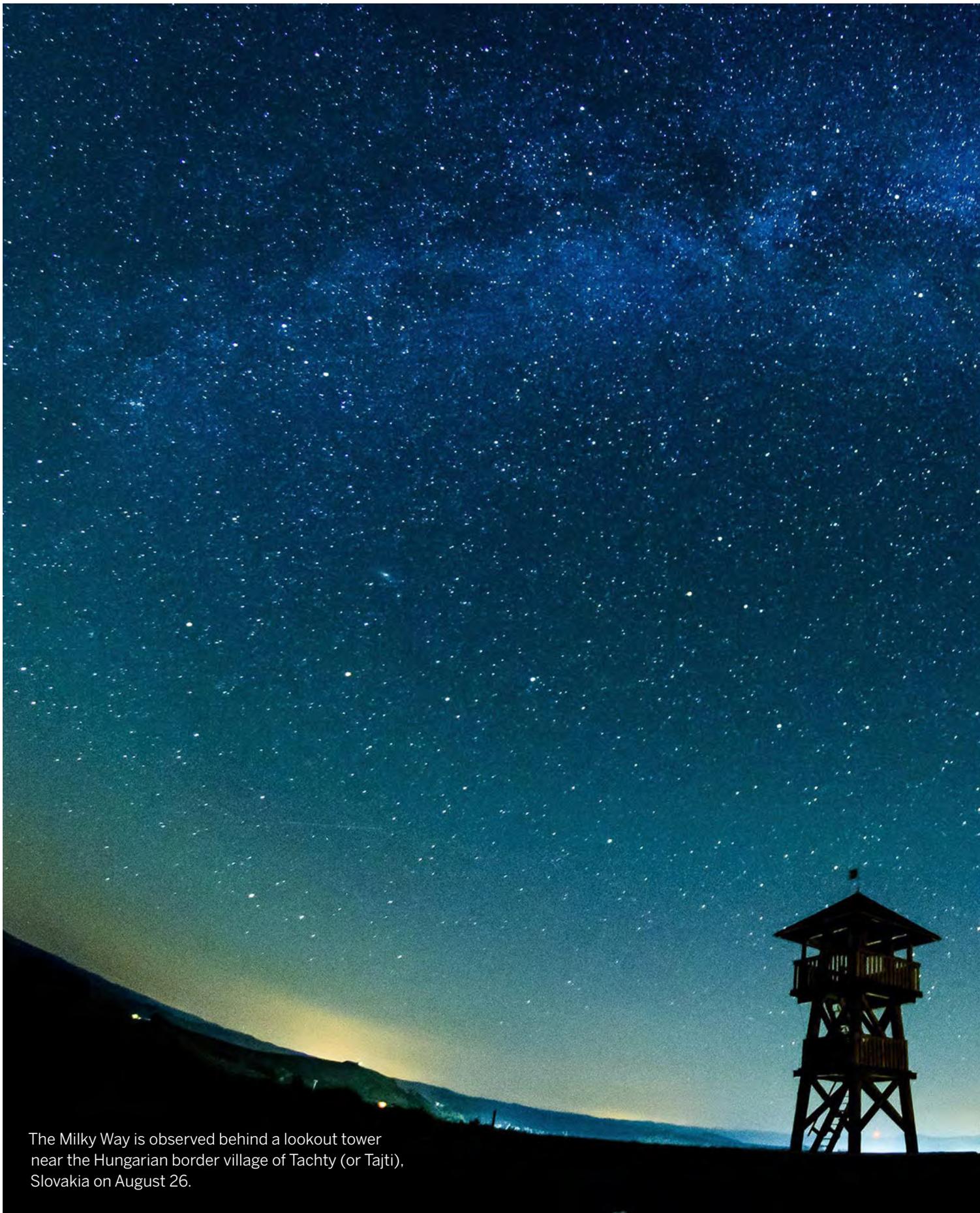




# Annual Report 2016

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The Milky Way is observed behind a lookout tower near the Hungarian border village of Tachty (or Tajti), Slovakia on August 26.



# Annual Report 2016

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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., Dallas, San Francisco and Istanbul.

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## Chairman's Letter



Ross Perot, Jr.,  
Chairman of  
the Board, at  
EWI's Annual  
Awards Gala  
in New York on  
October 5.

**T**oday the world seems particularly burdened with many conflicts ranging in size, nature and impact. At the core of many of these international conflicts lies a very important aspect—communication. Specifically, not being able to understand and appreciate each agenda and clearly identify the objectives and mutual perceptions of all parties involved. It is only through fair and effective communication that the parties in conflict may find some common ground and consideration in order to pave the way toward resolution. It is at this juncture of conflict resolution that the EastWest Institute can play its defining role.

For over 35 years, the EastWest Institute has brought together heads of state to broker peace around the world. The institute continues playing to its strengths of forging new connections, driving meaningful dialogue and building trust between global leaders and influencers representing government, military, business and civil society. We pride ourselves on convening the appropriate decision-makers and brightest minds, on deconstructing issues to their base level and on helping to formulate solutions that will prove feasible and sustainable. And we do so with discretion.

EWI is a truly global entity with forward thinking experts that address today's most daunting challenges. Whether it is encouraging cooperation in cyberspace, exploring new approaches in the Middle East, securing a stable Afghanistan or navigating the evolving relationships between major powers, such as the United States, China and Russia—we effect positive change.

We believe our success is rooted in a methodology that underscores responsiveness, flexibility and continually seeking innovative talent and strengthening key areas of expertise within our robust network. In 2016, each of our programs added valuable new hires, while our board saw the addition of five new board members: Peter Altabef, Mary McInnis Boies, Steven Honigman, George Kadifa and Mike Sarimsakci. Each brings a wealth of experience from the private and public sectors globally, and each one will add critical insight to our evolving programmatic work.

We are very grateful for your continued support and I encourage you to stay engaged as we continue to address today's daunting global challenges.

A handwritten signature in blue ink, appearing to read 'Ross Perot, Jr.'.

**Ross Perot, Jr.**  
Chairman of the Board

## The Year of Uncertainty

Perhaps we are undergoing a period of historic change, where disorder is the new order. But even during such periods, history follows patterns. It is based on successions: one simple idea or action precedes more complex ones, shaping change and development. At the EastWest Institute, we believe one cannot afford to wait on history; rather, our role is to tackle specific issues before they worsen and turn into conflicts.

---



Migrants wait to be rescued as they drift in the Mediterranean 20 nautical miles north off the coast of Libya on October 3. Hundreds of thousands of migrants from Africa and the Middle East continue to make their way to Europe, fleeing poverty, war and chaos in their home countries. More than 3,000 are known to have died on the journey across the Mediterranean Sea in 2016.





A Britain First protester walks through the streets of Dewsbury in opposition to building more mosques in Great Britain, ahead of the Brexit vote on June 23.

Uncertainty is everywhere among policymakers and business leaders around the world.

In part, this is because of challenges to stability: the actions of the Islamic State; ongoing devastation in Syria and Iraq; refugees streaming into Europe; a burgeoning China; a quixotic Russia; enhanced cyber threats and deepening concerns over global economic growth—all compounded by a new wave of populism that has played a discernible role in the U.S. presidential election, Brexit and across the globe.

Perhaps we are undergoing a period of historic change, where disorder is the new order. But even during such periods, history follows patterns. It is based on successions: one simple idea or action precedes more complex ones, shaping change and development.

At the EastWest Institute, we believe one cannot afford to wait on history; rather, our role is to tackle specific issues before they worsen and turn into conflicts.

In my second year at the institute, we are doing our part to stay one step ahead of such issues, by applying our diverse experience and resources, consulting our network and driving dialogue among decision-makers who may not always see eye-to-eye.

Take the important relations between the U.S. and China. In 2016, EWI hosted the 7th meeting of the U.S.-China Sanya Initiative, which brought together senior retired U.S. and Chinese military officers, and for the first time included active-duty observers from both militaries. In November, immediately after the 2016 U.S. presidential election, we convened U.S. and Chinese party leaders to take stock of future bilateral relations under the new U.S. administration. This U.S.-China High-Level Political Party Leaders Dialogue represents the only ongoing, sustained senior dialogue about domestic politics—distinct from policy—between the two sides, addressing current issues around domestic governance that inform global decision-making.



Donald Trump at his election night rally in New York on November 9, the day he was elected 45th president of the United States.

Similarly, we continue to tackle specific issues around today's U.S.-Russia relations. In 2016, this included the launch of a High-Level U.S.-Russia Dialogue on Cyberspace Cooperation in Moscow, and the continuation of our joint working group of Russian and U.S. experts resulting in the publication of an insightful report that reframed the debate on development practices in Afghanistan. Also, in the context of the U.S. presidential elections, the institute engaged the Russian Ministry of Foreign Affairs in a discussion on the impact of the new administration.

In addition, EWI engages in some of the most contentious issues and places where we can make a difference. This includes the very troubled regions of the Middle East and South Asia, where we work closely with key players.

Unique to EWI, this past year we successfully opened a channel of dialogue between Iranian and Saudi Arabian experts to discuss regional challenges, including measures that can help to alleviate the refugee crises that are affecting so many lives and proving extremely disruptive.

Reflecting our tradition of looking beyond the present, we also convened experts to explore how to counter extremism, stem terrorist financing and examine the future of a post-ISIS Iraq, as well as that country's prospects for self-governance.

Afghanistan remains a core area, with work advancing on regional connectivity. To this end, EWI held a conference in Istanbul which resulted in the publication of a major report detailing the country's, and the region's, prospects for economic progress and the challenges ahead.

The Middle East and South Asia will continue to be a point of emphasis for the institute. To better situate our resources where they matter most, we are in the process of launching a new office and program on regional security in Istanbul. Turkey is at the crossroads of Europe, Asia and the Middle East, making it a crucial player in this region's future. Being "on the ground," EWI will be able to apply its range of capabilities, experts and network more effectively to formulate potential solutions that will benefit the wider region at this critical juncture.

# President's Report

Air Force One, carrying U.S. President Barack Obama and his family, flies over a neighborhood in Havana, Cuba as it approaches the runway to land at Havana's international airport on March 20.



Soldiers stand guard in front of the central train station in Brussels, after two ISIS attacks killed dozens and wounded hundreds on March 22.

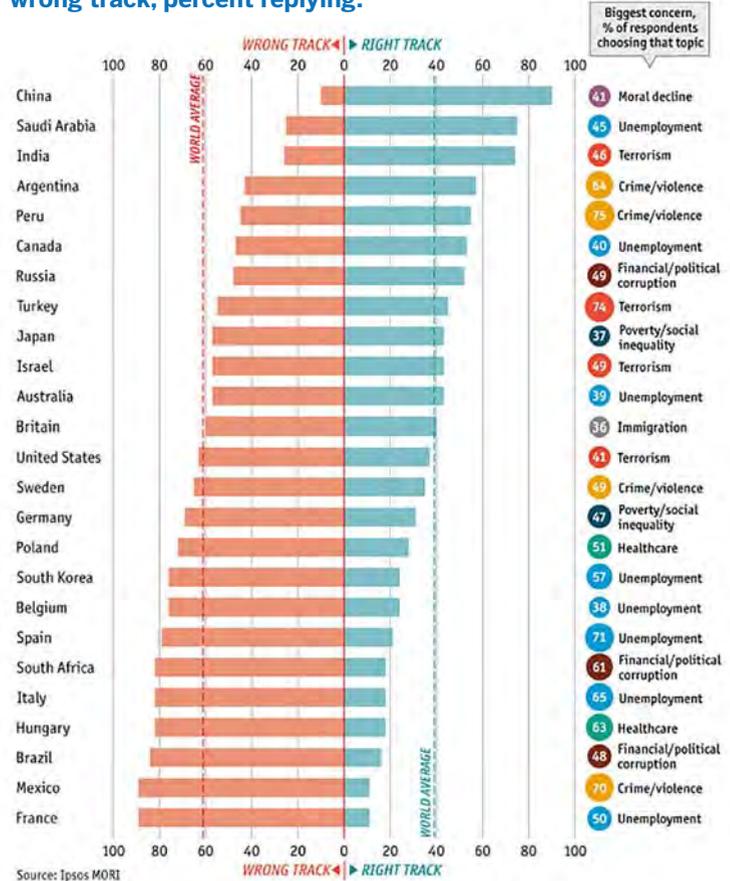


Supporters of President Recep Tayyip Erdogan celebrate in Taksim Square after the coup attempt in Istanbul, Turkey on July 16.





**Share of respondents who think their country is on the right or wrong track, percent replying.**



And finally, EWI continues to make a significant impact in the field of cybersecurity, working equally with the private and public sectors during a period of rapid change and vulnerability. On the policy front, EWI's team continues to engage China and Russia, announcing the launch of a Global Commission on the Stability of Cyberspace, together with the government of the Netherlands, which will explore the important aspect of norms in state behavior and what governance may look like in the future. We also published *Purchasing Secure ICT Products and Services: A Buyers Guide*—a seminal tool for buyers of technology. In 2017, we will host our seventh Global Cyberspace Cooperation Summit in Berkeley, CA, bringing together representatives from over 30 countries and providing a unique forum for building international, private-public action to foster cooperation and promote collective action in cyberspace.

The year 2017 will bring a host of new issues that will serve to challenge communities, countries and traditional means of public, diplomatic and commercial affairs. More than ever, we need collaboration with and contribution from a wider segment of experts, across a broader geographic spectrum. This is where the East-West Institute will continue to add value—by fostering collaborative dialogues between leaders and experts, both traditional and non-traditional, in public and in private, reframing issues and finding consensus on policy recommendations that make an impact on critical global issues. We continue to expand our geographic presence, our network and capabilities, and we remain committed, as always, to building trust where we can.

*Cameron Munter*

**Cameron Munter**  
CEO and President

## Building Trust, Delivering Solutions

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, inspires advanced action and resources into play.

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A refugee child looks behind a wall close to Masnaa, the crossing point between Lebanon and Syria. More than one million struggling Syrian refugees have fled to Lebanon, swelling the country's population by 25 percent. This humanitarian crisis threatens to overwhelm a country trying to maintain peace after its own civil conflict. In 2016, EWI organized backchannel negotiations to help foster consensus in the two-year delayed Lebanese presidential election, held on October 31.

## Who We Are



**T**he EastWest Institute (EWI) 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.

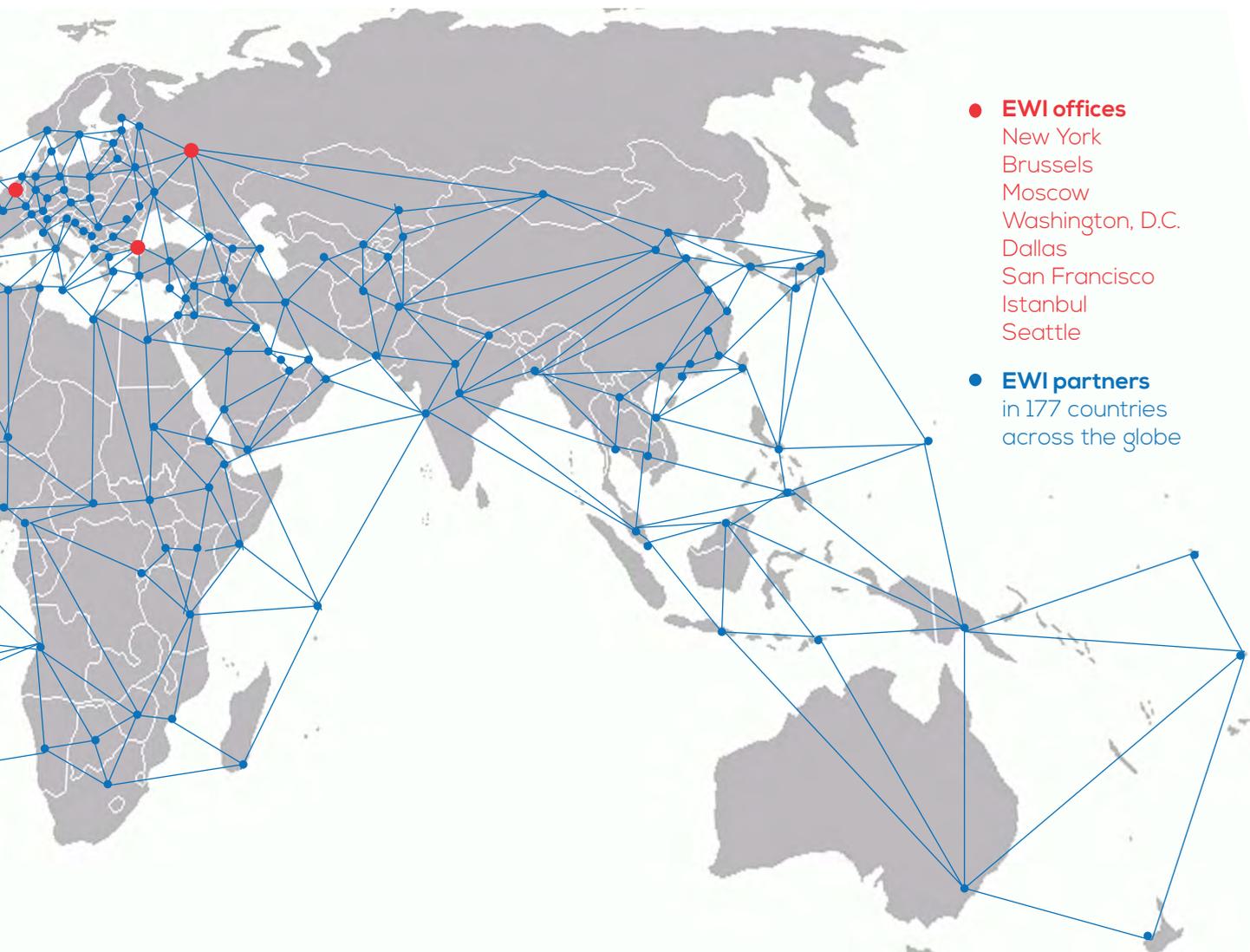
More than ever, there is a place in the world for EWI, and our teams and global network will continue to be recognized for:

- 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 U.S. 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 long-term relationships that we can rely on during times of crisis.

## Our Lasting Impact

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 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, inspires advanced action and resources into play. This level of foresight allows us to be the “first” in many initiatives, for instance:

- In 2010, our Strategic Trust-Building pillar brought together top American and Chinese leaders, including the first ever U.S.-China High-Level

Political Party Leaders Dialogue with Communist Party of China officials and U.S. Democratic and Republican Party leaders.

- Launched in 2012, our Regional Security pillar 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.

On December 12, EWI announced the launch of a collaboration with noted Turkish entrepreneur Sezgin Baran Korkmaz, toward the foundation of a new program focusing on regional stability issues. This initiative will see the establishment of **The EastWest Institute Center for Peace and Regional Stability**. The center's programmatic work will focus on regional relations, countering violent extremism and the refugee crisis and displaced persons. The EastWest Institute Center for Peace and Regional Stability will be based in Istanbul, and is scheduled to become operational in early 2017.



## 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 Afghanistan.

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 their 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.

## The Year in Numbers

# 34

major events  
in 15 countries

# 6 million

impressions on Twitter  
(@EWInstitute) and Facebook

# 8

EWI offices,  
from Moscow to  
San Francisco

# 500,000

unique visitors on  
EWI's website (40%  
increase from 2015)

# 156,000

minutes watched on  
EWI's YouTube channel  
(7x more than in 2015)

# 25

languages spoken  
among EWI staff

# 44

new authors on EWI's  
Policy Innovation Blog,  
launched in February

# 119

opinion pieces  
written by EWI  
experts

# 850,000

views and downloads  
of EWI's policy reports  
on Issuu

# 9

consecutive years

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

# 139

media hits  
featuring  
EWI staff and  
fellows, in major  
outlets, including:

WALL STREET  
JOURNAL

Bloomberg

DER SPIEGEL

FOREIGN  
AFFAIRS

The  
Washington  
Post

POLITICO

MIT  
Technology  
Review

The CHRISTIAN SCIENCE  
MONITOR

Voice of America

ALJAZEERA

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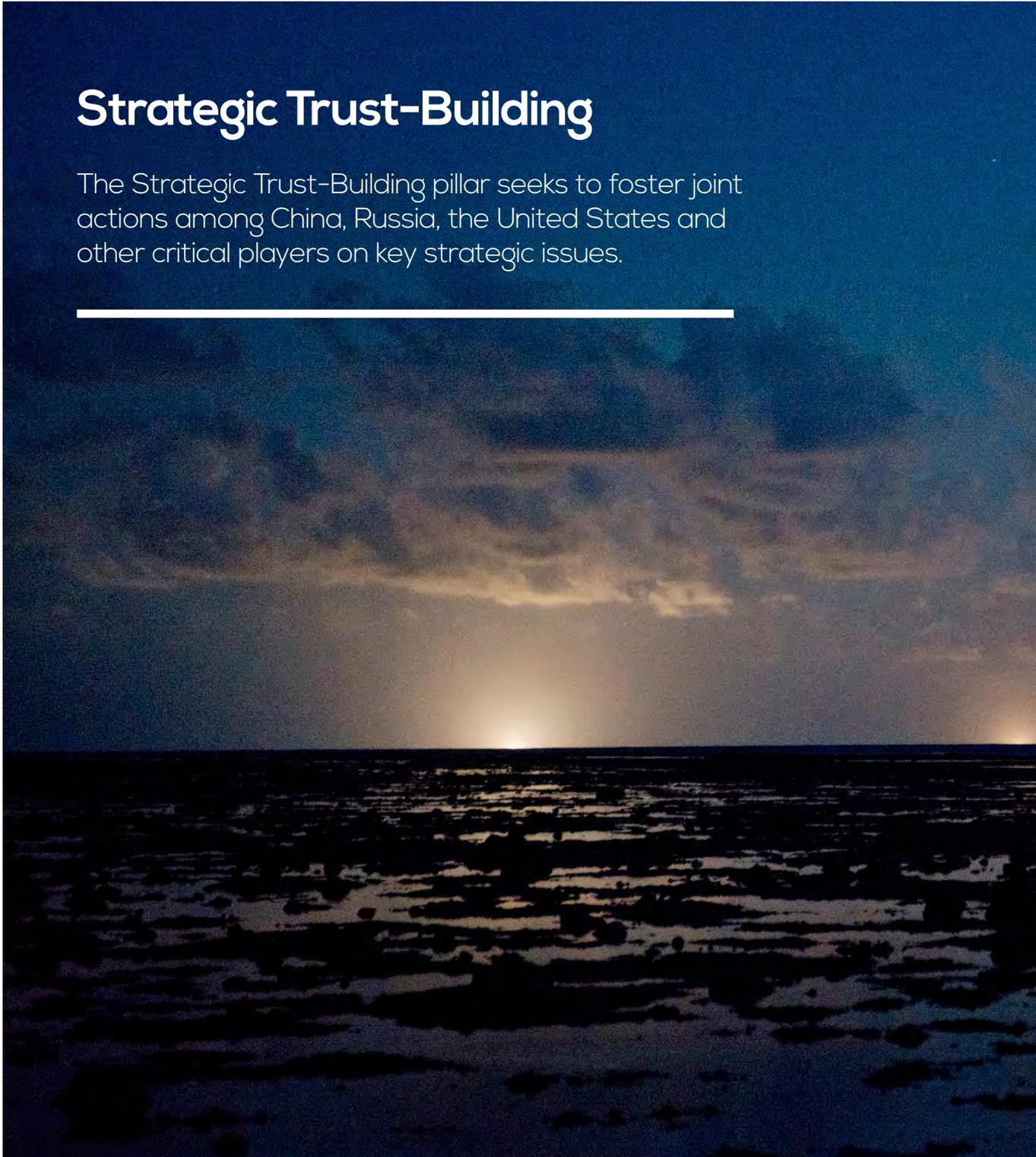
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*Former Co-Chairman*  
Goldman Sachs  
*Former U.S. Deputy Secretary of State*

\* Deceased

## Strategic Trust-Building

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

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The lights of boats seen in the South China Sea on May 8.

# Strategic Trust-Building



## The Challenges

The year 2016 was fraught with significant challenges for U.S.-China and U.S.-Russia relations.

Escalating tensions in the South China Sea and North Korea's repeated nuclear and missile tests heightened strains between the United States and China and continued to impede the development of mutual trust. Meanwhile, U.S.-Russia relations remained mostly moribund and tense, owing principally to major differences over Ukraine and Syria, as well as alleged substantial Russian interference in the U.S. electoral process.

Faced with these widening trust deficits, EWI's Strategic Trust-Building (STB) pillar intensified its efforts to bring critical players together, reframe thorny policy issues and surface innovative policy workarounds to prevailing challenges.

## EWI Action

In 2016, EWI's Asia-Pacific (AP) program (formerly know as China, East Asia and United States program) bolstered its reputation as a critical convener, networker and opinion leader on U.S.-China relations and the Asia-Pacific region.

The timing of EWI's two flagship U.S.-China dialogues in 2016 was propitious. The 7th meeting of the U.S.-China Sanya Initiative occurred just as the U.S. and South Korea announced their agreement to deploy the Terminal High Altitude Area Defense System (THAAD) and only days before the Permanent Court of Arbitration's ruling on the Philippines v. China maritime case. The dialogue provided an opportune forum for retired U.S. and Chinese senior military officers to exchange views and raise questions candidly in a discreet setting.

Likewise, the 9th U.S.-China High-Level Political Party Leaders Dialogue took place only days after the U.S. elections and a few weeks after



the Sixth Plenum of China's 18th Party Congress. The timing created an ideal platform for Communist Party of China (CPC) officials and U.S. Democratic and Republican Party leaders to discuss the November 8 election, China's economic plans and the impact of domestic challenges on U.S.-China relations.

EWI continued to develop and expand its network in the U.S. and Chinese governments and across the Asia-Pacific. In the wake of Donald Trump's victory, the AP program established itself as a key conduit for Chinese officials and academics seeking to develop relationships with key Republican players and Trump team insiders. Additionally, for the first time in the history of the Sanya Initiative, both the U.S. and Chinese delegations included active-duty military officials as observers of the entire dialogue.

Importantly, to help foster a wider understanding of U.S.-China relations to audiences on both sides of the aisle, the program also emphasized engagement through a range of media and

thought leadership initiatives, in particular laying out original new thinking on the sources of major international conflict in the 21st century, the framing of China in U.S. presidential campaign discourse, the South China Sea dispute and cross-Strait relations.

EWI's Russia and United States (RUS) program successfully sustained dialogue on the issue of illicit drug production and trade in Afghanistan at a time when active cooperation between the United States and Russia slowed to near complete stasis. The EWI-convened U.S.-Russia joint working group's policy report *Afghan Narcotrafficking: Finding an Alternative to Alternative Development*, published in July 2016, fostered public debate on the patterns and impact of international development aid to Afghanistan in a drug-dominated economic environment. The working group also laid the groundwork for the 2017 publication of an analytical report on the financial flows that feed the Afghan drug economy. Both topics remain vital for stabilizing Afghanistan and curbing an important source of terrorist financing.

Exclusive economic zones claims, reclamation work and oil and gas reserves in the South China Sea (Source: *The Economist*).

## Strategic Trust-Building



Numerous presentations of the group's work to policymakers in Washington, D.C., New York and Moscow generated positive feedback, including from law enforcement agencies and policy and diplomatic offices. STB's efforts to advance the counternarcotics debate turned out to be particularly useful against the backdrop of Russia's decision to dissolve its Federal Drug Control Service (FSKN) and transfer its powers to the Ministry of Interior.

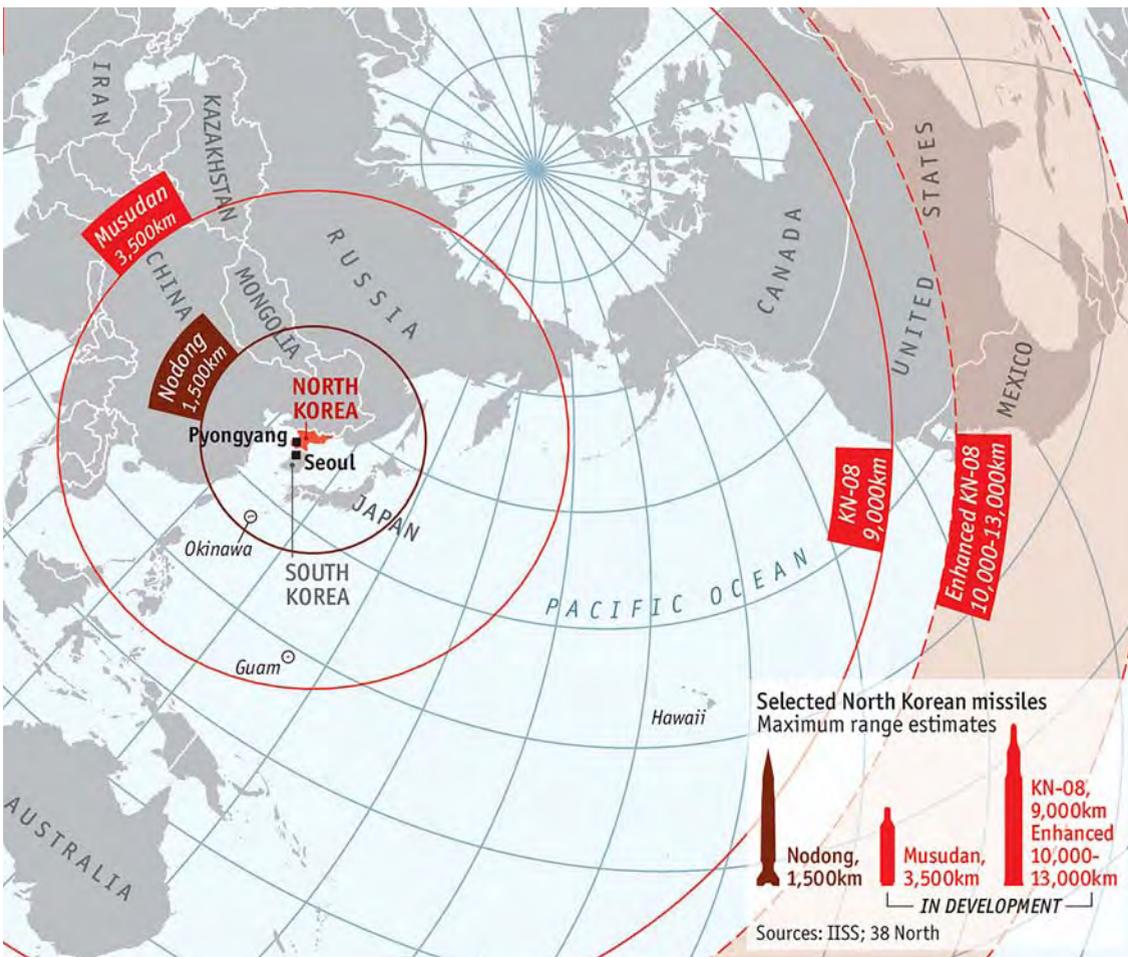
### Next Steps

The Trump administration has generated uncertainty as to the future of U.S. foreign policy; in this new context, STB will seek new opportunities to minimize tensions and increase, where possible, bilateral trust—even if incrementally.

The outcomes of the upcoming fall's 2017 19th Party Congress, which will concur with the CPC's new leadership election, will likely have direct or indirect implications for U.S.-China relations. The AP program will continue to convene government, military and business elites in a series of high-level dialogues to foster candid discussion on key issues. AP will also look to engage other key Asia-Pacific players, including Japan and Singapore, in its work.

In 2017, the RUS program will conclude its multi-year project on Afghan narcotrafficking with two final publications: (1) a report on narco-financing in Afghanistan and (2) a joint assessment of counternarcotics policies for Afghanistan. It will also seek additional ways, under the new U.S. administration, to play a role in the badly needed improvement of U.S.-Russia relations.

The 9th U.S.-China High-Level Political Party Leaders Dialogue took place only days after the U.S. elections and a few weeks after the Sixth Plenum of China's 18th Party Congress, in November (left and center); David J. Firestein, Perot Fellow and STB senior vice president, at the spring board meeting (right).

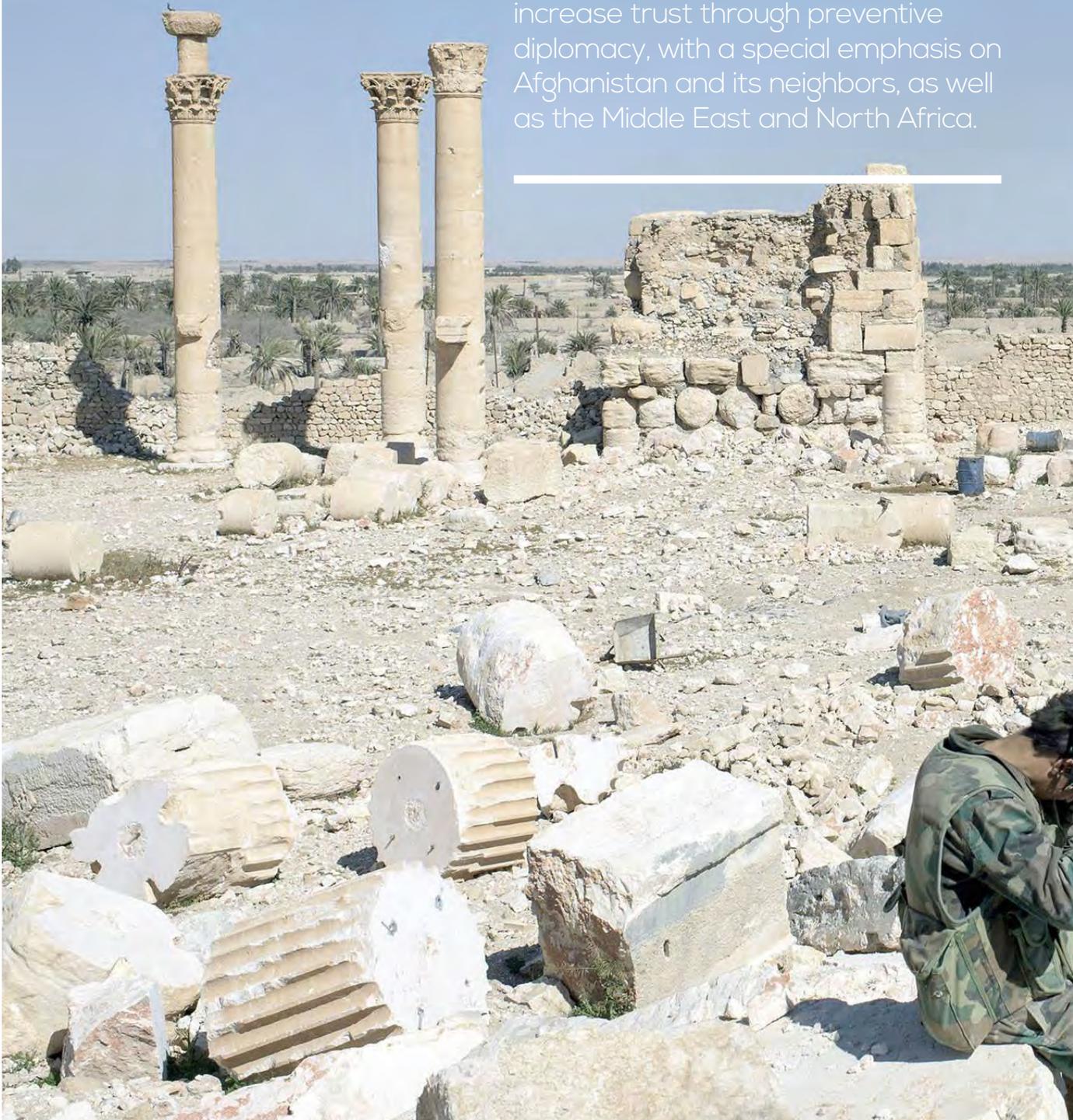


Selected North Korean missiles maximum range estimates.

## Our Programs

## Regional Security

The Regional Security pillar aims to defuse regional tensions and increase trust through preventive diplomacy, with a special emphasis on Afghanistan and its neighbors, as well as the Middle East and North Africa.





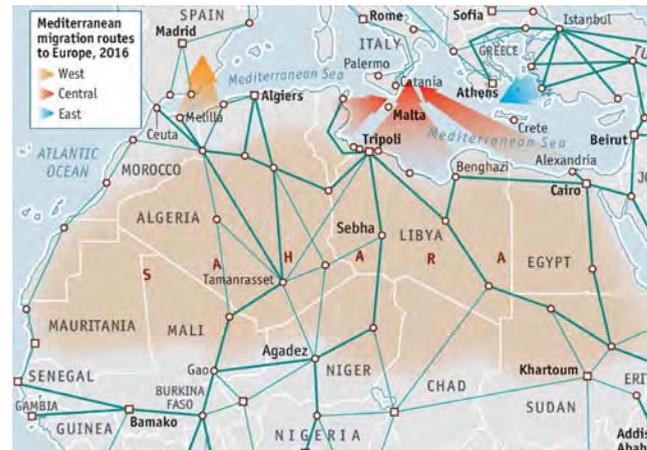
A Syrian army soldier removes his helmet while sitting on the rubbles of the former Temple of Bel, one of several sites destroyed by ISIS militants, after the site was liberated on April 1. The city was retaken by ISIS in December.

## Regional Security

Syrian men carrying babies make their way through the rubble of destroyed buildings following a reported air strike on the rebel-held Salihin neighborhood of the northern city of Aleppo on September 11.



Russian Foreign Minister Sergey Lavrov (left) and Secretary of State John Kerry (second from left) at the International Syria Support Group meeting in Munich on February 11.



## Middle East and North Africa Program

### The Challenges

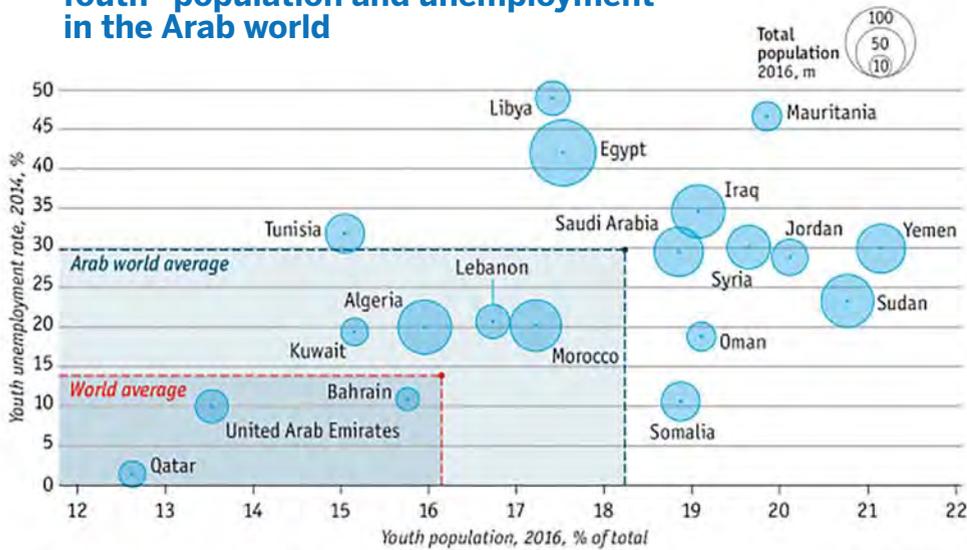
In the sixth year since the protests that swept through the Middle East and North Africa (MENA), the region faces more uncertainty than ever. Despite the Islamic State in Iraq and Syria (ISIS) gradually losing territory in Iraq and Syria, the root causes of the rise of ISIS largely remain, and despite the fragile ceasefire in the Syrian Civil War, geopolitical competition and rivalry between the main regional and international powers persist, with the potential for further disastrous consequences in the form of sectarian and proxy warfare in the mid- and long-term future. Furthermore, the future of Iraq remains uncertain, despite advances against ISIS in Mosul. Given these rapid and constant developments in the MENA

region, preemptive and anticipatory dialogue between the major stakeholders is imperative, with the aim of addressing mutual perceptions and fears, and developing innovative ideas for conflict prevention.

### EWI Action

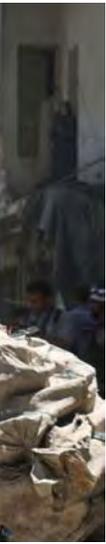
In 2016, EWI conducted confidential discussions on gaps in international policy on stemming ISIS financing, producing concrete policy recommendations that were shared with influential actors and government officials in the EU, U.S., U.N. and Middle East. EWI also continued Track 2 consultations between regional geopolitical rivals on the following topics: the growing plight of refugees in the region; strategies to reach a ceasefire and transitional process in Syria and Yemen; measures to strengthen the central governments in Iraq and Afghanistan; and contributions of major powers to the most urgent humanitarian grievances. The dialogues

## Youth\* population and unemployment in the Arab world



Sources: ILO; World Bank; US Census Bureau

\* 15- to 24-year-olds



Al hashd Al shaabi fighter (Popular Mobilization Units) heading to the Tal Afar airport in West Mosul, during the Mosul offensive in November.

also addressed future challenges to energy markets, economic cooperation and “post-oil” scenarios for the Gulf region. EWI held exchanges on the future of Iraq and Syria in a post-ISIS regional order, featuring experts from the region, Europe, Russia and the U.S. EWI has communicated findings from its dialogues through numerous visits to relevant capitals in the Gulf, Iran, Iraq, Jordan and the EU.

EWI provided substantive contributions to the Atlantic Council’s Task Force on the Future of Iraq’s report, outlining policy recommendations for the new U.S. administration towards Iraq.

### Next Steps

In 2017, EWI will continue to provide a platform for Track 2 dialogue between major regional rivals to minimize further tensions in key areas of competing interest, such as Syria, Iraq and Yemen, and engage international actors such

as the EU, the U.S., Russia and Turkey, who have historically played a major role and have vested interests in the region.

EWI will work to focus more on “non-political” issues, which have the potential to become tomorrow’s challenges for all the states of the region. These include the future of oil and gas, maritime security, environmental concerns resulting from climate change and obstacles to employment and education.

Furthermore, EWI will continue to hold expert Track 2 consultations on governance in post-ISIS Syria and Iraq, as well as overcoming political stalemate in the Kurdistan Region of Iraq, with the overall purpose of providing intellectual groundwork and practical policy recommendations for decision-makers in the region and internationally.

# Regional Security

A Afghan National Security Force soldier in Badakhshan Province on May 19.



The GDP of Afghanistan has risen considerably since 2002, but remains dependent on foreign aid. (Source: World Bank)

## Afghanistan Reconnected Process

### The Challenges

Afghanistan is a country at a crossroads. Deteriorating security conditions and continued deadlock in regional cooperation has jeopardized 15 years of groundbreaking social and economic progress, as well as the opportunity to increase the present pace of development. Afghanistan's position at the nexus of transit for the region gives the country the potential to facilitate and benefit from trade and commerce between all its neighbors. However, instability and a lack of regional cooperation and connectivity prevent it from fully capitalizing on this opportunity.

In the wake of an increasingly violent Taliban insurgency and amid fears of a growing Islamic State presence, 2016 saw rising security challenges for Afghanistan, threatening the stability that is crucial to sustain continued economic growth. In addition, rising tensions with neighboring Pakistan have led to repeated conflicts and closures at major border crossing points, causing substantial economic losses on top of

already stagnating economic growth. These economic and security challenges contribute to the massive outflow of refugees, which continues to impact states from Afghanistan's immediate neighbors to Europe.

These grim challenges facing Afghanistan often overshadow the very real progress made in the past 15 years—progress now threatened by instability and a lack of regional cooperation. The challenges facing Afghanistan are not theirs alone; only a concerted regional effort can cement progress and security for the benefit of the entire neighborhood.

### EWI Action

In 2012, the EastWest Institute launched its Afghanistan Reconnected Process which aims to foster economic peace by resuscitating the country's historic centrality as a strategically-located trade and transit hub in Central Asia. By promoting the mutual benefits of cooperation in energy security, transport infrastructure and investment, the Afghanistan Reconnected Process seeks to circumnavigate political disputes to increase regional connectivity and facilitate the development of a common economic vision.



Najlla Habibyar, former CEO of the Export Promotion Agency of Afghanistan (left); Ambassador Martin Fleischer, EWI's Vice President and Ahmad Seyar Maaliji, Chargé d'Affaires of the Afghan Embassy in Brussels (below) at EWI Brussels high-level roundtable series (March -September).



Afghan refugee families return to their country after spending more than three decades in Pakistan, at outskirts of Kabul in August.

Over the past four years, EWI has established a network of high-level representatives from both the public and private sectors in Afghanistan, its immediate neighbors and other regional stakeholders, as well several international organizations. Through numerous international consultations, panel members outlined several short and long term recommendations for policy reforms in the fields of energy, transport and investment.

In its attempts to advocate the implementation of these reforms in 2016, EWI hosted several roundtable discussions in Brussels, organized an international conference in Istanbul and conducted an advocacy mission in Tehran to discuss opportunities to unlock the region's economic potential. These events enabled EWI delegations to engage with representatives from national governments, including ministers with significant experience within foreign affairs, trade, energy and transport. In addition, EWI also published *Afghanistan Reconnected: Cross Border Cooperation at a Critical Juncture*, a report analyzing the geopolitical landscape of the region and offering actionable recommendations to overcome obstacles to trade, transit and energy cooperation.

## Next Steps

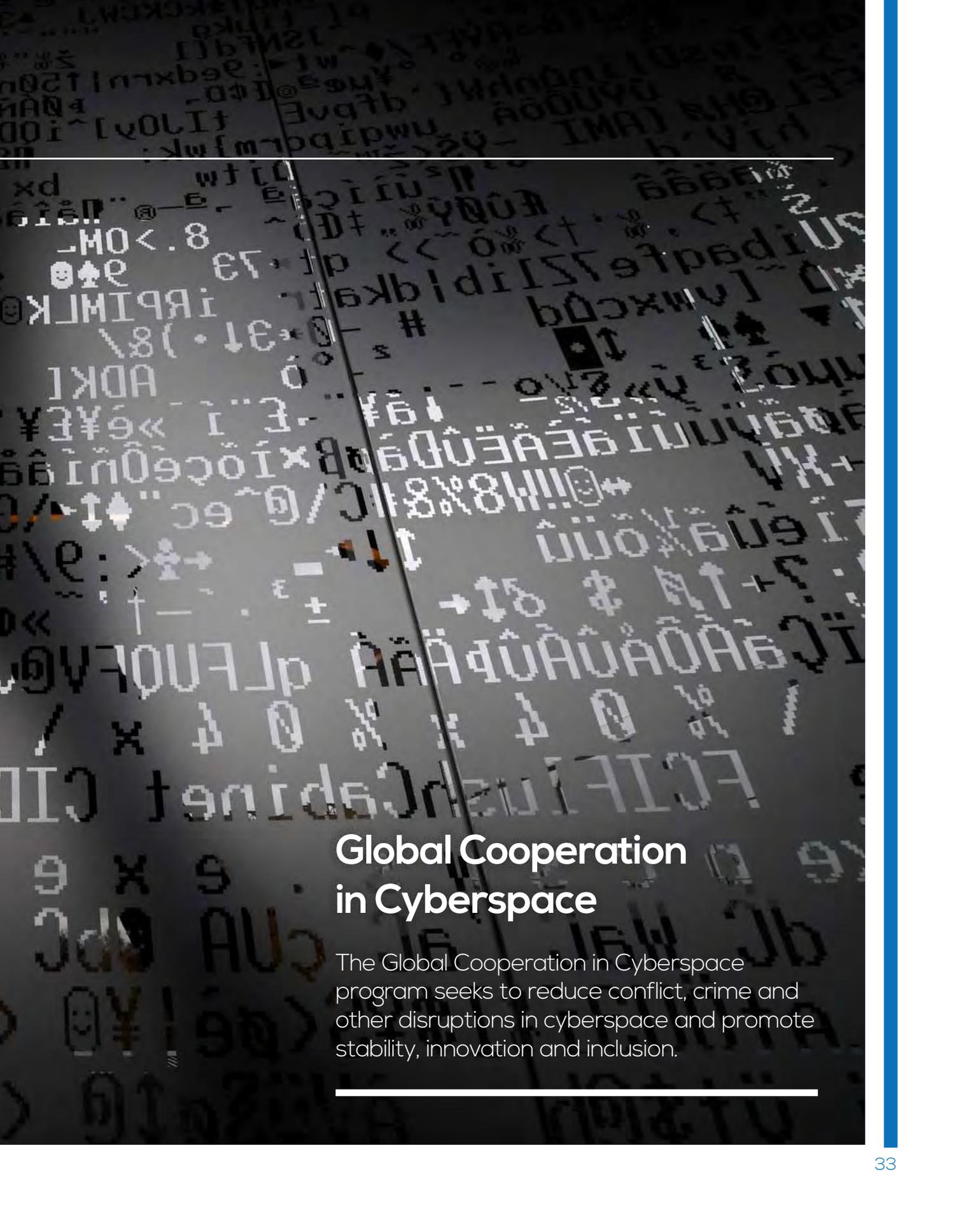
To increase awareness of the Afghanistan Reconnected Process, as well as share previous findings and deepen its insights, EWI will seek to engage other regional stakeholders in 2017.

Part of this endeavor entails further, active engagement with a more open Iran, following the lifting of sanctions. As testament to its commitment to Afghanistan's future stability within its neighborhood, EWI has also been successful in its efforts to extend its outreach to China, with a conference scheduled to take place in Beijing in May 2017. The institute will invite its delegation of Southern and Central Asian experts to collaborate with their Chinese counterparts in discussing areas of mutual interest between the Afghanistan Reconnected Program and China's "One Belt, One Road" initiative.

Furthermore, the program will return to Kabul to review Afghanistan's progress regarding policy recommendations the institute has advocated over the past five years. Following the program's objectives, participants will initiate a fresh dialogue stressing the importance of economic cooperation despite regional geopolitics.

# Our Programs

An employee walks behind a glass wall with machine coding symbols at the headquarters of Internet security giant Kaspersky Lab in Moscow on October 17. Cybersecurity is a global issue and firms must cooperate to defend against malicious actors of every stripe.



## Global Cooperation in Cyberspace

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

---

# Global Cooperation in Cyberspace



Toomas Hendrik Ilves, President of Estonia, at EWI's Cybersecurity Roundtable at the Munich Security Conference, February 12.

## The Challenges

Cyberspace is an essential infrastructure for business and government worldwide. Vicious cyber attacks are now a daily occurrence, making the global digital environment increasingly unpredictable and unstable. Whether you are responsible for governance, business or simply monitoring your own personal information, cyber risk is extremely difficult to evaluate and manage.

New threats continually emerge, even as old challenges trouble government and industry leaders around the world. Cyber risks undermine the confidence of the world's 3.5 billion "netizens" who populate cyberspace every day. While some risk is inherent in information and communications technology (ICT) products and services, there is still a significant gap in awareness of and investment in countering these risks. Some cybersecurity tools, including encryption can have unintended effects, fueling a debate between law enforcement,

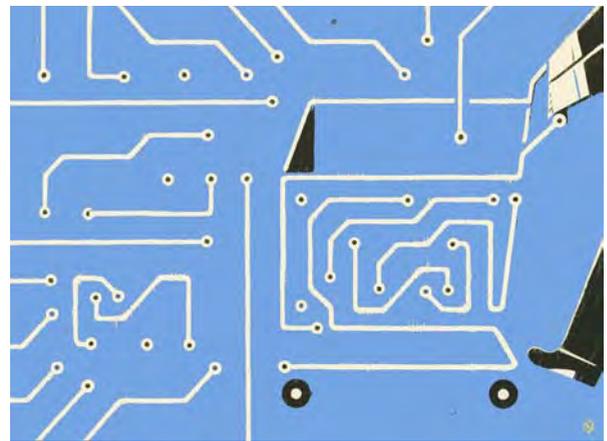
industry and civil society on how to balance competing security needs. Increasing cyber interdependencies across industries is creating systemic risk that threatens business continuity and the possibility of cascading failures. The growth of smart cities, fueled by the Internet of Things, creates a dangerous lack of resilience. Finally, a continuing lack of norms of behavior in cyberspace is disrupting the delicate equilibrium upon which it relies.

## EWI Action

EWI's Global Cooperation in Cyberspace program is anticipating and addressing the myriad concerns that face tomorrow's cyberspace. The program 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 ve-



“Rather than reviews and rankings, this buyers guide offers a discussion of security issues in technology development, manufacturing, distribution and supply-chain management. It is part of a broader effort to shift the global cybersecurity debate away from what trade groups describe as protectionist initiatives triggered by political tensions between governments.” — *Wall Street Journal* on EWI’s report *Purchasing Secure ICT Products and Services: A Buyers Guide*, September 13.



icles involved are five working groups—called breakthrough groups—that meet throughout the year. This breakthrough group process is the principal method through which the initiative develops recommendations for changes in national and corporate policies and procedures. These groups are organized around three objectives:

- Enhance deterrence against malicious cyber activities.
- Improve the security and resilience of the global digital infrastructure.
- Maintain efficient information and technology flows across borders consistent with local values.

One success from this work in 2016 was EWI’s report *Purchasing Secure ICT Products and Services: A Buyers Guide*, which offers a structure for conversations between ICT buyers and suppliers, enabling governments and organizations to manage the security risks

they face from the commercial products and services they use. The report received wide media coverage, including an exclusive in the *Wall Street Journal*, and its recommendations are being discussed and adopted by numerous companies and governments.

## 2016 Events

In 2016, the Global Cooperation in Cyberspace program hosted a series of smaller, more focused meetings on a diverse set of critical topics in cyberspace, including:

- A roundtable on the geopolitics of cyberspace at the 2016 Munich Security Conference (MSC)
- A workshop on international approaches to encryption policy with Europol and the European Institute of Public Administration in The Hague
- A working roundtable on the growing cyber insurance market with Microsoft and Marsh & McLennan in New York

# Global Cooperation in Cyberspace

Cameron Munter (EWI President and CEO), Uri Rosenthal (Special Envoy for Cyber Policy, Dutch Ministry of Foreign Affairs), Scott Charney (Corporate Vice President Trustworthy Computing, Microsoft), Elaine Korzak (Cybersecurity Fellow, Middlebury Institute of International Studies at Monterey), Latha Reddy (EWI Distinguished Fellow), Christopher Painter (Cyber Security Coordinator, U.S. Department of State) and Bruce W. McConnell, EWI's Global Vice President, at the Cybersecurity Summit Stanford, September 20.



- A panel discussion on the quest for norms of responsible behavior in cyberspace at MSC's Cyber Security Summit at Stanford University
- Private and public discussions on ways to increase the security of digital infrastructure with the International Telecommunication Union and the World Trade Organization in Bangkok
- Interactive discussions about Internet governance, norms of behavior, and the implications of the United States presidential election with the Cyberspace Administration of China in Wuzhen
- Two bilateral Russia-U.S. discussions in Moscow on cyberspace security
- A strategy workshop with The William and Flora Hewlett Foundation in Palo Alto

In addition to innovative policy development and advocacy, EWI creates trusted spaces for candid and constructive conversations among international adversaries about security issues, including cybersecurity. These conversations build trust and reduce the likelihood of misunderstanding, miscalculation and unnecessary escalation in the face of cyber incidents. In 2016, EWI facilitated such conversations among the principal national cyber powers, including China, Europe, India, Russia and the United States.

## Next Steps

### The Berkeley Summit

The seventh Global Cyberspace Cooperation Summit is taking place in Berkeley, California on March 14-16, 2017, in partnership with the University of California, Berkeley's Center for Long-Term Cybersecurity. The summit, like

## Coming Up In 2017

### February, Munich

Cybersecurity Roundtable; Munich Security Conference

### March, Berkeley

Global Cyberspace Cooperation Summit VII

### May, London

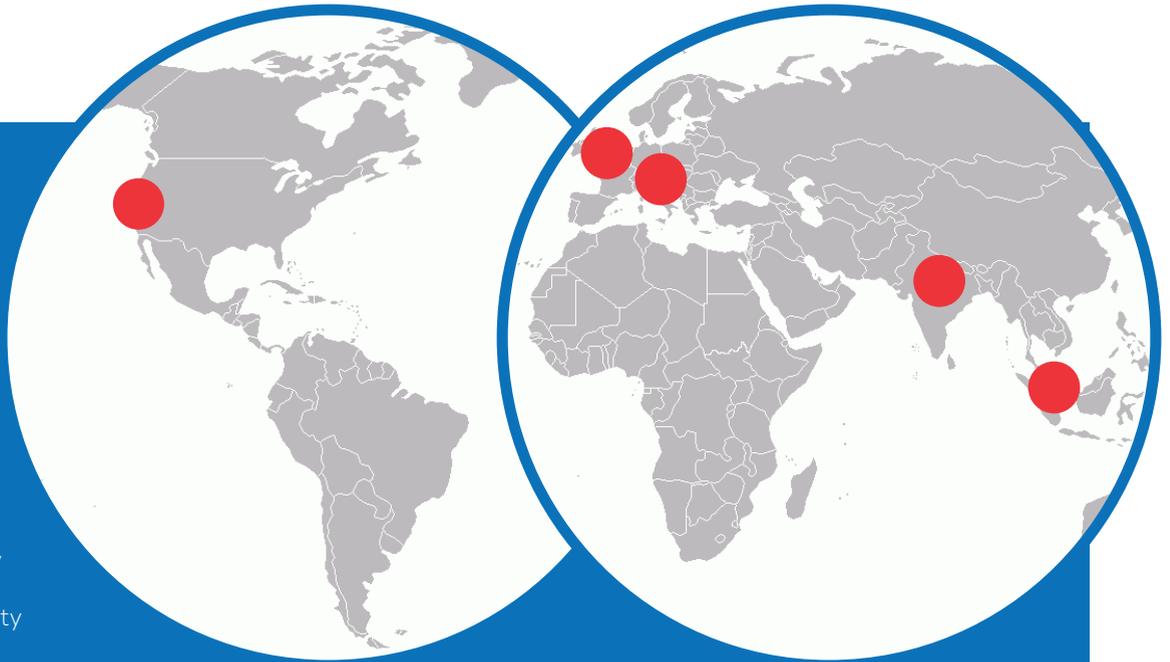
High-Level Dialogue on Cyberspace Cooperation; Co-hosted by the Russian International Affairs Council

### June, Singapore

Global Commission on the Stability of Cyberspace Meeting

### June, New Delhi

Trilateral Track 2 Cybersecurity Consultation with China, India and the U.S.



its previous six iterations, will bring together cyber leaders from around the world to frame obstacles and forge progress towards a more secure and connected cyberspace. Through plenary panels and breakout sessions, participants will discuss the most pressing issues facing cyberspace today, including the prospects for cooperation in cyberspace and norms of responsible behavior in cyberspace.

The 2017 work program—which will be advanced at the summit and throughout the year in roundtables, workshops and presentations—includes:

- Promoting Norms of Responsible Behavior in Cyberspace (including supporting the work of a new, Global Commission on the Stability of Cyberspace)
- Ubiquitous Encryption and Lawful Government Access

- Resilient Cities and the Internet of Things
- Systemic Risk and Cyber Insurance
- Increasing the Global Availability and Use of Secure ICT Products and Services

## Making Progress Possible

The Global Cooperation in Cyberspace program drives policy change to improve the safety, security and stability of cyberspace. It thrives on the support and leadership provided by: Microsoft, Huawei Technologies, Unisys, Sonus Networks, Palo Alto Networks, Qihoo 360, NXP Semiconductors, CenturyLink, VimpelCom, The Hague Centre for Strategic Studies and The William and Flora Hewlett Foundation. Its partners include the IEEE Communications Society, Munich Security Conference, The Open Group, Fudan University, the University of New South Wales and Webster University Cyberspace Research Institute.

## Thank You!

None of our work would be possible without the generosity of our

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## Board of Councilors

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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## Audited Financial Information

<b>Revenue</b>	2016 (USD)	Future Payout Outstanding (USD)	TOTAL (USD)
Donor contributions	4,637,543	10,000,000	14,637,543
Grants	271,323		271,323
Investment gain	646,531		646,531
In-kind contributions	246,701		246,701
Net revenue from special events	417,392		417,392
Other	278,396		278,396
<b>Total public support and revenue</b>	<b>6,497,886</b>	<b>10,000,000</b>	<b>16,497,886</b>
<b>Expenses</b>			
Program services			5,154,790
Management and general expenses			1,711,696
Fundraising			918,345
<b>Total operating expenses</b>			<b>7,784,831</b>
<b>Net assets</b>			
Change in net assets before foreign translation loss			8,713,055
Foreign translation loss			(8,673)
Change in net assets			8,704,382
Net assets, beginning of year			17,792,496
<b>Net assets, end of year</b>			<b>26,496,878</b>

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# The Year in Pictures



- (1) Smadar and David Cohen; (2) 2016 Awards Gala; (3) Ross Perot, Jr., Maurice R. Greenberg and Cameron Munter; (4) Cameron Munter and Stephen J. Hadley; (5) Ronald O'Hanley III and Tania Zouikin; (6) Ross Perot, Jr. and Sarah Perot; (7) Ross Perot, Jr. and John A. Roberts, Jr.; (8) Karen Linehan Mroz and Haifa Al Kaylani; (9) Tung Chee Hwa; (10) Cameron Munter, Mary Holland, Ross Perot, Jr. and John A. Roberts, Jr.; (11) Sarah Perot (left); (12) Jason Kelly; (13) Kevin A. Taweel (left); (14) Tung Chee Hwa (left).



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# The Year in Pictures



**(1)** Joseph Bild and Cameron Munter; **(2)** Robert N. Campbell III and Tania Zouikin; **(3)** Addison and Oliver Fischer; **(4)** R. William Ide III and Amb. Kanwal Sibal; **(5)** Bob Foresman and Allen Collinsworth; **(6)** Dr. Hu Yuandong, Shahnaz Sehgal, Xiaoqin Zhou and Ikram ul-Majeed Sehgal; **(7)** Matt Bross and David W. B. Burnside; **(8)** Maja Piscevic; **(9)** Tania Zouikin, David J. Firestein and David W. B. Burnside; **(10)** EWI Staff.



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# The Year in Pictures

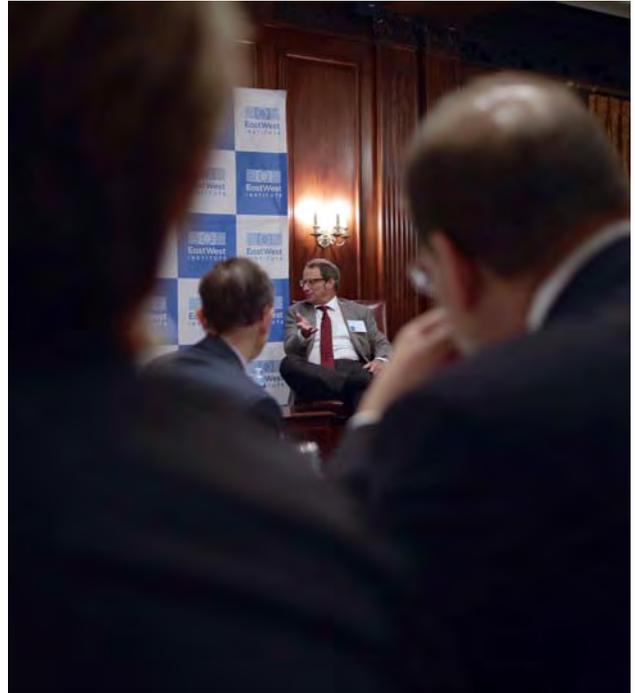


- (1)** Cameron Munter; **(2)** Cameron Munter and H.E. Amb. Abdullah bin Yahya Almouallimi; **(3)** Spring board of directors meeting; **(4)** Ralph H. Isham, Tewodros Ashenafi and Ross Perot, Jr.; **(5)** Ross Perot, Jr., Ralph H. Isham and Cameron Munter; **(6)** Amb. Wolfgang Ischinger; **(7)** John Hurley and Anurag Jain; **(8)** Zuhal Kurt; **(9)** Cameron Munter and Meredith M. Walker; **(10)** Mary McInnis Boies; **(11)** Emil Hubinak; **(12)** Admiral (ret) William A. Owens and Joel H. Cowan; **(13)** Sarah Perot and Michael Chertoff; **(14)** EWI board members at the spring board meeting.



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# The Year in Pictures



**(1)** Ross Perot, Jr., George Parker and Cameron Munter; **(2)** George Parker; **(3)** Ross Perot, Jr.; **(4)** Maria Livanos Cattai and R. William Ide III; **(5)** Hon. Stephen S. Honigman; **(6)** H.E. Dr. Armen Sarkissian; **(7)** Peter Altabef and Robert N. Campbell III; **(8)** Fall board meeting luncheon and keynote conversation; **(9)** Christine Parker, Zoe Leung and Euhwa Tran; **(10)** Hardeep Singh Puri, Timothy Frye and Kitty Pilgram; **(11)** Fall board meeting president's report; **(12)** Kawa Hassan; **(13)** Darcy Anderson.



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# The Year in Pictures



**(1)** EWI staff at spring board meeting; **(2)** Cameron Munter and F. Francis Najafi; **(3)** Martti Ahtisaari; **(4)** Gen. (ret) T. Michael Moseley; **(5)** Ross Perot, Jr., Maj. Gen. David Petraeus and Cameron Munter; **(6)** Karen Linehan Mroz and Ross Perot, Jr.; **(7)** William J. Parker III; **(8)** Spring board meeting reception; **(9)** Fall board meeting luncheon and keynote conversation; **(10)** Harry D. Raduege, Jr. and Ross Perot, Jr.; **(11)** Stephen B. Heintz; **(12)** Spring board meeting reception; **(13)** Cameron Munter and Alexander Voloshin.



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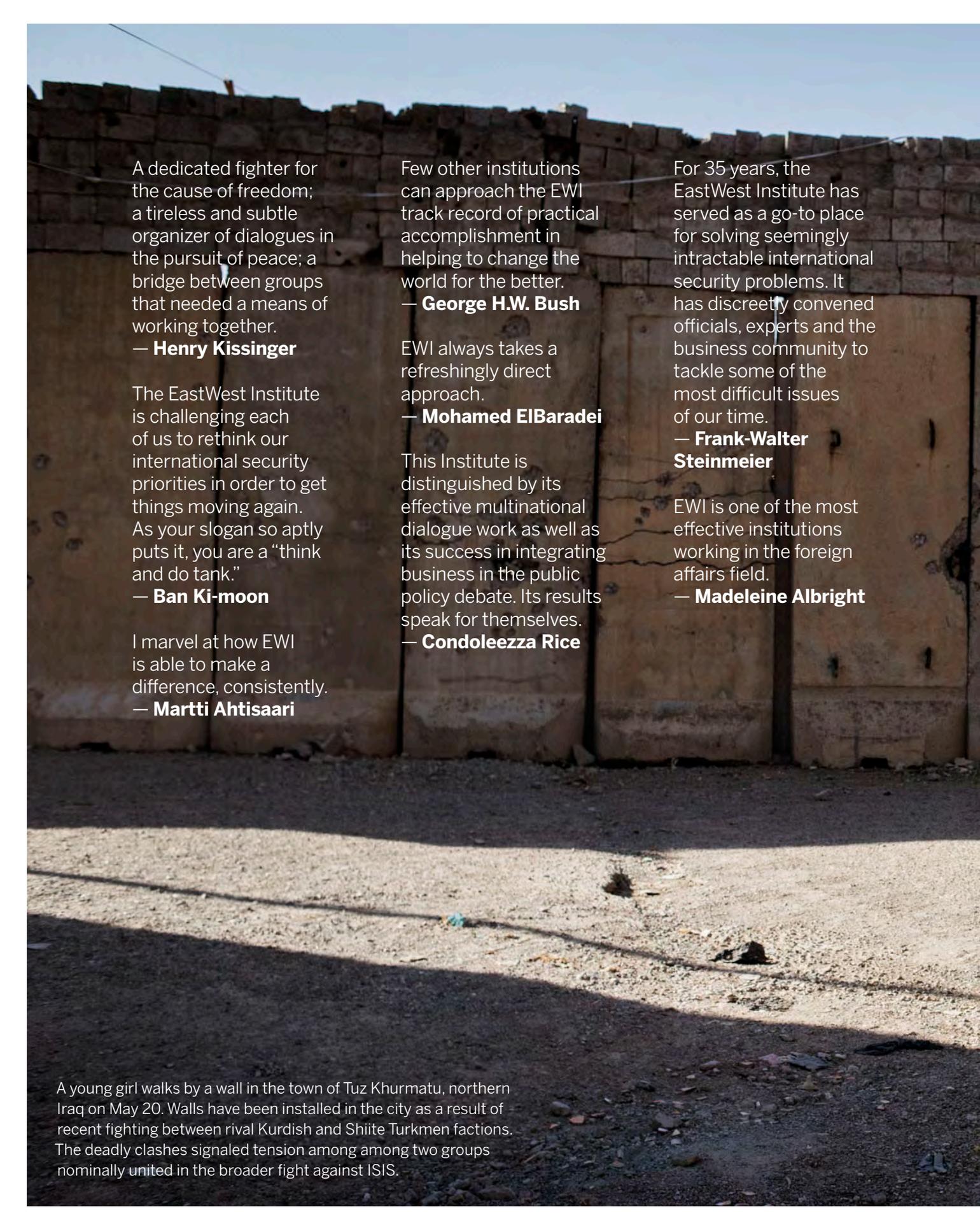
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A young girl walks by a wall in the town of Tuz Khurmatu, northern Iraq on May 20. Walls have been installed in the city as a result of recent fighting between rival Kurdish and Shiite Turkmen factions. The deadly clashes signaled tension among among two groups nominally united in the broader fight against ISIS.



الحاتان  
هاج محمد  
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