The Milky Way is observed behind a lookout tower near the Hungarian border village of Tachty (or Tași), Slovakia on August 26.
Today 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 Altabel, 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.
President’s Report

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.
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.
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.

Donald Trump at his election night rally in New York on November 9, the day he was elected 45th president of the United States.
**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.
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
CEO and President
Who We Are

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.
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.
The 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 longterm 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 narcotrafficking. 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.
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.

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.
### The Year in Numbers

<table>
<thead>
<tr>
<th>34</th>
<th>6 million</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>major events in 15 countries</td>
<td>impressions on Twitter (@EWInstitute) and Facebook</td>
<td>EWI offices, from Moscow to San Francisco</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>500,000</th>
<th>156,000</th>
<th>25</th>
</tr>
</thead>
<tbody>
<tr>
<td>unique visitors on EWI’s website (40% increase from 2015)</td>
<td>minutes watched on EWI’s YouTube channel (7x more than in 2015)</td>
<td>languages spoken among EWI staff</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>44</th>
<th>119</th>
<th>850,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>new authors on EWI’s Policy Innovation Blog, launched in February</td>
<td>opinion pieces written by EWI experts</td>
<td>views and downloads of EWI’s policy reports on Issuu</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>139</th>
</tr>
</thead>
<tbody>
<tr>
<td>media hits featuring EWI staff and fellows, in major outlets, including:</td>
</tr>
</tbody>
</table>

**Wall Street Journal**

**Bloomberg**

**DER SPIEGEL**

**FOREIGN AFFAIRS**

**The Washington Post**

**POLITICO**

**MIT Technology Review**

**The Christian Science Monitor**

**Voice of America**

**ALJAZEERA**
Board of Directors

OFFICE OF THE CHAIRMAN

Ross Perot, Jr. (U.S.)
Chairman
EastWest Institute
Hillwood Development Co. LLC

H.E. Dr. Armen Sarkissian (Armenia)
Vice-Chairman
EastWest Institute
Eurasia House International
Ambassador
Embassy of the Republic of Armenia to the United Kingdom
Former Prime Minister of Armenia

OFFICERS

R. William Ide III (U.S.)
Counsel and Secretary
Chair of the Executive Committee
EastWest Institute
Partner
Dentons US LLP

Cameron Munter (U.S.)
CEO and President
EastWest Institute
Former Ambassador
Embassy of the United States to Pakistan

CO-FOUNDERS

John Edwin Mroz* (U.S.)
Former President and CEO
EastWest Institute

Ira D. Wallach* (U.S.)
Former Chairman
Central National-Gottesman Inc.

MEMBERS

Peter Altabef (U.S.)
President and CEO
Unisys Limited

Hamid Ansari (U.S.)
President and Co-Founder
Prodea Systems, Inc.

Tewodros Ashenafi (Ethiopia)
Chairman and CEO
Southwest Energy (HK) Ltd.

Mary McInnis Boies (U.S.)
Counsel
Boies, Schiller & Flexner LLP

Peter Bonfield (UK)
Chairman
NXP Semiconductors

Matt Bross (U.S.)
Chairman and CEO
Compass-EOS

Robert N. Campbell III (U.S.)
Founder and CEO
Campbell Global Services LLC

Maria Livanos Cattaui (Switzerland)
Former Secretary-General
International Chamber of Commerce

Michael Chertoff (U.S.)
Executive Chairman and Co-Founder
The Chertoff Group

David Cohen (Israel)
Chairman
F&C REIT Property Management

Joel Cowan (U.S.)
Professor
Georgia Institute of Technology

Addison Fischer (U.S.)
Chairman and Co-Founder
Planet Heritage Foundation

Stephen B. Heintz (U.S.)
President
Rockefeller Brothers Fund

Steven Honigman (U.S.)
Counselor
Information and Infrastructure Technologies, Inc.

Hu Yuandong (China)
Chief Representative
UNIDO ITPO-China

Emil Hubinak (Slovak Republic)
Chairman and CEO
Logomotion

John Hurley (U.S.)
Managing Partner
Cavalry Asset Management

Amb. Wolfgang Ischinger (Germany)
Chairman
Munich Security Conference

Ralph Isham (U.S.)
Founder and Managing Director
GH Venture Partners LLC

Anurag Jain (U.S.)
Chairman
Access Healthcare

Gen. (ret) James L. Jones (U.S.)
Former U.S. National Security Advisor
Former Supreme Allied Commander Europe
Former Commandant of the Marine Corps

George Kadifa (U.S.)
Managing Director
Sumeru Equity Partners

Haifa al Kaylani (Lebanon/Jordan)
Founder and Chairperson
Arab International Women’s Forum

Zuhal Kurt (Turkey)
Chairman of the Board
Kurt Group

Gen. (ret) T. Michael Moseley (U.S.)
President and CEO
Moseley and Associates, LLC
Former Chief of Staff
United States Air Force

Karen Linehan Mroz (U.S.)
President
Roscommon Group Associates

F. Francis Najafi (U.S.)
CEO
Pivotal Group

Amb. Tsuneo Nishida (Japan)
Professor
The Institute for Peace Science at Hiroshima University
Former Permanent Representative
Permanent Mission of Japan to the United Nations
Ronald P. O’Hanley (U.S.)  
President and CEO  
State Street Global Advisors

Admiral (ret)  
William A. Owens (U.S.)  
Chairman  
Red Bison Advisory Group LLC  
Chairman of the Board of Directors  
CenturyLink

Sarah Perot (U.S.)  
Director and Co-Chair for Development  
Dallas Center for Performing Arts

Ramzi H. Sanbar (UK)  
Chairman  
SDC Group Inc.

Mike Sarimsakci (Turkey)  
Founder and President  
Alterra International, LLC

Ikram ul-Majeed Sehgal (Pakistan)  
Chairman  
Security & Management Services Ltd.

Amb. Kanwal Sibal (India)  
Former Foreign Secretary of India

Kevin Taweeel (U.S.)  
CEO  
Asurion

Alexander Voloshin (Russia)  
Chairman of the Board  
JSC Freight One (PGK)  
Non-Executive Director  
Yandex Company

Amb. Zhou Wenzhong (China)  
Secretary-General  
Boao Forum for Asia

CHAIRMEN EMERITI

Martti Ahtisaari (Finland)  
2008 Nobel Peace Prize Laureate  
Former President of Finland

Berthold Beitz* (Germany)  
President  
Alfried Krupp von Bohlen und Halbach-Stiftung

Ivan T. Berend (Hungary)  
Professor  
University of California, Los Angeles

Francis Finlay (UK)  
Former Chairman  
Clay Finlay LLC

Hans-Dietrich Genscher* (Germany)  
Former Vice Chancellor and Minister of Foreign Affairs of Germany

Donald M. Kendall (U.S.)  
Former Chairman and CEO  
PepsiCo Inc.

Whitney MacMillan (U.S.)  
Former Chairman and CEO  
Cargill Inc.

Mark Maletz (U.S.)  
Former Chairman, Executive Committee  
EastWest Institute  
Senior Fellow  
Harvard Business School

George F. Russell, Jr. (U.S.)  
Chairman Emeritus  
Russell Investment Group  
Founder  
Russell 20-20

DIRECTORS EMERITI

Jan Krzysztof Bielecki (Poland)  
CEO  
Bank Polska Kasa Opieki S.A.  
Former Prime Minister of Poland

Emil Constantinescu (Romania)  
President  
Institute for Regional Cooperation and Conflict Prevention (INCOR)  
Former President of Romania

William D. Dearstyne (U.S.)  
Former Company Group Chairman  
Johnson & Johnson

John W. Kluge* (U.S.)  
Former Chairman of the Board  
Metromedia International Group

Maria-Pia Kothbauer (Liechtenstein)  
Ambassador  
Embassy of Liechtenstein to Austria, the OSCE and the United Nations in Vienna

William E. Murray* (U.S.)  
Former Chairman  
The Samuel Freeman Trust

John J. Roberts (U.S.)  
Senior Advisor  
American International Group (AIG)

Daniel Rose (U.S.)  
Chairman  
Rose Associates Inc.

Leo Schenker (U.S.)  
Managing Director  
MBIA Insurance Corporation

Thorvald Stoltenberg (Norway)  
President  
Norwegian Red Cross

Lienер Temerlin (U.S.)  
Chairman  
Temerlin Consulting

John C. Whitehead* (U.S.)  
Former Co-Chairman  
Goldman Sachs  
Former U.S. Deputy Secretary of State

* Deceased
Our Programs

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.
The lights of boats seen in the South China Sea on May 8.
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 known 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.
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 narco-trafficking 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.
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.
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
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.
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.
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.
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

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-
hicles 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

“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.
Global Cooperation in Cyberspace

- 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...
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.
EastWest Supporters

Thank You!

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

Chairman’s Society

China-United States Exchange Foundation
Shelby Cullom Davis Trust
Maurice R. Greenberg
John A. Gunn
Sezgin Baran Korkmaz
Sarah and H. Ross Perot, Jr.
Starr Foundation

President’s Society

German Federal Foreign Office
Ed Glassmeyer
Huawei Technologies
Emil Hubinak
R. William Ide III
Institut für Auslandsbeziehungen
Microsoft Corporation
F. Francis Najafi
Ronald P. O’Hanley
Mike Sarimsacki
Kevin Tawee
Sonus Networks
Unisys

Ambassador’s Society

CenturyLink
Joel H. Cowan
Addison Fischer
Hague Centre for Strategic Studies
Frank Holder
Hurford Foundation
Ralph Isham
John K. Hurley
Anurag Jain
Johnson & Johnson
George Kadifa
Nu Skin
NXP Semiconductors
Adm. William Owens
Palo Alto Networks
Procter & Gamble
Qihoo 360
Ramzi Sanbar
VimpelCom
Thank You!

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

Diplomat’s Society

Mary McInnis Boies
Matt Bross
Maria Livanos Cattaui
China General Chamber of Commerce USA
William and Flora Hewlett Foundation
Medical Transcription Billing Company
George Sheer

Peacekeeper’s Society

Robert Ackerman
Darcy Anderson
Ben Banerjee
M. Joseph Bild
David Cohen
Robert N. Campbell, III
Oliver S. and Jennie R. Donaldson Trust
FedEx
Ken Goldberg
Steven S. Honigman
Lodestar Foundation
Tracy Krohn
Michael Maples
Cameron Munter
Dr. and Mrs. William J. Parker III
Pepsi Co.
A. Steven Raab and Virginia Jackson
Laurent M. Roux and Lori C. Roux
Mary Springer
State Street Global Advisors
Jeff Tucker

Insider’s Circle

Peter A. Altabef
Atlantic Trust
Steve Barclay
Martha Bejar
BLJ Worldwide
Tullio Cedraschi
Allan Chapin
Michael Chertoff
William Cohen
Laura Danforth
William D. Dearstyne
Leah and Buck Dixon
Esther Dyson
Megumi Essig
Roualeyn Fenton-May
Robert Foresman
Michael Guerrieri
Stephen Heintz
Robert Henebry
Japan Foundation Center for Global Partnership
Reuben Jeffrey
Ralph Layman
Michael Madden
Bruce McConnell
Karen Linehan Mroz
New York Athletic Club
Daniel Reingold
John Roberts
Inder Singh
Allison Shure
William L. Tooley
Tania Zouikin

Supporters

Bill & Melinda Gates Foundation
Allen Collinsworth
George Hoguet
Andreas Kuehn
Christopher LaBianco
John Savage
Peter Skrzypczak
Tom Stevenson
Alex Schulman
Eda Tekeoglu
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.

Darcy Anderson
Ben Banerjee
Martha Helena Bejar
Allen Collinsworth
Lora Feng
Bob Foresman
James B. Godwin III
Jerry Hirsch
John Howell
Greg Hunter
Ginny Jackson-Raab
Angela McKay
Sami Nassar

Dr. William J. Parker III
Donald Purdy, Jr.
A. Steven Raab
Harry Raduege, Jr.
John A. Roberts, Jr.
Laurent M. Roux
Hilton C. Smith, Jr.
Mary Springer
Tim Stratford
Fred Teng
Jeff Tucker
Meredith M. Walker
## Revenue

<table>
<thead>
<tr>
<th></th>
<th>2016 (USD)</th>
<th>Future Payout Outstanding (USD)</th>
<th>TOTAL (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor contributions</td>
<td>4,637,543</td>
<td>10,000,000</td>
<td>14,637,543</td>
</tr>
<tr>
<td>Grants</td>
<td>271,323</td>
<td>271,323</td>
<td>271,323</td>
</tr>
<tr>
<td>Investment gain</td>
<td>646,531</td>
<td>646,531</td>
<td>646,531</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>246,701</td>
<td>246,701</td>
<td>246,701</td>
</tr>
<tr>
<td>Net revenue from special events</td>
<td>417,392</td>
<td>417,392</td>
<td>417,392</td>
</tr>
<tr>
<td>Other</td>
<td>278,396</td>
<td>278,396</td>
<td>278,396</td>
</tr>
<tr>
<td><strong>Total public support and revenue</strong></td>
<td><strong>6,497,886</strong></td>
<td><strong>10,000,000</strong></td>
<td><strong>16,497,886</strong></td>
</tr>
</tbody>
</table>

## Expenses

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>5,154,790</td>
</tr>
<tr>
<td>Management and general expenses</td>
<td>1,711,696</td>
</tr>
<tr>
<td>Fundraising</td>
<td>918,345</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>7,784,831</strong></td>
</tr>
</tbody>
</table>

## Net assets

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets before foreign translation loss</td>
<td>8,713,055</td>
</tr>
<tr>
<td>Foreign translation loss</td>
<td>(8,673)</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>8,704,382</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>17,792,496</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td><strong>26,496,878</strong></td>
</tr>
</tbody>
</table>
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).
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.
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.
The Year in Pictures
(1) Ross Perot, Jr., George Parker and Cameron Munter; (2) George Parker; (3) Ross Perot, Jr.; (4) Maria Livanos Cattau and R. William Ide III; (5) Hon. Stephen S. Honigman; (6) H.E. Dr. Armen Sarkissian; (7) Peter Altabe 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.
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.
Our People

Amb. Cameron Munter
CEO and President

Dr. William J. Parker III
Chief Operating Officer

Bruce W. McConnell
Global Vice President

David J. Firestein
Senior Vice President,
Strategic-Trust Building

Amb. Martin Fleischer
Vice President,
Regional Security

Christopher LaBianco
Vice President,
Development

Maja Piscevic
Vice President,
Communications

Staff

Wael Abdul-Shafi
Emma Adams
Emina Ajvazoska
Travis Andreu
Tony Bricktua
Christopher Bush
Annie Cowan
Ingo Dean
Ashley Dennee
Michael Depp
Allison Doenges
Franz Essig
Kathryn E. Floyd
Kawa Hassan
Jeremy Hébert
Vladimir Ivanov
Conrad Jarzebowski
Piin-Fen Kok
Andreas Kuehn
Abagail Lawson
Zoe Leung
Ettore Marchesoni
Jesal Miller
Gayane Nanushyan
Mara O’Connell
Gail Pierre
Natalie Pretzer-Lin
Anna Renard
Anneleen Roggeman
Lana Schmidt-Goertz
Alex W. Schulman
Oliver Senft
Sarah Stern
Dragan Stojanovski
Eda Tekeoglu
Euhwa Tran
Liliya Olegovna Troshina
Konstantin Vidrenko
Jace White
Andrew Yu
Andi Zhou

Interns

Mellissa Ahmed
Tony Bricktua
Zain Bseiso
Gabby Carpentino
Annie Hyun Hee Chang
Jade Chen
Isabella Costanza
Ava De Courtivron
April Curtis
Charles Elkins
Halimah Elmariah
Jacqueline Gill
Claire Greilich
Matthew Griffith
Michael Grouskay
Dan Headrick
Sophia Kang
Akhil Kapur
Jamie Layne
John Mahon
Paulina Mangubat
Fiona Masland
Kevia McComb
Jeffrey McKnight
Benjamin Mulford
Stephanie Musso
Tomas Penfold Perez
Isabelle Savoie
Lana Schmidt-Goertz
Tariq Kenney-Shawa
Eric Singleton
Maria Teresa Val
Henry Villacorta
Alex Weintraub
Haley Wen
Samuel Williams

Fellows

Najam Abbas
Greg Austin
Merrit Baer
Kamlesh Bajaj
Danila Bochkarev
Carl K. Chan
Jeannette L. Chu
James Creighton
Joshua Eisenman
David Firestein
Franz-Stefan Gady
Sandro Gaycken
James B. Godwin III
Nadiya Kostyuk
Marlene Laruelle
Jonathan Miller
Michael O’Reirdan
Tariq Parvez
Sebastien Peyrouse
Syed Naveed Qamar
Latha Reddy
John Savage
Mustapha Tili
Eric B. Trachtenberg
Graham Webster
Juan Zhang
Andi Zhou
A dedicated fighter for the cause of freedom; a tireless and subtle organizer of dialogues in the pursuit of peace; a bridge between groups that needed a means of working together.
— Henry Kissinger

The EastWest Institute is challenging each of us to rethink our international security priorities in order to get things moving again. As your slogan so aptly puts it, you are a “think and do tank.”
— Ban Ki-moon

I marvel at how EWI is able to make a difference, consistently.
— Martti Ahtisaari

Few other institutions can approach the EWI track record of practical accomplishment in helping to change the world for the better.
— George H.W. Bush

EWI always takes a refreshingly direct approach.
— Mohamed ElBaradei

This Institute is distinguished by its effective multinational dialogue work as well as its success in integrating business in the public policy debate. Its results speak for themselves.
— Condoleezza Rice

For 35 years, the EastWest Institute has served as a go-to place for solving seemingly intractable international security problems. It has discreetly convened officials, experts and the business community to tackle some of the most difficult issues of our time.
— Frank-Walter Steinmeier

EWI is one of the most effective institutions working in the foreign affairs field.
— Madeleine Albright

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.