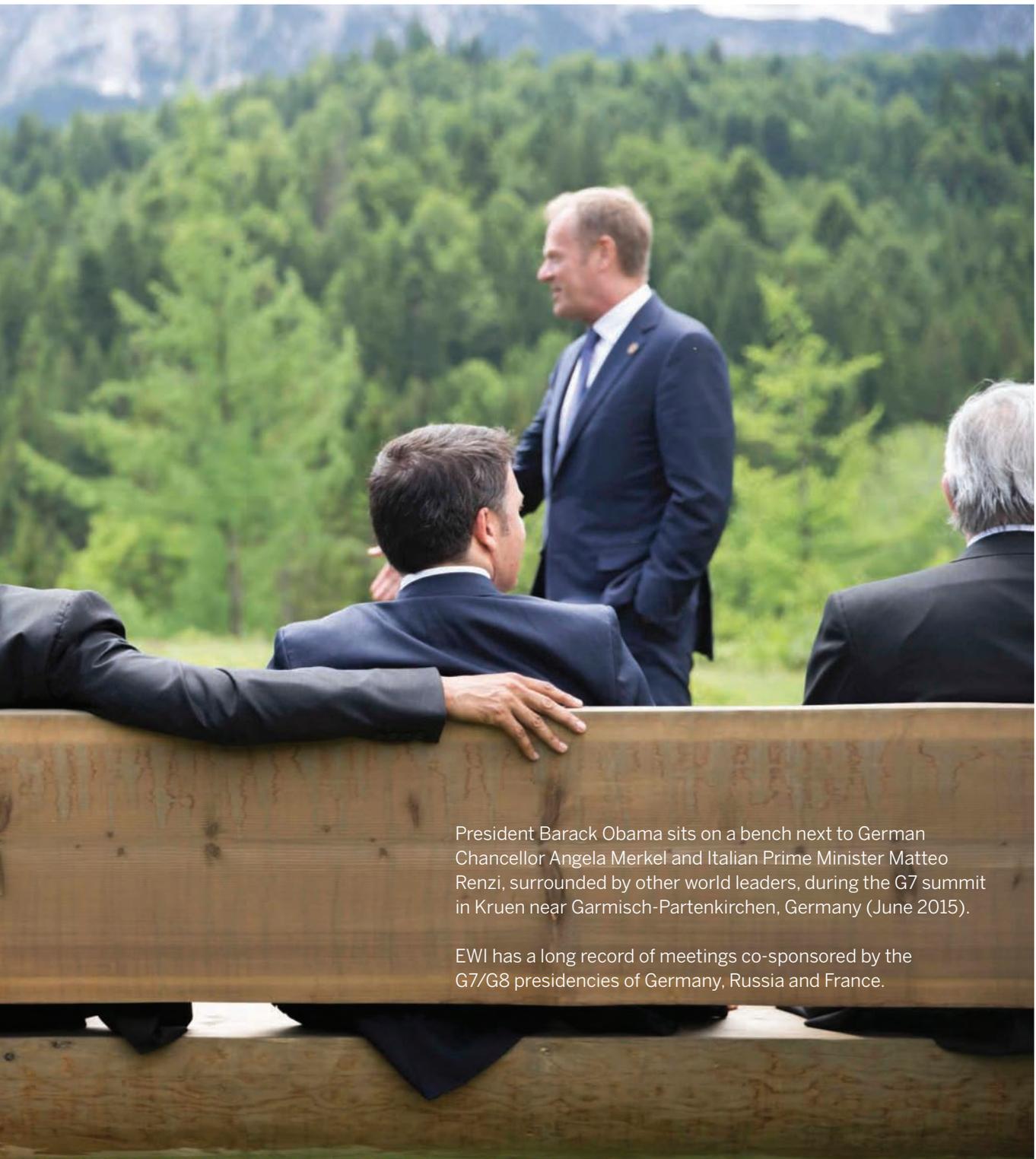
Former Co-Chairman
Goldman Sachs
Former U.S. Deputy Secretary of State

Our Programs



Strategic Trust-Building

The Strategic Trust-Building Initiative seeks to foster joint actions among China, Russia, the United States and other critical players on key strategic issues.



President Barack Obama sits on a bench next to German Chancellor Angela Merkel and Italian Prime Minister Matteo Renzi, surrounded by other world leaders, during the G7 summit in Kruen near Garmisch-Partenkirchen, Germany (June 2015).

EWI has a long record of meetings co-sponsored by the G7/G8 presidencies of Germany, Russia and France.

Strategic Trust-Building



The Challenges

The United States' relationships with China and Russia produced a flood of headlines in 2015. Developments in the South China Sea and allegations of cyber misconduct between the U.S. and China drove tensions to worrisome levels. Yet, several historic agreements reached during Chinese President Xi Jinping's state visit to the United States rejuvenated hopes of greater cooperation.

The year 2015 also saw signs of a modest thaw in U.S.-Russia relations—Syria's civil war and the Islamic State forced the two sides to relax their estrangement to deal with both shared interests and higher dangers of miscalculation. Between shifting tides of hope and concern, EWI's Strategic Trust-Building Initiative continues to work toward greater mutual understanding and trust in search of opportunities to deescalate tension and maximize cooperation.

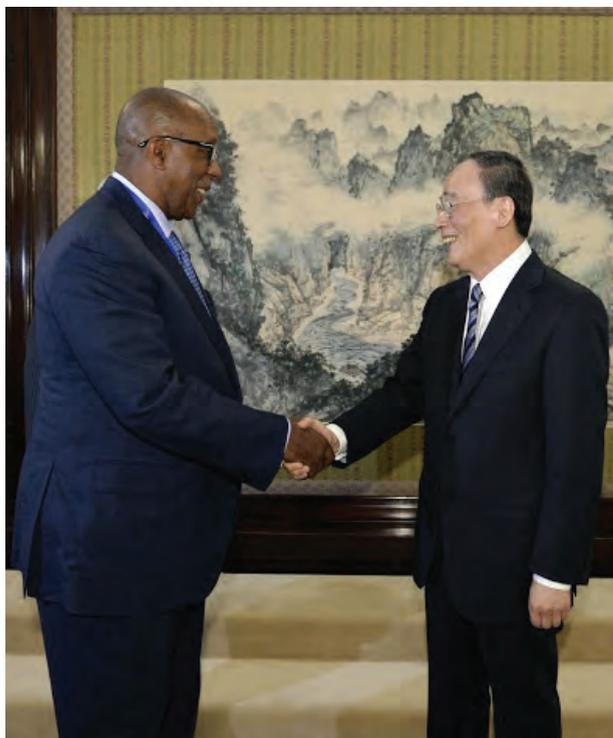
EWI Action

In 2015, EWI continued to cement its access to China's top political and military leaders through its high-level U.S.-China dialogues in Beijing.

Delegates at the 8th U.S.-China High-Level Political Party Leaders Dialogue met with Chinese Communist Party (CPC) Politburo Standing Committee member Wang Qishan at Zhongnanhai, China's central leadership compound. EWI also met with two sitting members of China's Central Military Commission, including General Xu Qiliang, one of its two vice chairmen, at the 6th meeting of the U.S.-China Sanya Initiative.

At the 9th U.S.-China High-Level Security Dialogue, an EWI-led delegation met with Wang Jiarui, vice chairman of the National Committee of the Chinese People's Political Consultative Conference and then minister of the CPC's International Department.

These visits achieved several significant milestones and impacts. For example, the political party leaders dialogue represented the highest-level visit ever to China by sitting officers of both major U.S. political parties—a vice chairman of the Democratic National Committee and the treasurer of the Republican National Committee. It was also the first-ever visit to China under the auspices of this dialogue involving former Cabinet-level officials from both the incumbent Obama Administration (former U.S. trade representative Ron Kirk) and the



Launched in 2010, the U.S.-China High-Level Political Party Leaders Dialogue seeks to build understanding and trust between political elites from the United States and China through an exchange of views on governance and foreign policy issues.

This 8th iteration of the Dialogue represented the highest-level visit ever to China by sitting officers of both major U.S. political parties. It was also the first-ever Dialogue visit to China involving former cabinet-level officials from both the incumbent Obama administration and the George W. Bush administration.

Far right: Former U.S. Trade Representative Ron Kirk and Politburo Standing Committee member Wang Qishan.

George W. Bush Administration (former secretary of the Department of Veterans Affairs R. James Nicholson). Additionally, representatives from U.S. and Chinese corporations joined the talks for the first time and offered a business perspective on China's economic reforms and the U.S.-China investment relationship.

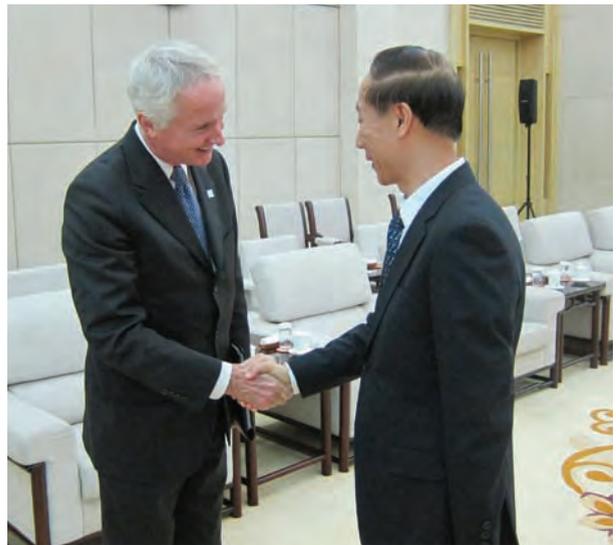
The Sanya Initiative and High-Level Security Dialogue discussions facilitated discreet, high-level talks between American and Chinese military and security experts at a time of rising tensions over issues such as the South and East China Seas and ongoing concerns over North Korea. The patrol of the USS *Lassen* through territorial waters claimed by China in the South China Sea shortly before the discussions and North Korea's January 2016 nuclear test that followed them accentuated the timeliness of these discussions.

Meanwhile, EWI's 2013 policy report, *Thread-ing the Needle: Proposals for U.S. and Chinese Actions on Arms Sales to Taiwan*, was cited for the second consecutive year in the U.S.-China Economic and Security Review Commission's annual report to Congress. This reflects the impact of EWI's thought leadership on Capitol Hill.

EWI's Russia and United States program also achieved breakthroughs, facilitating interaction in one of the world's most challenging bilateral relationships. With the U.S.-Russia relationship remaining largely frozen in 2015, the EastWest Institute's Joint U.S.-Russia Working Group on Afghan Narcotrafficking played a critical role in bringing U.S. and Russian counternarcotics officials together. These efforts created a much-needed communication channel for the two countries—in coordination with Afghanistan, other regional players and international organizations (including the United Nations Office on Drugs and Crime, and the Shanghai Cooperation Organization)—to discuss measures for addressing the critical problem of Afghan drugs. Former Afghan ambassador to the United Nations, Zahir Tanin, called the group "an important platform for the international community in general and the U.S., Russia, Afghanistan and countries in the region in particular to combat the narcotics and narco-trafficking threats in a comprehensive manner."

The working group met twice in 2015, in March in Washington, D.C. and New York City and in October in Moscow. The two convenings served as avenues for EWI to facilitate several important introductions between key counternarcot-

Strategic Trust-Building



Clockwise, from left: Adm. Jonathan Greenert (left) speaks to Vice Adm. Ding Yiping (center); dinner hosted by Gen. Zhang Yang, member of China's Central Military Commission and director of the People's Liberation Army General Political Department; Gen. Charles Jacoby (left) speaks to Gen. Zhang Haiyang (right); Admiral (ret.) William A. Owens (left) with General Xu Qiliang, Vice Chairman of China's Central Military Commission - all during the 6th meeting of the U.S.-China Sanya Initiative; EWI CEO and President, Cameron Munter greets Wang Jiarui, Vice Chairman of the National Committee of the Chinese People's Political Consultative Conference, during the 9th U.S.-China High-Level Security Dialogue.



An Afghan policeman destroys poppies during a campaign against narcotics in Kunar province. The U.N. estimates Afghan opium cultivation increased by 7 percent in 2015 and accounts for 90 percent of the global supply. Afghanistan has around 500,000 acres, or 780 square miles, of opium-growing land.

ics players, including the first meeting between staff from the U.S. Senate Caucus on International Narcotics Control and Russia's Federal Drug Control Service (FSKN); the first contact between Caucus staff and Iranian government officials; and the first discussion between representatives from FSKN and the U.S. Department of State Bureau of International Narcotics and Law Enforcement Affairs on the topic of drug demand reduction.

The March meetings also constituted arguably the most substantive, and maybe even only, policy-level interactions between the U.S. and Russian governments on the drug issue since the crisis in Ukraine emerged in 2014, bringing together officials from FSKN and the United States Department of State, Office of National Drug Control Policy (ONDCP), Drug Enforcement Administration (DEA) and Agency for International Development (USAID).

Next Steps

The 2016 agenda of the China, East Asia and United States Program will be shaped by several significant political events: Taiwan's historic presidential and legislative elections in January that led to a sweeping power transition on the island; the November U.S. presidential elections; and the political jockeying in China in the

lead-up to the CPC's national congress in 2017, when China's next generation of top leaders is expected to be revealed.

Through its high-level dialogues and convenings involving current and retired decision-makers in politics, government and the military, EWI will assess the implications of these developments for U.S.-China and Asia relations, while addressing concerns over the Chinese economy, China's military reforms, regional hotspot issues, and prospects for cooperation on global and regional challenges.

The Russia and United States Program looks forward to releasing three reports in 2016 from the Joint U.S.-Russia Working Group on Afghan Narcotrafficking. Two topical reports will focus on alternative livelihood/development strategies for Afghan farmers and the flows of Afghan drug money. The final report will bring together the group's five years of work with overall assessments of the Afghan narcotics situation and concrete recommendations for policymakers in the United States, Russia and Afghanistan, as well as other countries in the region and international and regional organizations. The Russia and United States Program will also explore new opportunities to restore trust between Russia and the United States against the backdrop of a bilateral relationship that continues to be very challenging.

Regional Security

The Regional Security Initiative aims to defuse regional tensions and increase trust through preventive diplomacy, with a special emphasis on Afghanistan, Pakistan, the Middle East and North Africa region (MENA).





Musa, a 25-year-old Kurdish marksman, stands atop a building as he looks at the destroyed Syrian town of Kobane, also known as Ain al-Arab, on January 30, 2015. Kurdish forces recaptured the town on the Turkish frontier on January 26, in a symbolic blow to the jihadists who had seized large swathes of territory in their onslaught across Syria and Iraq.

EWI's confidential Track 2 consultations deal with regional geopolitical rivalries, as well as international policy on stemming ISIS financing.

Regional Security



Afghanistan Reconnected Process

The Challenges

As the security situation in Afghanistan continues to decline following the conclusion of the NATO-led ISAF mission in December 2014, ensuring stability and economic development remain paramount concerns for both the country itself and the region as a whole. Territorial gains by the Taliban, who at the end of 2015 controlled more districts than at any time since 2001, and the reported presence of Islamic State militants plague the country as it strives to recover from decades of conflict. The decreased international military presence in 2015 presented not only an obvious security challenge but an economic one as well, contributing to a loss of income and employment opportunities. In addition, higher numbers of refugees fleeing conflict areas contributed to the impoverishment of the Afghan qualified workforce. In the face of these challenges, the economic development of Afghanistan remains

a crucial prerequisite for the peaceful stabilization of the country, and is key to securing the fragile region from current and future threats.

EWI Action

With its Afghanistan Reconnected Process, the EastWest Institute is striving to revitalize Afghanistan's role as a strategically-located trade and transit hub, focusing on the regional economic aspects of its stabilization. By promoting energy security, adequate transport infrastructure, trade and investment, EWI's Afghanistan Reconnected Process aims at increasing regional connectivity and facilitating the development of a common economic vision that sets political disputes aside.

Since 2012, EWI has established a network of high-level representatives from governments, parliaments, and the private sector from Afghanistan, its immediate neighbors and countries with interests in the region, as well as from regional and international organizations. Through a number of consultations, its members identified actionable short- and



EWI's Outreach and Advocacy Missions represented a fundamental step for the Afghanistan Reconnected Process. The mission in Afghanistan (far-left) began in the presence of representatives of the local business community at an opening hosted by the Ministry of Foreign Affairs and featured a number of high-level meetings, including President Ashraf Ghani. The mission to Dushanbe (right) included meetings with President Emomali Rahmon and ministers in charge of transport, economic development and trade.

long-term recommendations for policy reforms in the fields of energy, transport, trade and investment.

In order to advocate for the implementation of these recommendations, in 2015, EWI conducted outreach missions to Pakistan, India, Tajikistan and Afghanistan to discuss opportunities to unlock the region's economic potential with relevant decision-makers. These visits allowed EWI's delegations to engage with representatives of the countries' administrations, including the presidents of Afghanistan and Pakistan, as well as ministers with portfolios in the fields of foreign affairs, trade, energy and transport.

Next Steps

To share the findings of its 2015 advocacy missions to Greater Central Asia and to gather additional insights on future regional priorities, EWI is conducting two workshops in Brussels with practitioners and ambassadors from the region.

In summer 2016, a conference will be held in Istanbul to review the progress made in the implementation of the reforms promoted throughout the Afghanistan Reconnected Process, and to highlight future priorities and avenues of work. Experts' and practitioners' insights will be incorporated in a report reviewing developments in the region since the beginning of the process, with the goal of sending a signal to relevant actors and donors to sustain commitments to Afghanistan.

An important focus of EWI's work in 2016 will be the intensification of efforts to engage China and, in particular, Iran, where the newly-minted nuclear agreement offers fresh opportunities to facilitate the country taking a greater stake in Afghanistan's future.

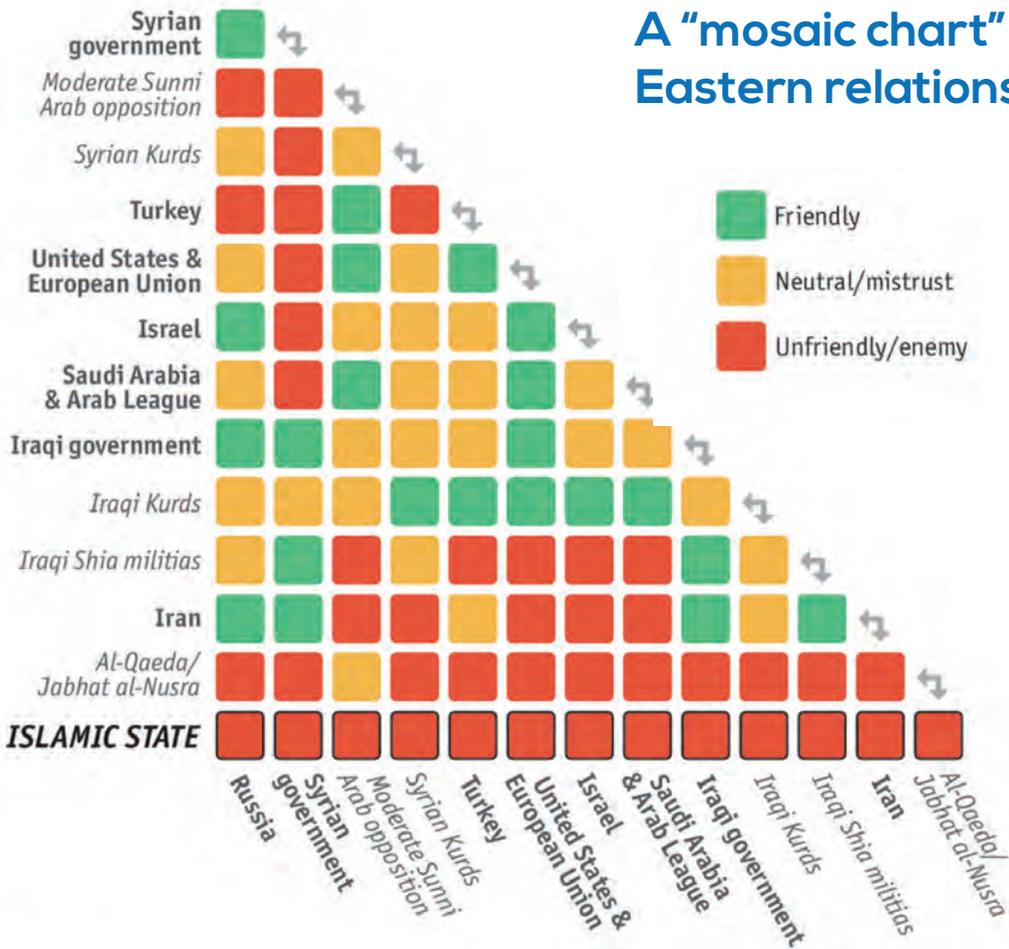
MENA

The Challenges

One of the main reasons for the rise and expansion of the Islamic State in Iraq and Syria (ISIS)



A "mosaic chart" of Middle Eastern relationships



One of the main reasons for the rise and expansion of ISIS is the geopolitical jockeying between diverse actors for strategic influence. This has made ISIS an enemy, but not the number one enemy to all actors. Our actions aim to tackle this problem by addressing all mutual perceptions and fears and hence create foundations for regional cooperation.



Regional Security

Left: The advocacy and outreach mission to Islamabad included a meeting with President Mamnoon Hussain, who expressed sincere appreciation for EWI's long standing commitment to the region. Right: EWI CEO and President, Cameron Munter and Ambika Sharma, Joint Director General of the Federation of Indian Chambers of Commerce and Industry, during the mission to India.

is the deep distrust between powerful regional players, and their geopolitical jockeying for strategic influence. This has made ISIS *an enemy, but not the number one enemy to all actors*. Our actions aim to tackle this problem by addressing all mutual perceptions and fears, creating foundations for regional cooperation.

EWI Action

MENA Program's confidential Track 2 consultations deal with regional geopolitical rivalries, as well as an international policy on stemming ISIS financing. In an effort to generate an understanding about the mutual concerns and perceptions of ISIS and address the root causes that led to its emergence of ISIS, EWI convened Track 2 dialogues in Istanbul and Brussels that brought together experts from the region, Europe, the U.S. and convened confidential meetings between regional rivaling powers. Topics discussed included the ideological foundation of ISIS, its propaganda and messaging, its financing, governance and "state" structures.

EWI has also organized a confidential roundtable in Brussels that addressed the gaps in international policy on stemming ISIS financing and funding. The aim was to create a better understanding amongst the policy and intelligence community in Europe on how ISIS is financed, as well as to debunk some of the

prevalent myths surrounding ISIS financing. Based on the insights of that meeting, EWI commissioned a study that identified current policy gaps, recommended urgently needed policies and specified which regional and international actors should be brought together to implement these policies.

Next Steps

In 2016, EWI will continue to provide a platform for Track 2 dialogue between regional rivals in the Middle East and engage the major stakeholders in an attempt to find common ground in tackling root causes behind the rise of ISIS. Issues to be discussed include economic insecurity and energy cooperation in an era of falling oil prices ("Post-Oil Gulf"). Additional topics include major regional powers' views on the ongoing refugee crises in the departure countries; ways to stabilize Iraq, Syria, Afghanistan and Yemen; and means to contain the escalating refugee crisis.

EWI will continue to convene confidential meetings between regional and international institutions and actors such as the Gulf Cooperation Council, Turkey, UN, U.S., the EU and various member states to address underexplored elements of countering ISIS financing and develop policies and measures to stem the funding sources.

Our Programs

Global Cooperation in Cyberspace

The Global Cooperation in Cyberspace Initiative seeks to reduce conflict, crime and other disruptions in cyberspace and promote stability, innovation and inclusion.

Chinese President Xi Jinping shakes hands with U.S. President Barack Obama during a ceremony on the South Lawn of the White House in Washington on September 25, 2015. The two leaders agreed on a range of principles of cyberspace cooperation, including a commitment that neither government would support or conduct cyber-enabled theft of intellectual property for commercial gain.

Since 2009, EWI has brought together Chinese and U.S. experts to propose practical cooperation to strengthen cybersecurity. Our policy report *Fighting Spam to Build Trust* was praised by *The New York Times* as necessary reading for Presidents Obama and Xi before their first summit meeting.



Global Cooperation in Cyberspace



The Challenges

Cyberspace—the global system of electronically interconnected people, information, processes and technology—is a principal stage upon which modern life appears and is acted out. For 3.5 billion “netizens” and the critical sectors they depend on, the world cannot function in the 21st century outside of cyberspace. However, the global digital environment is also becoming an increasingly unpredictable and unstable space. Risks are extremely difficult to evaluate and manage, particularly given the fragile nature of cyberspace boundaries.

Three critical developments have also recently emerged that challenge the precarious stability in cyberspace. First, there has been a shift in the discussions of cybersecurity from expert-driven to those where executives and politicians take the lead, yet they do not have a clear grasp of the issues. Second, as connected devices proliferate and become ubiquitous, this will require choices about how to protect the immense amount of sensitive data that will be produced. Finally, the geopolitical effects of cyberspace are becoming more apparent: mass data collection compromises the privacy of individuals, governments use data to control citizens, and terrorists use the Internet for recruitment and other nefarious purposes.

EWI Action

EWI’s Global Cooperation in Cyberspace Initiative is committed to addressing the myriad of concerns facing cyberspace today and to anticipating future risks. To do this, the initiative uses EWI’s proven trust-building process: Convene, Reframe, Mobilize. The institute **convenes** discreet conversations across governments and private institutions who might otherwise not meet. It helps them **reframe** difficult questions and devise win-win approaches. It then **mobilizes** support for the results to make change happen. The chief vehicles for this process are eight working groups—called breakthrough groups—that meet throughout the year to advance the conversation on specific issues. These groups are organized around three objectives:

- Enhance **deterrence** against malicious cyber activities.
- Improve the **security** of Internet products and services.
- Maintain efficient information and technology **flows** across borders consistent with local values.



New York

The sixth Global Cyberspace Cooperation Summit took place in New York on September 9-10, 2015, bringing together 200 cyber leaders from 36 countries to frame obstacles and forge progress towards a more secure and connected cyberspace. Through plenary panels and breakout sessions participants discussed topics, including global encryption policy, the relationship between the Internet and the state, and prospects for cooperation in cyberspace. Participants also worked to further the work plans of breakthrough groups including:

- Strengthening Critical Infrastructure Resilience and Preparedness
- Increasing the Global Availability and Use of Secure ICT Products and Services
- Promoting Measures of Restraint in Cyber Armaments
- Governing and Managing the Internet
- Modernizing International Procedures against Cyber-enabled Crimes
- Managing Objectionable Electronic Content Across National Borders

After the summit, three breakthrough groups released reports based on work completed during the year:

Convicting More Cyber Criminals provides a guideline form for law enforcement officials seeking access to private sector records. It advocates that companies should post a privacy policy based on the Model Corporate Transparency Notice. It also outlines the United Nations Office on Drugs and Crime’s “Mutual Legal Assistance Request Writer Tool” as the most advanced authoring tool to date and encourages states to actively participate in the tool’s development and to make the tool public so that companies and civil society can provide useful feedback.

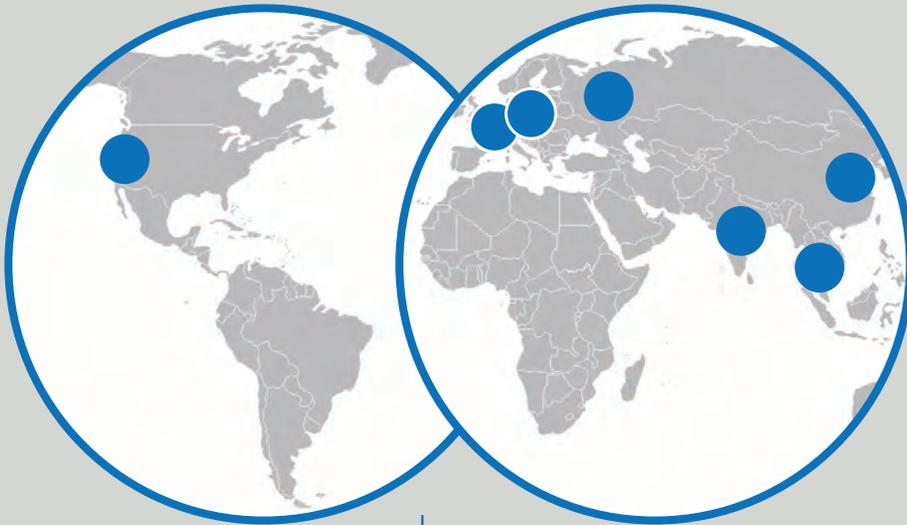
Promoting International Cyber Norms: A New Advocacy Forum examines the roles of non-governmental actors within the realm of cyber norms. It argues that even though governments understand that they must work with business and civil society leaders, there is currently a pivotal opportunity to increase these efforts. Based on this observation, it advocates for the creation of a forum that would integrate private, public and nonprofit sector ideas.

“The challenges keep getting bigger as the rate of change accelerates. We can’t wait for governments to act. The private sector must.”

— Admiral (ret.) William A. Owens
Chairman, Red Bison Advisory Group LLC;
Chairman, Board of Directors, CenturyLink;
Member, Board of Directors, EWI

Left to right: Cameron Munter, Dr. Chris C. Demchak, Sorin Ducaru, Preetam Maloor, Veni Markovski and Frédéric Douzet; Lt. General (ret.) Harry D. Raduege, Jr. and Admiral (ret.) William A. Owens; Bruce McConnell.

Global Cooperation in Cyberspace Coming up in 2016



Cybersecurity Roundtable
Munich Security Conference

Munich
February 2016

International Encryption
Policy Workshop

The Hague
May 2016

High-Level Dialogue on
Cyberspace Cooperation
Co-hosted by the Russian
International Affairs Council

Moscow
May 2016

Global Cooperation
in Cyberspace
Progress Roundtable

Palo Alto
June 2016

Security as a Non-Tariff
Trade Barrier Roundtable
Co-hosted by the Inter-
national Telecommunication
Union

Bangkok
November 2016

Workshop on Security Risks
of the Internet of Everything

United States
Fall 2016

Trilateral Cybersecurity
Track 2

China/India
Fall 2016



6.4 billion

connected devices will
be in use worldwide in
2016, up 30 percent
from 2015; growing to
20.8 billion by 2020

\$75 billion

the size of the
global cybersecurity
industry in 2015; the
market is projected to
grow to \$170 billion
by 2020

Sources: Gartner, Forbes.



Five Ways to Increase the Security of Cyber Products and Services analyzes feedback received from the group's 2015 request for input on preferences and principles that are important to both suppliers and buyers in the ICT community and acts as a summary of findings thus far. In 2016, this report will be enhanced with guideposts for evaluating and enhancing the security of ICT products and services and will be used to seek international support for these principles and the transparent use of standards.

Making progress possible

In preparation for the New York summit, 36 participants met at a working roundtable in Palo Alto in May 2015 at The William and Flora Hewlett Foundation to refine the initiative's existing work program and explore additional areas for action.

Furthermore, the initiative co-hosted four smaller meetings with government and corporate partners that were focused on individual cyber issues or actors such as cyber crime and Russia.

The Global Cooperation in Cyberspace Initiative thrives on the support and leadership provided by: Microsoft, Huawei Technologies, Palo Alto Networks, NXP Semiconductors, Qihoo 360, Unisys, CenturyLink and The William and Flora Hewlett Foundation. Its partners include the Munich Security Conference, IEEE Communications Society, The Open Group and the University of New South Wales.

Next Steps

In 2016, the initiative will continue to work on key international issues such as Strengthening Critical Infrastructure Resilience and Preparedness, Increasing the Global Availability and Use of Secure ICT Products and Services, Promoting Measures of Restraint in Cyber Armaments, Governing and Managing the Internet, Modernizing International Procedures against Cyber-enabled Crimes, and Managing Objectionable Electronic Content Across National Borders. In addition, the initiative is turning its focus to two new challenges where the international aspects are underappreciated: Ubiquitous Encryption and Lawful Government Access, focused on providing an international perspective on the global debate on encryption policy, and Anticipating Security Risks from Smart, Connected Devices, which seeks to stem the tide of ever increasing security threats that emerge as everyday objects become connected to networks.

In 2016, the Global Cooperation in Cyberspace Initiative is hosting a series of smaller, more focused meetings including sessions on the geopolitics of cybersecurity at the Munich Security Conference; cooperation against cyber-enabled crime with the Russian International Affairs Council; international encryption policy with European partners; and security as a non-tariff trade barrier with the International Telecommunication Union, among others. These meetings will culminate in the seventh Global Cyberspace Cooperation Summit to be held in the spring of 2017.

Left to right: Suzanne E. Spaulding and Sadie Creese; Joseph Nye; Katherine Getao.

"It's so easy for citizens to lose trust in their governments and corporations as a result of negative cyber incidents; that is the biggest risk that governments must address in this realm."
— Katherine Getao
ICT Secretary, Ministry of Information, Communications and Technology of Kenya

Our Programs



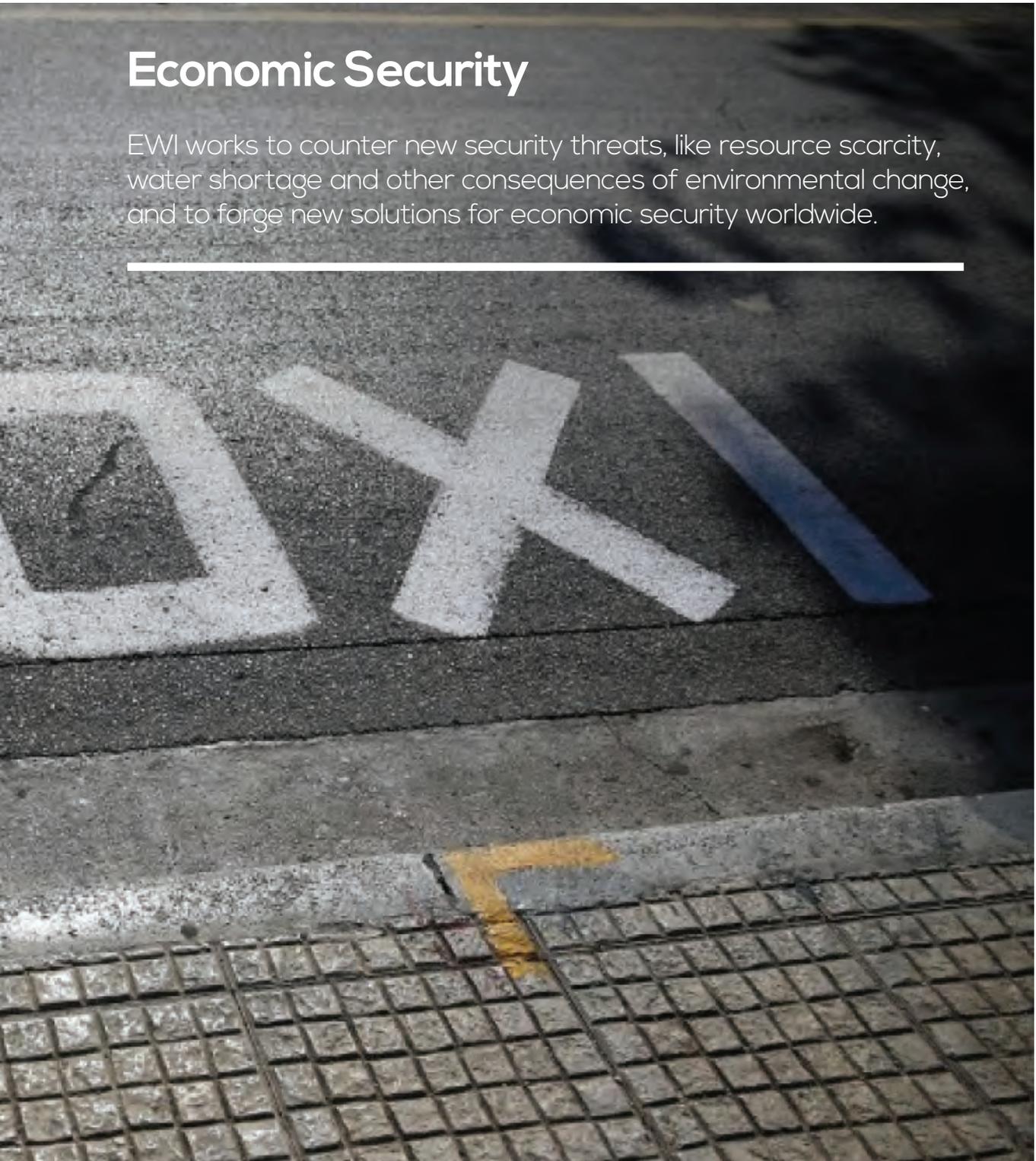
A man carries shopping bags across a road displaying an “OXI” or “No” campaign sign against the European bailout proposals in Athens, Greece, on Friday, July 3, 2015. A convincing ‘No’ vote win, with a landslide 61 percent of the vote, did not manage to stop the Greek government’s eventual acceptance of the bailout terms.

Founded in 1990 and associated with EWI since 2012, the 20-20 Investment Association was the first significant group of senior-level investors to examine investment opportunities in emerging and frontier markets. 20-20 today is a group of the world’s most prestigious and economically powerful institutional investors who together represent over \$7 trillion in investment capital.

In 2015, the 20-20 annual trip took place in Greece. A week of meetings with government officials and leading members of the private sector explored ways to put the Greek’s troubled economy back on track.

Economic Security

EWI works to counter new security threats, like resource scarcity, water shortage and other consequences of environmental change, and to forge new solutions for economic security worldwide.



Economic Security

Clockwise, from right: Mugur Isărescu, Governor of the National Bank of Romania; Vazil Hudák, Slovak Minister of Economy and EWI alumnus; Archduke Georg of Austria, Ambassador-at-Large of Hungary, during the 2015 20-20 Investment Association trip.



The Challenges

Global resource distribution and scarcity continues to fuel conflict and unrest. The rise of millions of people from poverty to the middle class and the associated expectations for clean air and water; continued economic growth and development; and a better standard of living has stretched the limits of resource availability and management. From river basin issues in Afghanistan to water and food scarcity in the Middle East and North Africa, people are suffering due to a lack of natural resources. The challenges associated with resource management have not been resolved by many governments and contribute directly to instability within the affected countries and between countries regionally.

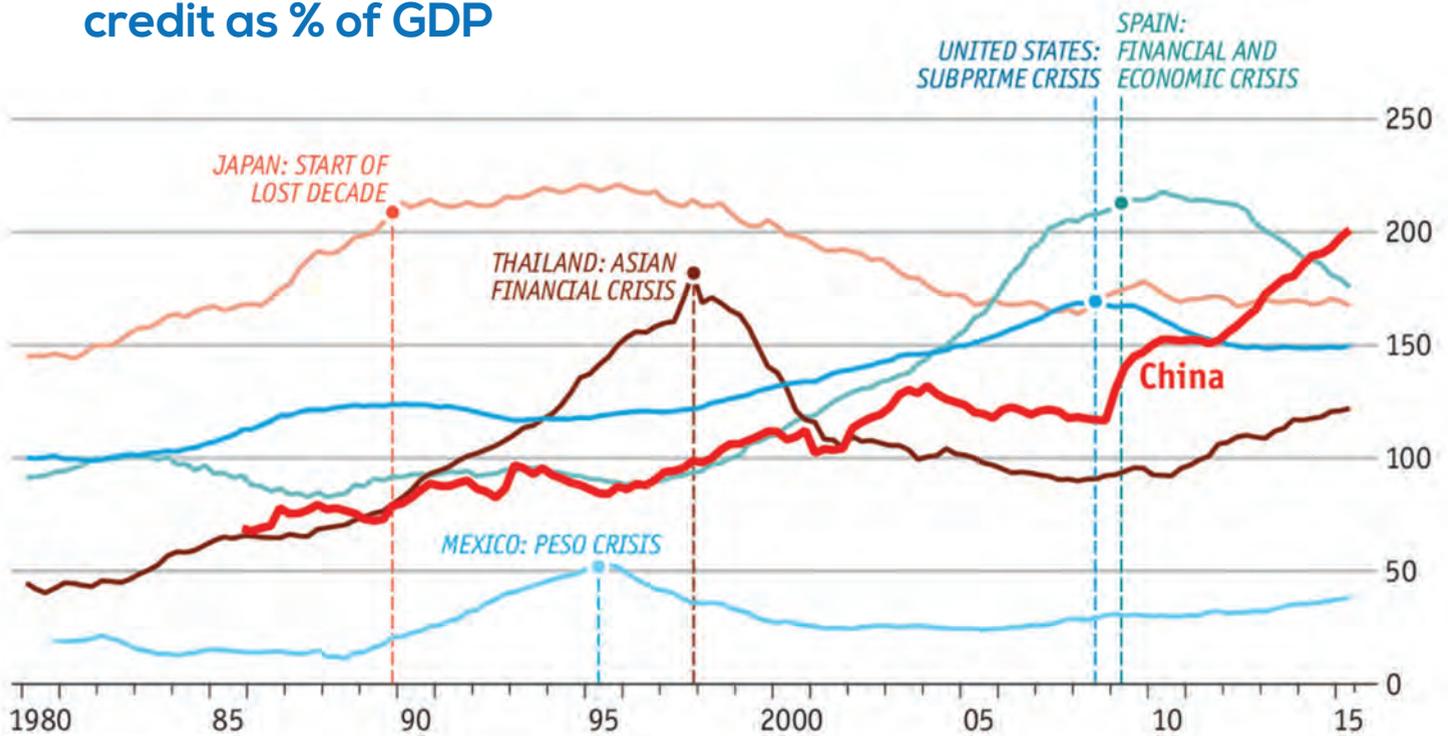
International friction caused by natural resource management challenges is exacerbated by significant global infrastructure limitations. As the backbone to international commerce, cyberspace continues to be a source of conflict and disagreement despite the fact that it is essential for economic security. Limited

regional infrastructure capacity in Central and South Asia is an inhibiting factor in the ability of nations to take advantage of the vast regional resources reserves. Financial market instability in Greece and China are indicative of a fragile global financial system, which is working against achieving broad economic growth and prosperity. Economic security is directly connected to both scarcity of basic resources and the need to improve physical and economic infrastructure.

EWI Action

As EWI develops its Middle East North Africa program, the need to find solutions to water, food, and energy nexus issues is one of the critical components to regional solutions. The inability of governments to provide for these needs is one of the leading components leading to Daesh's (ISIS) ability to recruit and sustain its army. EWI is using its vast network in the Middle East and North Africa to help identify and implement practical solutions to resources shortage and management challenges in order

Private non-financial sector credit as % of GDP



Source: BIS, *The Economist*.

to help stem the growth of violent extremism.

EWI has created a global network of government, private sector and academic experts who focus on developing practical steps needed to improve international cyberspace cooperation. The institute is recognized as a leader in bridging divides between governments and the private sector. EWI helps to create unique and executable solutions in cyberspace to achieve greater Internet reliability and more secure economic cooperation and growth.

EWI, in cooperation with the 20-20 Investment Association, continues to engage with emerging markets to better assess opportunities and impediments to economic growth. This relationship provides EWI a unique perspective based on the high level global membership of the 20-20 Investment Association, as well as the access provided to economic, government and social leaders in emerging market countries.

Next Steps

EWI will develop stronger ties with MENA leaders, including closer coordination with Saudi Arabia and Iran, to explore the challenges associated with defeating Daesh and creating a more cooperative region. We will look at resource shortages, financial backing and other root causes of regional friction to begin to build relationships between leaders and develop concrete and practical recommendations.

EWI will continue to foster worldwide cooperation in cyberspace by facilitating numerous opportunities to engage government, business and academic leaders in an open discourse. Our goal is to create a cyberspace that is safe and secure so that billions of people can connect in civilized communities of interest.

The institute will enhance its relationship with the 20-20 Investment Association to enhance an understanding of global markets, identify areas for improved cooperation and integrate emerging market understanding into all aspects of EWI's global and regional engagement.

China's private debt, at 200% of GDP, is only slightly lower than it was in Japan at the onset of its lost decades, in 1991, and well above the level in the U.S. on the eve of the financial crisis of 2007-08.

EastWest Supporters

The generous contributions of our supporters allow us to maintain our signature independence and impartiality. Our funding comes from a diverse group of individuals, foundations and corporations that are all committed to EWI's vision of a more secure, peaceful world. EWI's remarkable achievements would have been impossible without their support.

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The EastWest Institute's Board of Directors has created an opportunity for distinguished individuals to help inspire trust between nations and deliver solutions to conflicts threatening peace and security. The Board of Councilors is a non-fiduciary body, where members lend both their intellectual and financial capital to make the world a safer and better place.

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EastWest Supporters



Solidarity leader
Lech Walesa in 1988
gesturing during a
meeting with
then-U.S. Deputy
Secretary of State
John C. Whitehead
in Warsaw.

Remembering John C. Whitehead

The year 2015 saw the passing of John C. Whitehead (April 2, 1922 – February 7, 2015), a highly-esteemed former board member of the EastWest Institute. His inspirational leadership, which began in 1988, will be sorely missed. He was one of New York's great philanthropists, who supported world peace and was passionate about conflict reduction. John's very generous support will help shape the institute for many years to come.

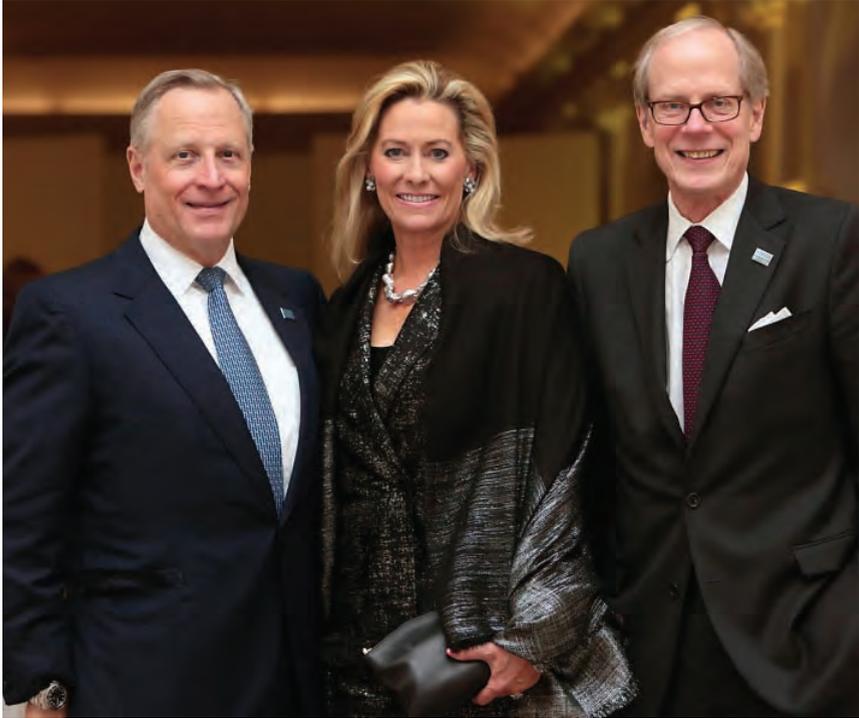
An exemplary visionary statesman, who served as deputy secretary of state, exceptional business and civic leader and World War II hero, John was relied upon for his counsel by presidents, governors and mayors around the globe. EWI was privileged to have him as a friend, advocate, great supporter of its mission, and to be able honor and elect him as distinguished board member emeritus.

His incisive judgment, generous spirit and deep commitment to numerous causes will be remembered by all who knew him.

Audited Financial Information

Revenue	2015 (USD)	Future Payout Outstanding (USD)	TOTAL (USD)
Donor contributions	4,633,481	4,000,000	8,633,481
Grants	360,937		360,937
Investment loss	(246,629)		(246,629)
In-kind contributions	436,066		436,066
Net revenue from special events	133,747		133,747
Other	250,412		250,412
Total public support and revenue	5,568,014	4,000,000	9,568,014
Expenses			
Program services			4,973,039
Management and general expenses			1,383,067
Fundraising			819,549
Total operating expenses			7,175,655
Net assets			
Change in net assets before foreign translation loss			2,392,359
Foreign translation loss			(24,606)
Change in net assets			2,367,753
Net assets, beginning of year			15,424,743
Net assets, end of year			17,792,496

The Year in Pictures



Top row, left to right: Ross Perot, Jr., Sarah Perot and Stephen B. Heinz; Gen. (ret) T Michael Moseley; Priyanka and Amb. Kanwal Sibal; William J. Parker III. Bottom row, left to right: Amb. Wolfgang Ischinger and Cameron Munter; Karen Linehan Mroz, Sarah Miles Williams, Latha Reddy and Margaret Anderson; Zuhail Kurt.



The Year in Pictures



Top row, left to right: James L. Creighton; Dr. Hu Yuandong and Ikram ul-Majeed Sehgal; David J. Firestein and Joel H. Cowan; R. William Ide III. Bottom row, left to right: Karen Linehan Mroz and Martti Ahtisaari; Robert N. Campbell III and Zhang Xinhua; Maria Livanos Cattai; Dionne and F. Francis Najafi.



The Year in Pictures



Top row, left to right: Cameron Munter, Ross Perot, Jr., Sarah Perot, Martti Ahtisaari, Erika Sauer and Amb. Kai Sauer; H.E. Dr. Armen Sarkissian. Bottom row, left to right: Gen.(ret) James L. Jones, Peter Bonfield; R. William Ide III and Amb. Zhou Wenzhong; EWI board members at the fall board meeting.



The Year in Pictures



Top row, left to right: Haifa Al Kaylani; Ramzi H. Sanbar; Amb. Tsuneo Nishida and Tricia Bak; David Cohen. Bottom row, left to right: Alexey Makushkin and Anurag Jain; Francis Finlay and Tewodros Ashenafi; Matt Bross; Kevin A. Taweel.



The Year in Pictures



Top row, left to right: Amb. Pierre Vimont; Addison Fischer; John Hurley; Ralph H. Isman; Ronald O'Hanley, III. Bottom row, left to right: Fred Teng; Laurent M. Roux and Michael Chertoff; Emil Hubinak; Alexander Voloshin.



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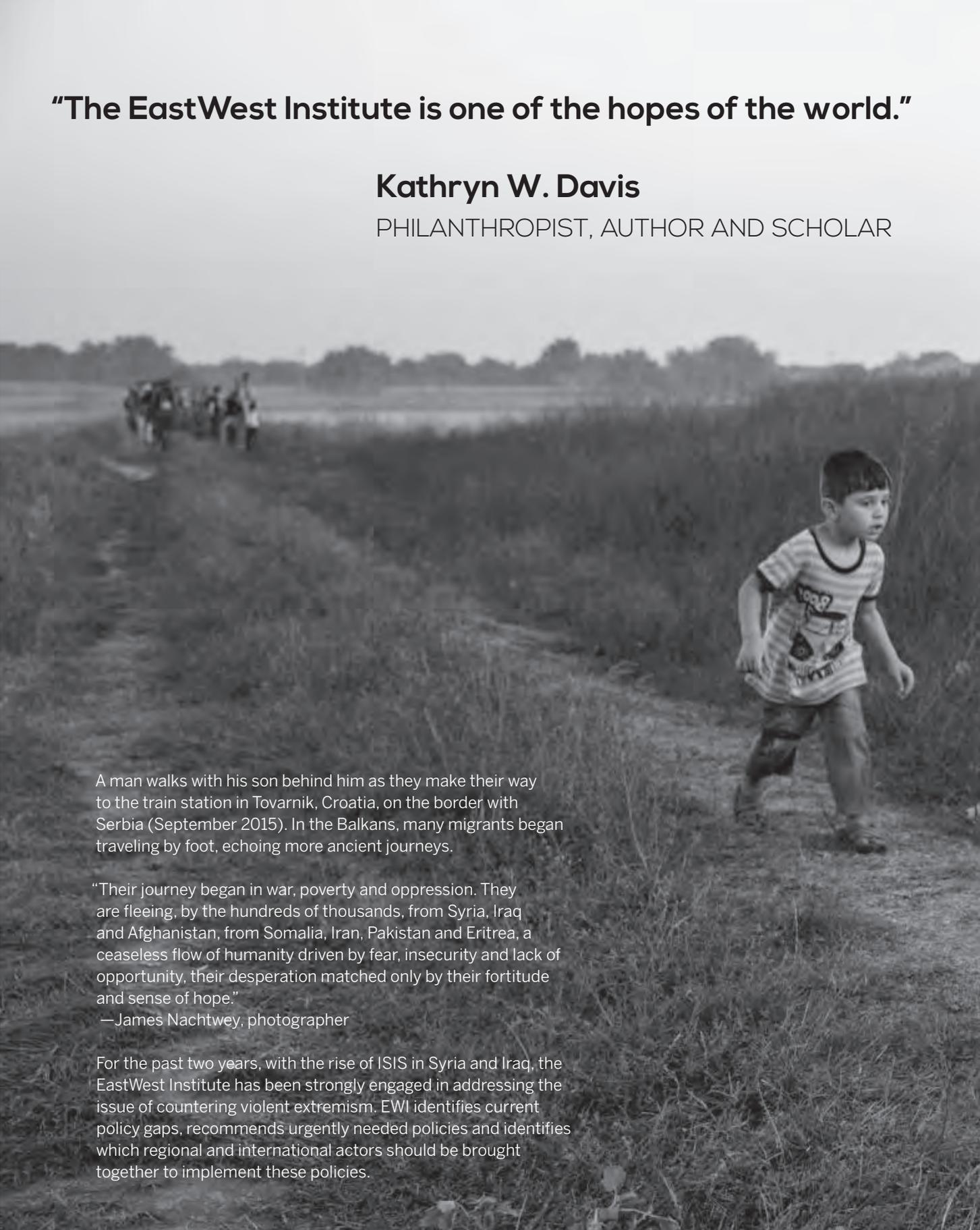
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“The EastWest Institute is one of the hopes of the world.”

Kathryn W. Davis

PHILANTHROPIST, AUTHOR AND SCHOLAR



A man walks with his son behind him as they make their way to the train station in Tovarnik, Croatia, on the border with Serbia (September 2015). In the Balkans, many migrants began traveling by foot, echoing more ancient journeys.

“Their journey began in war, poverty and oppression. They are fleeing, by the hundreds of thousands, from Syria, Iraq and Afghanistan, from Somalia, Iran, Pakistan and Eritrea, a ceaseless flow of humanity driven by fear, insecurity and lack of opportunity, their desperation matched only by their fortitude and sense of hope.”

—James Nachtwey, photographer

For the past two years, with the rise of ISIS in Syria and Iraq, the EastWest Institute has been strongly engaged in addressing the issue of countering violent extremism. EWI identifies current policy gaps, recommends urgently needed policies and identifies which regional and international actors should be brought together to implement these policies.





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