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ANNUAL

**2017
2018**

REPORT



Atlantic Council



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LETTER FROM THE CHAIRMAN AND THE PRESIDENT & CEO

The Atlantic Council currently operates under the guiding principle: it is not and cannot be business as usual.

We confront an inflection point in history, perhaps as important as 1815, 1918, 1945 or 1989, when outcomes were uncertain and leadership decisions had outsized importance. How global leaders and institutions address these challenges this year and in the years to come will shape the world for generations.

In that context, the Atlantic Council's results-oriented mission of "working together with friends and allies to secure the future" has never been more relevant or more urgent.

The world is facing intersecting global risks that have created the most unsettled global situation since the Cold War's end—and perhaps since the end of World War II. At the Atlantic Council, we have broken down these challenges into five major categories, which we address across our twelve programs and centers in the fifty-sixth year of our existence.

First, we face the threat of major power conflict.

Though the notion of a US-Russian or US-Chinese war in any conventional sense remains unlikely, it is no longer unthinkable. Particularly when one considers the prospect of regional conflicts that could draw in other actors, as is already a danger in Syria and could become so in North Korea.

Rapid shifts in the military-technological environment have increased the possibility for non-kinetic conflict and eroded the strategic stability that had been achieved between Moscow and Washington during the Cold War. Some would say that Russian intervention in Western elections already marks a new, insidious form of warfare.

We may all find ourselves nostalgic for the good old days of mutually assured destruction.



ABOVE: Russian President Vladimir Putin attends a wreath laying ceremony to mark the Defender of the Fatherland Day at the Tomb of the Unknown Soldier by the Kremlin wall in Moscow, Russia, February 23, 2017. (REUTERS/Sergei Karpukhin/File Photo)



ABOVE: North Korean leader Kim Jong Un watches the launch of a Hwasong-12 missile in this undated photo released by North Korea's Korean Central News Agency on September 16, 2017. (KCNA via Reuters)

Second, we face growing uncertainties regarding America's role in the world.

What drove the post-1945 order, by and large, was US commitment to principled multilateralism and to causes larger than its self-centered interests. That is now in question.

Leading US figures now speak of the world not as a global community but an area where nations, nongovernment actors and businesses compete for advantage. Though this shift in US thinking about global engagement is conflated with the Trump administration, the uncertainties over US global leadership both predate President Trump and will outlive his presidency.

Third, Western-style democracies are fraying and autocracies are rising.

The political, economic and social fabric of virtually all Western democratic states is fraying. Autocrats have been so emboldened that Chinese leader Xi Jinping openly touts his state capitalism as an alternative model, particularly for the developing world.

“Though this shift in US thinking about global engagement is conflated with the Trump administration, the uncertainties over US global leadership both predate President Trump and will outlive his presidency.”

“We are in the midst of an era of competition between democratically and autocratically constituted states,” German Foreign Minister Sigmar Gabriel recently said. “The latter are already trying to gain influence in the European Union to drive a wedge between us.”

Fourth, the global system is breaking down irrevocably as new powers—both state and non-state—emerge.

Known as the liberal international order, the set of institutions and norms largely shaped by the United States and its

closest allies after World War II has brought one of the longest periods of progress and prosperity the world has ever known. The great statesman Dean Acheson, among the Atlantic Council's founders who shaped this new order, wrote the famous book about this period, "Present at the Creation."

Yet now we must fear we will become witnesses to the erosion of this order, unless we can muster the creativity and political will to be there "at the reinvention."

Fifth, all the forces above will be shaped by a disruptive era of technological change.

In his book on this phenomenon, *The Fourth Industrial Revolution*, World Economic Forum founder Klaus Schwab writes that this will be "unlike anything humankind has experienced before...there has never been a time of greater promise or potential peril."

Reflect upon the outcome had Nazi Germany been first to develop nuclear weapons or if the Soviet Union beat the United States to the development of the Internet. Now reflect on a future where countries or non-state entities lacking democratic checks and balances dominate the worlds of artificial intelligence, quantum computing, bioengineering, nanotechnology, or cyberwarfare.



ABOVE: Opposition supporters clash with riot security forces while rallying against President Nicolas Maduro in Caracas, Venezuela, May 18, 2017. (REUTERS/Carlos Garcia Rawlins)

“At the Atlantic Council, we don’t see any of these challenges as reason for despair, but we do see them as a call for action.”

At the Atlantic Council, we don’t see any of these challenges as reason for despair, but we do see them as a call for action.

As you’ll read in the following pages, we have addressed these challenges head-on, providing an essential forum for navigating the dramatic economic and political changes defining our times. Through the papers we write, the ideas we generate, the future leaders we develop and the communities we build, the Atlantic Council shapes policy choices and strategies to create a more secure and prosperous world.

To paraphrase Charles Dickens, we live in the best and worst of times. For many, life has never been better, with all the advantages that prosperity, technology and relative stability bring. Yet we are also confronting the potential worst of times, with the uncertainty of an undefined future, where events in the present are moving so fast that it often feels as though we are watching history on fast-forward.

How we deal with this, how we rise to this inflection point, will be dictated by human agency.

It’s the Atlantic Council moment.

Our chairman emeritus Brent Scowcroft, speaking at a strategic off-site last summer, rallied us around the reality that these challenges add up to “a new founding moment” for the Atlantic Council.

We are deeply indebted to those in our community who provide us time, wisdom

and support. You’ll find some of our most generous partners on our honor roll of contributors on pages 64–65. Above all, we thank our Board of Directors, our International Advisory Board, our individual and corporate members, our partners, and our remarkable staff.

The Atlantic Council represents a group of foreign policy change-agents who subscribe to the wise words of Margaret Mead: “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”

Onward and upward,



A handwritten signature in black ink that reads "James L. Jones, Jr." in a cursive style.

James L. Jones, Jr.
Interim Chairman
Atlantic Council



A handwritten signature in black ink that reads "Fred Kempe" in a cursive style.

Frederick Kempe
President and CEO
Atlantic Council





THEMATIC PROGRAMS

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SCOWCROFT CENTER FOR STRATEGY AND SECURITY

New Strategies for a Fast-Changing World

After five years of high-impact work on the globe's greatest international security challenges, the Scowcroft Center for Strategy and Security updated its name to reflect its focus on the big-picture, long-term strategies needed to tackle the increasingly turbulent global landscape.



State Department Reform Report

US House Foreign Affairs Committee Chairman, Ed Royce, requested this report. It explores structure and process, personnel, budget, congressional relations, and USAID.

FIND IT HERE:
[www.atlanticcouncil.org/
publications/reports/
state-department-
reform-report](http://www.atlanticcouncil.org/publications/reports/state-department-reform-report)

The Scowcroft Center for Strategy and Security works to develop sustainable, nonpartisan strategies to address the most important national security challenges facing the United States and the world. It works collaboratively with the Council's other regional and functional programs and centers to produce cutting-edge and multi-disciplinary analyses. The Center honors General Brent Scowcroft's legacy of service and embodies his ethos of nonpartisan commitment to the cause of international security, support for US international leadership in cooperation with allies and partners, and dedication to the mentorship of the next generation of leaders.

In 2018, the Center welcomed a new Deputy Director for Strategy, Matthew Kroenig, who had been a nonresident senior fellow with the Center for five years and is also a tenured professor of foreign service at Georgetown University.

The **Foresight, Strategy, and Risks Initiative**, the vanguard of the center's

strategy work, published six *Atlantic Council Strategy Papers*, six *Atlantic Council Memos to the President*, and launched the **State Department Reform Report** in 2017. It also hosted the Strategy Consortium, an effort centered on renewing America's global role, navigating major power relations, and building a framework for the US government's National Security Strategy (NSS). One session of the Consortium provided direct feedback to current administration officials working on the current NSS, helping to inform the final document that was released in December 2017.

The Initiative also continued its outreach efforts outside of the beltway, drawing a deeper understanding of what powers economic dynamism and how policy can advance competitiveness from local leaders, tech innovators, and venture capitalists in some of world's most vibrant communities—including Tokyo, Seoul, Dubai, Tel Aviv, Stockholm, and Lisbon.

In a pivotal year for the new US administration, the **Transatlantic Security**



ABOVE: Then-US Secretary of State Rex Tillerson offers US talks with North Korea “without preconditions,” during a forum hosted by the Scowcroft Center for Strategy and Security at the Atlantic Council on December 12, 2017. (REUTERS/Jonathan Ernst)

Initiative played a significant role in shaping the renewed debate on US policy toward Europe and NATO. Amid growing questions surrounding US commitment to European security, the Initiative provided actionable policy recommendations for a range of officials in the US Department of Defense, US Congress, Allied capitals, and NATO Headquarters in Brussels. Some of the Initiative’s most impactful work focused on NATO in the maritime domain and countering Russian hybrid threats across the transatlantic community—two areas likely to be high on the agenda for the upcoming 2018 NATO Summit in Brussels.

The Scowcroft Center’s **Middle East Security Initiative** released a body of analytic work exposing Iran’s destabilizing activities in the Middle East. This effort included two reports and eight issue briefs examining the drivers, prospects, and constraints underpinning Iran’s foreign and security policies and its efforts to restructure the regional order to its liking. Drawing on digital forensic evidence and expert analysis, *Pushback: Exposing and Countering Iran* offered strategic and

policy recommendations to address the challenges Iran poses to US policy in the Middle East. The Initiative also welcomed a new director, Rachel Brandenburg, who joined the center from the Office of the Secretary of Defense for Middle East Policy.

Reflecting the growing importance of strengthening Atlantic-Pacific partnerships, the center’s **Asia Security Initiative** released *A Strategy for the Trans-Pacific Century*, a final report of the Asia-Pacific Strategy Task Force in its effort to develop a comprehensive, nonpartisan Asia-Pacific strategy for the United States and its allies and partners. The report captured a sentiment at the heart of the Atlantic Council—the belief that a meaningful approach to any

“The Atlantic alliance is as strong as ever, despite what people may describe or want to write.”

— US SECRETARY OF STATE REX TILLERSON
speaks at the Atlantic Council on December 12, 2017



LEFT: Student competitors develop and discuss cyber policy recommendations at the Cyber 9/12 Student Challenge in Geneva, a one-of-a-kind student competition in which students from across the globe develop national security policy recommendations tackling a fictional cyber catastrophe. (Atlantic Council)

CON with Congressman Will Hurd (R-TX) and Congressman Jim Langevin (D-RI); inspired the bipartisan Internet of Things Cybersecurity Improvement Act of 2017, the Executive Order on Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure, and the HHS' Health Care Industry Cybersecurity Task Force Report, among many others; and encouraged more than 1,000 potential future cybersecurity professionals through the Cyber 9/12 Student Challenge. The Cyber Statecraft Initiative is led by new Director, Klara Jordan, who is returning to the Center in this new role after gaining experience on cyber issues in the private sector.

The **Emerging Defense Challenges Initiative**, through The Art of the Future project, continued to extend the reach and deepen the impact of arts and creativity on thinking surrounding the future of international security. One highlight included an event celebrating the USMC Warfighting Laboratory's publication of *Science Fiction Futures*, a volume of short fiction accompanying the Corps' future warfighting concept and written by Marines under the tutelage of a team of writers including the Initiative's nonresident senior fellows. The project culminated in a half-day conference exploring **Artificial Intelligence and the Future of Conflict** that featured performances of three original works for stage which were curated through the project. 🌐



Sec Tillerson: Takes strong partnerships to counter prospect of a nuclear **#DPRK**. @POTUS' first policy was to end era of strategic patience & begin era of strategic accountability — our policy is the complete and verifiable denuclearization of the **#Korean** peninsula. **#ACKoreaForum**
2:26PM - 12 DEC 2017

problem in international affairs must be multilateral in character, and in this case, requires significant investment by actors across Europe, Asia, and America.

The Initiative ended 2017 with a bang by launching an inaugural US-Korea Forum that featured Cabinet Secretaries Rex Tillerson and Wilbur Ross. Secretary Tillerson made headlines with his diplomatic initiative on North Korea.

The **Cyber Statecraft Initiative** focused on bridging the divide between tech and policy communities and fostering the next generation of cybersecurity professionals. The Initiative organized its first congressional delegation to attend DEF



BRENT SCOWCROFT

One of our nation's most adept strategic thinkers, Lt. Gen. Brent Scowcroft's career in public service is hallmarked by his unique ability to offer balanced, nonpartisan analysis that could transcend the politics of Washington and inform top leaders from both sides of the aisle. A soldier-scholar turned statesman, he remains the only man to have ever served two presidents as national security advisor.

Over the course of Scowcroft's career in public service, he developed a reputation as a source of balanced, bipartisan analysis that made him a sought-after voice on national security for commanders-in-chief of both parties.

"He would not try to run over the head of cabinet members, or cut them off from contact with the president, yet I also knew he would give me his own experienced views on whatever problem might arise," President George H. W. Bush recalled of Scowcroft.

In the early days of the Cold War, Scowcroft was a leading advocate for strong transatlantic cooperation as a means to preserve peace and security. When the Cold War abruptly ended in 1989, he made it his life's work to preserve and advance that same system of international cooperation, democracy, and human dignity that unites the Atlantic community.

"The events were great. The hazards were deep," said Scowcroft. "But we navigated the complexities to advance freedom and security, at a time when many others deemed it impossible. When looking back at the events of 1989—what we commemorate is an

"I'm so proud of the work the Scowcroft Center for Strategy and Security accomplishes each day. The Council convinced me to lend my name to this effort, and I'm glad I did so as we are advancing our founding mission at another historic turning point."

attitude more than anything specific. It was the values that won."

The Atlantic Council in 2012 honored Scowcroft's legacy by relaunching its flagship international security program as the Brent Scowcroft Center on International Security, this past year re-envisioned as the Scowcroft Center for Strategy and Security. The center is guided by Scowcroft's vision of blending analysis of today's challenges with long-term strategic thinking about how the United States' role in the world interacts with historical forces, technological change, geography, and culture.

"In 1961, the Council's founders—those "present at the creation" of our international rules-based system, joined forces across party lines and among disparate organizations to form the Atlantic Council," said Scowcroft. "They did so out of a need for sustained US engagement in the world and to develop an ambitious agenda for the Atlantic community. They succeeded. The Council convinced me to lend my own name to the effort by showing me how it would help carry forward that same mission at this similarly crucial moment in history. I'm so proud of the work it accomplishes each day." 🌐



LT. GEN. BRENT SCOWCROFT, USAF (RET.)

Former US National Security Advisor to Presidents Gerald Ford and George H. Bush; Chairman Emeritus, Atlantic Council

LEFT: US Marine Corporal Dmitry Kavaliou shows a tethered reconnaissance Unmanned Aircraft System (UAS) drone during Urban Advanced Naval Technology Exercises 2018 (ANTX18) at Camp Pendleton, California, United States. March 20, 2018. (US Marine Corps/Lance Cpl. Cutler Brice/Handout via REUTERS)



GLOBAL ENERGY CENTER

Shaping Our Shared Energy Future

The global energy landscape has not been this uncertain in decades. Shale oil has pushed US production to highs not seen since the 1970s, while OPEC has re-emerged as a manager of the market. Change, driven by policy and technology, has created the prospect of “peak oil demand”—the moment when global demand for oil reaches its zenith and begins to recede—but no one can say for certain when or if this will occur. Gas surpassed coal as the primary fuel for power generation in the US for the first time in 2016 and is expected to remain so for at least the next two years, with natural gas delivery costs projected to fall a further two percent in 2018. And the IEA has recently revised its global renewables forecast upward for the next five years, projecting forty-three percent growth by 2022, the fastest growing of all power sources. All told, the energy mix in five years or twenty-five years is uncertain, but what is clear is that the mix is experiencing profound structural changes.

The Atlantic Council Global Energy Center has become the go-to policy organization for navigating this uncertainty. The center’s work focuses on four core overlapping themes:

- Geopolitics and energy security;
- Understanding and managing the energy transition;
- New models for climate action; and
- Energy markets and governance.

Over the course of 2017 and into 2018, the center combined a robust agenda in Washington, DC with major convenings abroad to shape the debate on the most urgent international energy and climate issues. The 2018 Global Energy Forum in Abu Dhabi was held under the Patronage

of His Highness Sheikh Mohammed Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, convened in partnership with the Ministry of Energy of the United Arab Emirates, ADNOC, and Mubadala, and positioned as the kickoff to Abu Dhabi Sustainability Week. It was a huge success and a major milestone. Building on the momentum of the inaugural Forum, the 2018 program focused on the geopolitics of the energy transformation, the electric future, financing and governing the new energy world, and women in energy.

Over four hundred delegates, including the new US Deputy Secretary for Energy Dan Brouillette; the Secretary General of OPEC Mohammed Barkindo; Director of the International Energy Agency Fatih

RIGHT: Meghan O'Sullivan (right), Jeane Kirkpatrick professor of the practice of international affairs and director of the Geopolitics of Energy Project at Harvard's John F. Kennedy School of Government discusses the geopolitics of the global energy transformation at the inaugural Global Energy Forum in Abu Dhabi. She is joined by Karl Hopkins (left), Atlantic Council general counsel and partner and global chief security officer at Dentons law firm. (PSAV)



Biorl; Adnan Amin, the director-general of the International Renewable Energy Agency, over 30 industry leaders and dozens of diplomats, civil society leaders, and members of the media attended the Forum.

Under the leadership of Founding Director and Chairman Richard Morningstar, 2017 was a banner year for the Global Energy Center. The center was awarded a three-year grant from the MacArthur Foundation to develop new models for climate engagement, both in and outside of Washington, DC. It also received a one-year grant from the Smith Richardson Foundation to examine transportation trends and their impact on oil demand and geopolitics, a crucial and understudied issue in the ongoing energy transition.

The center's team of experts produced a range of leading-edge analysis, including critical work on power sector transformation, the impact of US LNG on global gas markets, and nuclear geopolitics in the Black Sea. Key world events, including President Trump's decision to exit the Paris Agreement and the COP 24 climate conference in Bonn, activated the center's rapid response capabilities, with its team serving as a preferred source of timely and objective analysis by the media. The center placed particular focus—through events, blog posts, and op-eds—on the potential impact of new Russian sanctions legislation on energy markets,

underscoring its sweet spot of work at the intersection of energy issues and geopolitics. Working with the **Economic Sanctions Initiative** in the Global Business and Economics Program, the center published a timely piece on the impact of the decertification of the Iran deal.

Downstream Oil Theft, a report from the Global Energy Center, was one of the Council's top ten most downloaded reports of the year. The center also hosted widely attended CEO series events with Meg Gentle, the CEO of Tellurian, and Bill Ford, executive chairman of Ford Motor Company, drawing high level attention to some of the most crucial questions shaping global energy markets.

For example, the Global Energy Center has been a leader in studying how the boom in US liquefied natural gas production has changed the energy world, and how new transportation technologies will reduce oil demand.

Most recently, the center has increased its focus on rapid changes in nuclear energy markets, laying the foundation for a major, new initiative on the future of nuclear power, co-chaired by Senator Sheldon Whitehouse (D-RI) and Senator Mike Crapo (R-ID). 🌐

The Atlantic Council Global Energy Center promotes energy security by working alongside government, industry, civil society, and public stakeholders to devise pragmatic solutions to the geopolitical, sustainability, and economic challenges of the changing global energy landscape.

LEFT: A drilling rig in the middle of a wind farm near Taft, Texas. (Drew Kolb)

Downstream Oil Theft

Hydrocarbons crime has become a significant threat not only to local and regional prosperity but also to global stability and security. One of our most downloaded reports.

FIND IT HERE:
www.atlanticcouncil.org/publications/reports/downstream-oil-theft

MILLENNIUM LEADERSHIP PROGRAM

Fostering, Connecting, and Empowering the Next Generation of Global Leaders

The Millennium Leadership Program (MLP) is a leadership accelerator with a mission: to advance collaborative solutions to global challenges by identifying and preparing some of the world's most impressive young leaders. MLP prepares them to build a more secure and prosperous future together through their contributions to their countries, companies, institutions, and the wider global community.

MLP integrates its fellows into the heart of Atlantic Council programming, forging a memorable experience that catalyzes lifelong friendships and robust professional networks. Fellows use the program's opportunities to deepen their knowledge of issues of the greatest

importance and amplify their ability to influence outcomes.

The program is home to the Millennium Fellowship, which annually gathers high-impact leaders under thirty-five through a competitive recruitment process.



ABOVE: The 2017 Millennium Fellowship cohort takes a group photo together during their study tour in July. Fellows traveled to Pittsburgh, PA, and Morgantown, WV, to explore the climate and energy challenges facing the region, the country, and the global community following the 2016 US elections. (Atlantic Council)

RIGHT: 2017 Millennium Fellow Mark Boris Andrijanic, a senior public policy associate for Central and Eastern Europe with Uber, rides in an autonomous vehicle in Pittsburgh, PA, during the cohort's study tour. (Atlantic Council)



Fellows represent diverse sectors and backgrounds, hailing from more than fifty countries, and including more than five hundred alumni since 2011.

Millennium Fellows participate in compelling programming, including retreats, study tours, intensive mentoring sessions, and flagship Atlantic Council convenings, large and small. For example, a recent class of fellows met with the world's top energy experts, business leaders, and government officials at the Atlantic Council Global Energy in Abu Dhabi—while another rubbed shoulders with movers and shakers in the security world at a head-of-state NATO Summit in Warsaw.

In the spring, MLP announced its 2017 Millennium Fellows class, featuring twenty-one innovators and practitioners. From an award-winning filmmaker to a deputy cabinet secretary of the California governor, these Fellows explored climate and energy issues during trips to Pittsburgh, PA and Morgantown, WV. They rode in self-driving cars at Uber's Pittsburgh Advanced Technologies Lab, visited a fracking well pad in Appalachia, and explored the most efficient coal-fired power plant in North America.

Millennium Fellows joined the program's Emerging Leaders in Environmental and Energy Policy (ELEEP) fellows and an international audience in Washington, DC, on June 21-22 for the Atlantic Council's conference **Tipping Points 2017: Finding Energy-Climate Balance**. Thierry Déau of Meridiam, Erik Wærness of Statoil, and others in the private sector joined former EPA Administrator Christine Todd Whitman, former US Secretary of Defense Chuck Hagel, and former US Secretary of Energy Ernest Moniz to discuss climate change as a threat multiplier, solutions to global warming, and the future of transportation.

Fellows convened in New York City in September around the Concordia Summit, participating in roundtables with ambassadors and high-level experts. They also participated in a Finance Immersion Seminar, coordinated with help from Deutsche Bank's Global Head of Volcker Compliance and current Millennium Fellow Nisha Desai. They toured the floor of the New York Stock Exchange, talked "fintech" with Venmo COO Michael Vaughan and PayPal's Head of Global Public Policy (and Millennium Fellow) Usman Ahmed, and explored global investments with KKR's Member, Global Head of Public Affairs, and co-Head of KKR Global Impact Ken Mehlman.

For the second year in a row, MLP took the fellows to Riyadh, Saudi Arabia, to attend the MiSK Global Forum, a Gulf-centered youth conference sponsored by the Prince Mohammed bin Salman bin Abdulaziz Philanthropic Foundation. At the meeting, they heard from Microsoft's Bill Gates and Her Majesty Queen Rania Al Abdullah of Jordan—all part of the unique chance MLP provides to meet with some of the world's most accomplished leaders.

The Council and the program have selected another world-class cohort of Millennium Fellows for 2018. We remain inspired by honorary board director Colin Powell's words, "I can't predict the challenges we'll face, but I know what kind of leaders we'll need." 🌐



**MILLENNIUM
LEADERSHIP
PROGRAM**
@ACMILLENNIUMLP

"If you're safe, you'll never soar." Young Saudis talk about hope, empowerment, and the future @ the DC #MiskTalk.

2:52PM - 21 MAR 2018

**GLOBAL BUSINESS
& ECONOMICS PROGRAM**

Inclusive and Sustainable Economic Growth to Foster Resilience

The Atlantic Council's Global Business & Economics Program works to forge collaborative solutions to today's most pressing global economic issues. To support the development of a global economy that produces the greatest benefit for the most people, the center's top priorities include addressing increasing protectionism, financial crime, and rising inequality.





ABOVE: “Corruption is not just a one-way street. It is not just the private sector. It takes two to corrupt—one that gives and one that receives,” Christine Lagarde, managing director of the International Monetary Fund, said at the Atlantic Council on February 8, 2017.

In 2017, the program doubled down on its flagship **EuroGrowth Initiative**, underscoring the program’s agenda-setting role in an area of crucial importance to the strength of the transatlantic partnership.

Co-chaired by José Manuel Barroso, former president of the European Commission, and Stuart Eizenstat, former US ambassador to the European Union, the EuroGrowth Initiative was the forum of choice for European decision makers visiting Washington. Following a year of research and fact-finding, the *EuroGrowth Task Force* launched its flagship report

LEFT: A perspex drum containing various currencies is seen at Dublin airport in Dublin, Ireland September 27, 2017. (REUTERS/Clodagh Kilcoyne)

Charting the Future Now in early 2017.

The report provides a road map for the European Union to stimulate economic growth, safeguard the European project, and reinvigorate the transatlantic economy—all cornerstone priorities for prosperity in the United States.

In reaction to the positive growth forecast for Europe at the end of 2017, the EuroGrowth Initiative pivoted from forging ideas on how to bring Europe back to growth to a more forward-looking vision centered around building resilience for the next crisis through smart reforms.

In partnership with Thomson Reuters, the program’s Power of Transparency speaker series, investigated how transparency can advance innovation and economic dynamism, strengthen the rule of law, and combat corruption and terrorism. IMF Managing Director Christine Lagarde concluded the six-speaker series which seeded the Atlantic Council as a voice for transparency in Washington and beyond.

2017 also saw the rise of a new pillar of the Global Business and Economics Program, the **Economic Sanctions Initiative**, launched with a conference on **Economic Sanctions After Brexit: What Roles Should the Public and Private Sector Play?** By leveraging the expertise of Ambassador Daniel Fried, former State Department sanctions coordinator, the initiative seeks

“What is true for Europe is true for the world. Open, rules-based and fair trade is a positive engine for prosperity, innovation and peace.”

— JYRKI KATAINEN, Vice President for Jobs, Growth, Investment and Competitiveness, European Commission



Charting the Future Now

The report provides a road map for the European Union to stimulate economic growth, safeguard the European project, and reinvigorate the transatlantic economy—all cornerstone priorities for prosperity in the United States.

FIND IT HERE:

www.atlanticcouncil.org/publications/reports/charting-the-future-now

RIGHT: Bart Oosterveld, director of the Global Business & Economics Program, chats with Valerie Rouxel-Laxton, former head of the economic and financial affairs section at the delegation of the European Union, during a discussion on Catalonia's bid for independence, November 30, 2017.

BELOW: Dr. Elke König (left), chair of the Single Resolution Board (SRB) presiding the EuroGrowth Initiative roundtable on the European Banking System. Atlantic Council, October 13, 2017.




DAVID O'SULLIVAN
 @EUAMBUS

Today's must-watch!
[@jyrkikatainen](#) on how
 the EU is looking for
 positive sum game
 through multilateral
 #trade:

9:10AM - 17 OCT 2017

to build a better understanding of the role sanctions can and cannot play in advancing policy objectives. The initiative also analyzes the impact of sanctions on the private sector, which bears many of the costs of implementing economic sanctions. By bringing together topical and regional experts; key private sector influencers; and US and foreign government representatives, the initiative aims to improve the conceptual basis and application of sanctions to the benefit of all stakeholders.

Beyond the center's specific initiatives, one of its key strategic objectives has been to enlarge its reach, geographically as well as demographically. Working together with the Delegation of the European Union to the United States, the program successfully concluded a four-event series to promote greater knowledge and understanding of the European Union within American communities beyond Washington, DC, including Philadelphia, PA, Raleigh, NC, San Francisco, CA, and Chicago, IL.

Conferences and events in Rome, Paris, and Brussels fostered robust transatlantic dialogue, while raising awareness of the interconnected landscape of the transatlantic economy and the importance of European prosperity for the economic success of the United States.

Late 2017 saw a changing of the guard in leadership of the Global Business & Economics Program: After gaining two decades of expertise in capital markets and credit ratings with Moody's Investors Service, Bart Oosterveld took over as the program's director, bringing with him unique insights into the ways governments, markets, and companies interact in the global economy. 🌐

“This is a critical time for the transatlantic economic partnership. Through its EuroGrowth initiative and other programs, the Atlantic Council is in an excellent position to lead the debate on key topics affecting global economic outcomes, such as free trade, regulation of the financial system, and the future of work.”

— **BART OOSTERVELD**, Director of the Global Business & Economics Program



LEFT: Werner Hoyer, president of the European Investment Bank (left), and Robert Zoellick, former president of the World Bank, during a discussion on multilateralism.

ADRIENNE ARSHT CENTER FOR RESILIENCE



ABOVE: (Left) Award-winning filmmaker and director Christopher Nolan in conversation with Adrienne Arsht, Resilience Center founder, before a screening of Nolan's 2017 film *Dunkirk*, co-hosted by the Adrienne Arsht Center for Resilience.

Building Resilience Into Our Systems and Societies

In 2017, the Atlantic Council launched the Adrienne Arsht Center for Resilience to strengthen the ability of individuals, organizations, cities, and countries to prepare for, absorb, and recover from major shocks. Directed by Christine Wormuth, the new center aims to help leaders—in government, the private sector, and civil society—navigate key global challenges and disruptions to create a more secure and prosperous world.

RIGHT: (left to right) Former US Secretaries of Transportation Rodney E. Slater and Samuel K. Skinner discuss ways to increase infrastructure and transportation resilience at a dinner attended by key stakeholders and hosted by the center in January 2018.



The Adrienne Arsht Center for Resilience in July 2017 held its first major event—an invitation-only screening of the film *Dunkirk* at the Lockheed Martin IMAX Theater at the Air and Space Museum. Attended by over 450 guests, including Health and Human Services Secretary Ben Carson and Senator Patrick Leahy (D-VT), the screening was followed by a conversation between movie director Christopher Nolan and CNN journalist Jake Tapper about the film and the resilience themes woven through it, including the role of British civilians in a massive evacuation that ultimately rescued 350,000 British, Commonwealth, and French troops.

In its inaugural year, the Arsht Center for Resilience also convened experts and developed recommendations on measures that governments, the private sector, and individuals can take to reduce risks associated with a range of disruptive forces, from migration to natural disasters. The center released its first report, *Building More Resilient Communities: Responding to Irregular Migration Flow*, which outlined how governments and societies can craft well-managed, resilient responses to

global surges in irregular migration. In November 2017, the center hosted world-renowned chef and philanthropist José Andrés for a public event in which he discussed his relief efforts in Puerto Rico to provide more than three million hot meals in the aftermath of Hurricane Maria. Chef Andrés not only spoke of how his organization's efforts helped build community resilience in Puerto Rico and the lessons he learned for future disasters, but also discussed his work strengthening communities throughout the Caribbean and Latin America, including in Brazil, Nicaragua, and Peru.

In January 2018, as the Trump Administration prepared its infrastructure plan, the Arsht Center for Resilience

Building More Resilient Communities: Responding to Irregular Migration Flow

This report outlines how governments and societies can craft well-managed, resilient responses to global surges in irregular migration

FIND IT HERE:
www.publications.atlanticcouncil.org/resilient-communities/

“Do we want to end hunger and poverty in the 21st century? Then let’s invest in the kitchens that feed humanity [...] and cut away the red tape.”

— JOSÉ ANDRÉS, author, educator, humanitarian, and chef/owner of ThinkFoodGroup



**ATLANTIC COUNCIL
RESILIENCE CENTER**
@ACRESILIENCE

WHO prepares for the possibility that the next pandemic might be caused by a “currently unknown” pathogen, prioritizing the capability to counter a future “Disease X” @CNN

8:17AM - 14 MAR 2018

and Squire Patton Boggs held a private, invitation-only dinner on critical transportation and infrastructure issues featuring a discussion with former secretaries of transportation Samuel K. Skinner of the George H. W. Bush Administration and Rodney E. Slater of the Clinton Administration. The former secretaries discussed how best to revitalize and fortify infrastructure and transportation systems across the United States and transatlantic communities, with

particular emphasis on how community and corporate leaders can approach major investments through the lens of resilience.

As the center moves into its second year, its work continues to expand. Major lines of effort in 2018 will include a project on pandemic prevention and risk mitigation, marking the hundred-year anniversary of the Spanish Flu, as well as work on counter-radicalization, resilient approaches to infrastructure, and managing technological advances. 🌐



ABOVE: Before a screening of *12 Strong*, panelists LTG (Ret.) Dave Barno, former commander of US and coalition forces in Afghanistan (left), and Michael Vickers, former undersecretary of defense for intelligence (center), discussed US strategy in Afghanistan with Christine Wormuth, director of the Adrienne Arsht Center for Resilience (right).

ADRIENNE ARSHT

As Executive Vice Chair of the Atlantic Council, Adrienne Arsht has provided the vision and support for some of the Council's most innovative and high-impact programming.

Her entrepreneurial background as a business leader and philanthropist began with her parents (Sam and Roxana Arsht), both of whom were children of poor Russian Jewish immigrants. Arsht's mother became Delaware's first female judge at a time when anti-Semitism presented considerable professional and social obstacles.

Arsht became the eleventh woman admitted to the Delaware bar (Roxana being fifth). In 1996, she moved to Miami where she served as chairman of the board of the family-owned TotalBank. Under her decade of leadership, the bank grew from four locations to 14, with more than \$1.4 billion in assets. In 2007, she sold TotalBank to Banco Popular Español for \$300 million and was named Chairman Emerita.

Inspired by her experience engaging the Hispanic community in Miami, Arsht returned to Washington, DC with the plan to expand awareness of Latin America on the global stage. Reminding audiences that "the Atlantic also washes up on the shores of South America," she took the first steps to expanding the Council's work to include Latin America, eventually founding the Adrienne Arsht Latin America Center in 2013.

"What am I aspiring to? Just to make a difference, just to matter," Arsht told the Washington Post in 2011.

"What am I aspiring to? Just to make a difference, just to matter."

It was that perspective—along with thoughts of her younger sister's suicide—which guided her to her latest effort: the launch of the Atlantic Council's Adrienne Arsht Center for Resilience (See Page 22), aimed at promoting the ability of nations, cities, and individuals to manage disruption and unpredictability.

Said Arsht, "We are at a critical moment of increasing global disruption. We must cultivate the strength of communities and individuals to thrive in today's unpredictable world."

In addition to her contributions in shaping the global landscape, Arsht is focused on artistic, business, and civic growth in the three cities she calls home (Miami, Washington, DC, and New York). 🌐



ADRIENNE ARSHT
Chairman Emerita,
TotalBank;
Executive Vice Chair,
Atlantic Council

LEFT: People collect mountain spring water, after Hurricane Maria hit the island, in Corozal, Puerto Rico. October 17, 2017. (REUTERS/Alvin Baez)



**DIGITAL FORENSIC
RESEARCH LAB**

Exposing Disinformation— Our Power is in the Proof

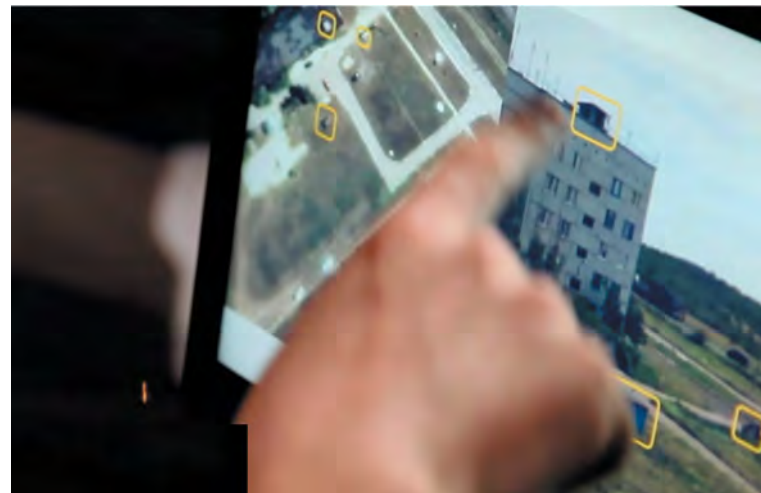
The Digital Forensic Research Lab (@DFRLab) is a start-up incubated at the Atlantic Council and leading hub of digital forensic analysts whose mission is to identify, expose, and explain disinformation where and when it occurs. @DFRLab promotes the idea of objective truth as a foundation of governance to protect democratic institutions and norms from those who would undermine them.

We're moving from talk to action and forging a new kind of resilience—digital resilience.



LEFT: Digital Forensic Research Lab Senior Fellow Ben Nimmo speaks to journalists during a workshop on finding and fighting disinformation at the Council's 360/OS Conference, hosted in Warsaw in July, 2017. (Atlantic Council/Sarah Yee)

BELOW: Researchers analyze open-source material to provide proof against false narratives. (Atlantic Council/Sarah Yee)



Out of 7.5 billion people in the world, around 3.75 billion are connected to the internet. That number is growing by eight percent annually. Approximately 10 billion devices, from smartphones to kitchen appliances, were connected to the internet of things as of 2015. That number is projected to grow to between 20 and 31 billion devices by 2020.

People are more interconnected than at any other time in human history. Hyperconnectivity is the product of a rapidly evolving information environment derived from disruptive innovation that outpaces traditional security measures and governance—both public and private.

Information operations, whether they be so-called “fake news,” disinformation, misinformation, or known by any other moniker, are not a new phenomenon.

LEFT: A Russian Army member, dressed in a historical uniform, takes a selfie as he attends a rehearsal for a military parade in Moscow, Russia November 5, 2017. The Kremlin cracked down on soldiers' use of social media, which is used by open-source researchers to gain information. (REUTERS/Maxim Shemetov)



DFRLAB
@DFRLAB

The reason we know so much about the Russian information operations which targeted the United States from 2014 to 2017 is that some Russian journalists are very good at their jobs.

2:37AM - 8 MAR 2018

What is new, however, are increasingly diffuse and effective asymmetric attacks conducted by nation-state and non-state and local actors within the information environment. Compared to other domains of conflict, hyperconnectivity and innovation make disinformation a high-impact, low-cost means of exploitation or attack.



LEFT: 360/OS participants hone their verification skills during hands-on table games. (Atlantic Council/Sarah Yee)

government, media, civil society, and the public writ large skills to identify and expose attempts to pollute the information space.

Three investigative reports helped launch [@DFRLab](#). First, *Hiding in Plain Sight*, which demonstrated that the Kremlin was, in fact, in Ukraine by charting the movements of Russian soldiers through their own social media posts. Second, *Deceive Distract Destroy*, which disproved Putin's false claims in Syria. And in January 2017, the ground-breaking *Breaking Aleppo* report exposed the deliberate and systematic destruction of eastern Aleppo and the surrounding humanitarian crisis.

Over the last year, [@DFRLab](#) has incubated this capability within the Atlantic Council, established a team of dedicated [#DigitalSherlocks](#), and built a network of regional digital research units (DRUs) to produce consistent, objective, and public reporting across the globe. [@DFRLab](#) combines digital forensic research with traditional analysis rooted in investigative journalism and media, national security and government, and social media and tech.

By using open-source evidence—specifically, evidence that is transparent or publicly available—[@DFRLab's](#) research does not assume credibility. The research proves it.

[@DFRLab](#) continued to make a name for itself as a leading analyst of bot behavior, publishing multiple research pieces in the [#BotSpot](#) series. Primary among these was a comprehensive exposé on the Russian troll account [@TEN_GOP](#), which masqueraded as an American political

Breaking Aleppo

The innovative Breaking Aleppo report exposed the deliberate and systematic destruction of eastern Aleppo and the surrounding humanitarian crisis.

FIND IT HERE:

www.publications.atlanticcouncil.org/breakingaleppo/

Launched in 2016, [@DFRLab](#) has operationalized the study of disinformation by exposing falsehoods and misinformation, documenting human rights abuses, and building digital resilience worldwide. [@DFRLab](#) tracks global disinformation campaigns, fake news stories, covert military developments, and subversive attempts against democracy, while teaching



DFRLAB
[@DFRLAB](#)

Disinformation, like the ongoing fighting, continuously puts civilian lives at risk in Syria.

Our latest [#SyriaHoax](#) investigation looked at a recent case of disinformation targeting [@SyriaCivilDef](#):

9:18AM - 20 FEB 2018

actor for almost two years. The exposé broke down the account’s posting habits and influence on domestic US political narratives.

@DFRLab also cemented the #ElectionWatch series which covers disinformation and interference attempts in prominent global elections by tracking and investigating prominent narratives for signs of manipulation. On the eve of the French election, @DFRLab traced the origin of an online campaign spreading leaked Macron campaign emails (#MacronLeaks) back to an alt-right figure in the United States triggering a shift in the public narrative of the event. The team again achieved success in September, debunking fake images and claims around the German elections.

The lab’s monitoring of the conflict in Ukraine continues to be one of its most consistent and sought-after reporting streams. #MinskMonitor covered the continuing conflict in eastern Ukraine with an emphasis on countering Russian disinformation. The series uses research methods such as geolocation, arms identification, and verification with a focus on violations to the Minsk agreements and the pervasive Russian disinformation in the area. It aims to provide a thoroughly sourced and unbiased perspective of the conflict by utilizing information provided by the OSCE Special Monitoring Mission (SMM) and closely tracking Ukrainian, Russian, and “separatist” sources.



ABOVE: In Warsaw, 360/OS participants watch a presentation on *Breaking Aleppo*, an open-source report detailing the deliberate destruction of Aleppo by the Syrian regime and Russian forces. (Atlantic Council/Sarah Yee)



ABOVE: At 360/OS, DFRLab researchers Aric Toler (left) and Sarah Yee (right) present on their open-source research tracking separatists’ military activity in Eastern Ukraine in July 2017. (Atlantic Council/Maks Czuperski)



DFRLAB
@DFRLAB

Question That: @RT_com’s Military Mission.

Our latest from @benimmo assessed Russia Today’s role as an “information weapon”.

11:04APM - 7 JAN 2018

In July 2017, alongside the Atlantic Council’s Global Forum in Warsaw, Poland, @DFRLab also launched the inaugural 360/OS open-source summit, a new flagship experience. 360/OS featured industry experts and leading journalists, who led a group of more than 100 participants from over twenty-two countries through live trainings and the latest techniques in open-source research and technology. The event was the first major step in an effort to build a community of open-source researchers (#DigitalSherlocks) engaged in democratizing the fight against disinformation. 🌐





REGIONAL 2 CENTERS

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Rafik Hariri Center for the Middle East

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Adrienne Arsht Latin America Center

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Eurasia Center

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Future Europe Initiative

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South Asia Center

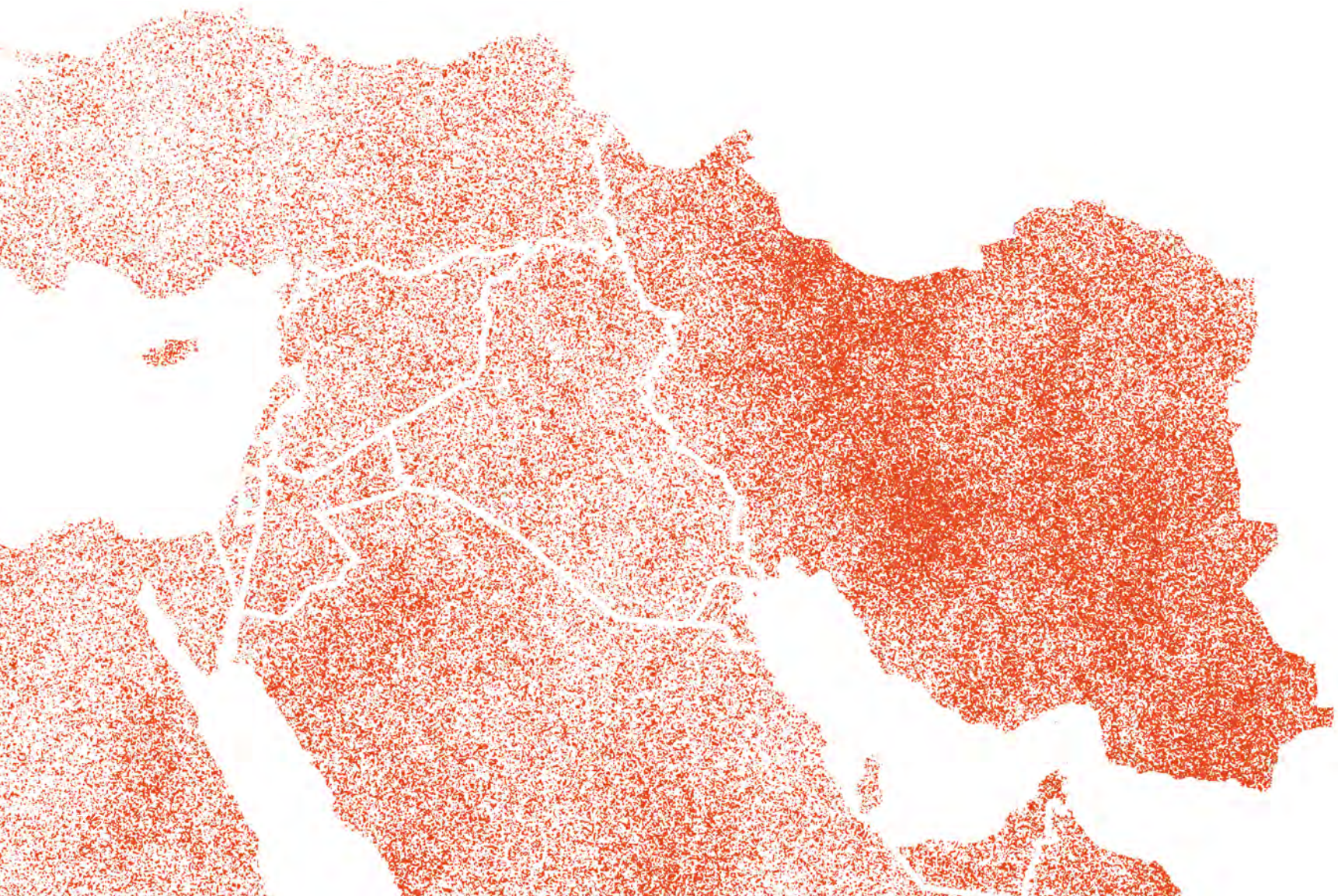
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Africa Center

**RAFIK HARIRI CENTER
FOR THE MIDDLE EAST**

*Dynamic Strategies
for an Evolving Middle East*

The mission of the Rafik Hariri Center for the Middle East is to honor the life and legacy of the late Rafik Hariri by devising ground and viable policy options and recommendations aimed at encouraging and facilitating political legitimacy in the MENA states.



RIGHT: Syrian high school girls learn to code with Raspberry Pi during computer skills workshops in Turkey. This image was featured in a photo essay on Syrian youth living in Turkey, commissioned by the Hariri Center. (Karam Foundation)



The center's pursuit of this mission is guided by the findings of the 2016 Report of the Middle East Strategy Task Force, co-chaired by former US Secretary of State Madeleine K. Albright and former US National Security Advisor Stephen J. Hadley. The center conducts original, strategy-focused analysis of the political and economic forces transforming the Middle East, and convenes key actors for on- and off-the-record discussions to exchange ideas for how external actors and regional players can:

- wind down civil wars and mitigate human suffering, and
- work to unlock the region's rich, but largely untapped, human capital—especially the underutilized talents of youth and women.

The *Hariri Center's Task Force on the Future of Iraq*, chaired by Ambassador Ryan Crocker, brought together the world's leading Iraq experts to conduct a rigorous inquiry into how the United States can best protect its national security interests and promote Iraqi interests through targeted and effective engagement. The Task Force's report, released in May 2017, was one of the Council's top ten viewed and downloaded publications that year.

The Hariri Center also launched the **Rebuilding Syria: Reconstruction and Legitimacy Initiative**, which aims to produce a strategic roadmap for

reconstruction with the participation of Syrians and the support of the international community. The two-year project pools expertise from specialists to cover the many challenges facing reconstruction efforts including: economics, finance, development, infrastructure, political economy, civil society, food security, energy, law, and employment. The first report, published in December 2017 by Senior Fellow Faysal Itani and coauthor Tobias Schneider, led to multiple briefings for the House Foreign Affairs Committee and Senate Foreign Relations Committee as well as testimony in a House Foreign Affairs Middle East Subcommittee hearing. Itani was invited to offer feedback on a bipartisan draft bill on assistance to Syria, much of which was incorporated into the bill.

Report of the Task Force on the Future of Iraq

Released in May 2017, this report was one of the Council's top ten viewed and downloaded publications that year.

FIND IT HERE:

www.atlanticcouncil.org/publications/reports/report-of-the-task-force-on-the-future-of-iraq

RIGHT: Then-Director Frederic C. Hof, now a nonresident senior fellow in the Rafik Hariri Center for the Middle East, and Wael Sawah, (right) executive director of The Day After Association, join former Syrian Prime Minister Riad al-Hijab, (center) head of the Syrian High Negotiations Committee, to discuss the future of Syria in a private roundtable on April 7, 2017. (Atlantic Council)



From the impact of migrants on Europe, to Libyan foreign fighters in Egypt and Syria, the ramifications of Libya's failed transition in the aftermath of the Arab Spring are of paramount importance to the MENA region and the transatlantic community. With Senior Fellow Karim Mezran at the helm, the Hariri Center provided consistent and thoughtful analysis on Libya's economic and political challenges. In April 2017, Mezran addressed both European Union parliamentarians and NATO officials on Libya and the spillover of its crisis into North Africa and southern Europe. In addition, Mezran published a report on

the *Origins and Evolution of ISIS in Libya*, the first of its kind to detail the history and impact of the Islamic State in North Africa.

Much of the center's impact rests on its ability to distribute analysis and recommendations to a wide and diverse audience in a way that keeps up with the fast-paced nature of today's information space. As such, the Hariri Center has invested in producing a higher volume of multimedia content, including "explainer videos" and photo essays to reach a much wider audience—including within the Middle East. This web-based approach, coupled with the center's extensive rollout strategies for reports and initiatives, ensure that it disseminates content to the policy community and beyond for real results. 🌐



ABOVE: (from left) Mirette Mabrouk, senior fellow and director of the Rafik Hariri Center's Egypt Initiative, moderates a conversation with Khaled Alyemany, permanent representative of Yemen to the United Nations (UN) at a February 13, 2017 event about challenges and opportunities in the Yemeni Peace Process. (Atlantic Council/Victoria Langton)

“The mission of the center I am leaving lacks nothing in terms of relevance and importance. With new leadership it will continue to excel.”

— **AMB. FREDERIC C. HOF** in his parting blog for the Atlantic Council.

RAFIK HARIRI

Rafik Hariri, a two-time prime minister of Lebanon whose leadership was cut short when he was assassinated in 2005, left behind a legacy of regional unity and prosperity for the Middle East—a vision that the Atlantic Council seeks to continue.

Known affectionately as “Mister Lebanon,” Hariri was renowned for his leadership in solving problems through political dialogue and compromise, a gift that called him to become an influential change-maker in Lebanon and throughout the Middle East.

After launching a successful construction business in Saudi Arabia, Hariri returned home to Lebanon to play an integral role in brokering the 1989 Taif Agreement that ended that country’s sixteen-year civil war.

In the years that followed, fueled by his fundamental belief in the untapped potential of ordinary people, Hariri became an instrumental leader in rebuilding his homeland. In 1992, he became Lebanon’s first post-civil war prime minister, serving until 1998 and again from 2000-2004, during which he worked tirelessly to revive Lebanon’s war-weary economy and promote the country’s independence from Syria, which had occupied his country since 1976. He remained devoted to the country’s rebirth until his assassination, along with twenty-one others, in a suicide bomb attack in Beirut in February 2005.

“Together we are helping bend the forces of change to guide a convergence of the Middle East and the international community—promoting robust civil society, democracy, and free markets.”

— BAHAA HARIRI

When the Arab Spring changed the political landscape, Rafik Hariri’s eldest son, Bahaa, was moved to help. He recognized in the revolutions that the Arab world needed global citizens like his father more than ever to help the people find the strength and wisdom to secure a more vibrant and just future.

“With the Council’s unique platform for debate and dialogue among global voices—combined with the Council’s capacity for strategy analysis—we are helping the people of the Middle East discover their talent, initiative, and capability,” said Bahaa Hariri. “Together we are helping bend the forces of change to guide a convergence of the Middle East and the international community—promoting robust civil society, democracy, and free markets.” 🌐



RAFIK HARIRI

Former Prime Minister
of Lebanon

**ADRIENNE ARSHT
LATIN AMERICA CENTER**



Broadening Understanding of Latin America's Transformations Through High-Impact, Results-Oriented Work

In 2017, Argentina's transformations reflected a larger wave of hope for the future of the Americas. As part of its effort to support Argentina's progress, the Adrienne Arsht Latin America Center convened one of the premier events of the year in Buenos Aires.

ABOVE: Former US Secretary of State and International Advisory Board member Madeleine Albright speaks on the importance of strong democracies and of US-Latin America collaboration in an increasingly polarized world at a conference hosted by the Adrienne Arsht Latin America Center in Argentina in December 2017.

“Without NAFTA, US exports to Mexico would face higher tariffs, forcing Mexico to look to other countries for more competitive prices. That could come with a debilitating loss of up to nearly \$13 billion in trade—a sizable blow to the many US workers that depend on this trade.”

— JAVIER MANCERA, Atlantic Council author and former Mexican minister for trade and NAFTA affairs

Just days before the second anniversary of Mauricio Macri’s presidency and the start of the World Trade Organization Ministerial, the Atlantic Council, in partnership with HSBC, hosted **Argentina’s Transformations: Open to the World**, which drew renewed international attention to the country’s political and economic reforms. Featuring Secretary Madeleine Albright; Argentine Minister of Foreign Affairs Jorge Faurie; Argentine Minister of Production Francisco Cabrera; and Minister Susana Malcorra, then-head of the WTO Ministerial and former minister of foreign affairs, the dialogue centered on Argentina’s ambitious reform agenda and new opportunities for businesses and economic growth.

As the United States, Canada, and Mexico discussed updates to the North American Free Trade Agreement (NAFTA), millions of jobs and investments remained in limbo. The center responded to this uncertainty by engaging in an ambitious mission to illustrate the importance of NAFTA and what the United States has at stake—both economically and strategically—if negotiations are not successful. The center’s three-country findings served as a tool for members of the US administration and Congress to deter a withdrawal as all parties worked for a mutually beneficial renegotiation. In Mexico City, the center hosted, in partnership with Baker McKenzie, the 2017 Global Commerce Forum to discuss the opportunities and implications of a potential restructuring of the agreement. In parallel, the center generated steady

momentum leading up to the October release of a major report, *What if NAFTA Ended?* Preliminary conclusions were presented in the Mexican Senate with a follow-up launch and media blitz in Washington.

As Colombia worked to implement the peace agreement with the FARC, the center hosted a private dinner with Juan Manuel Santos, president of Colombia, to officially release the report of its Colombia Peace and Prosperity Task Force. The launch welcomed then-National Security

What If NAFTA Ended? The Imperative of a Successful Renegotiation

This report quantifies the gains and the wide-ranging implications of successful renegotiations.

FIND IT HERE:
www.atlanticcouncil.org/publications/reports/what-if-nafta-ended





ABOVE: Jason Marczak, director of the Adrienne Arsht Latin America Center, speaks to a group of anti-corruption experts in Lima, Peru, ahead of the 2018 Summit of the Americas.

Advisor General H.R. McMaster, Task Force co-chairs senators Roy Blunt (R-MO) and Ben Cardin (D-MD), members of the US House of Representatives, and high-level representatives of the Colombian government and private sector. The Atlantic Council's Colombia Task Force was tasked with providing a blueprint for strengthening US-Colombia relations and building on the acclaimed Plan Colombia, which it did through a series of targeted policy recommendations aimed at governments of both countries. The report was cited by President Santos during his press conference with President Trump—a powerful demonstration of the center's mission to highlight the positive transformations in Latin America

and ensure that bilateral relations are continually advanced and prioritized. That mission contributed to Colombia bestowing upon Adrienne Arsht the distinguished Order of San Carlos for her support of prosperity and peace in the country.

In response to China's increased engagement in Latin America, the Atlantic Council, in partnership with HSBC and with the OECD Development Centre, looked at rising Chinese foreign direct investment in Latin America and the global ramifications. A groundbreaking report showcased China's economic trifecta with Latin America: trade, financing, and now direct investment.



LEFT: Minister of Finance of Argentina Francisco Cabrera speaks with members of the media about Argentina's economic opening to the world following an Adrienne Arsht Latin America Center event in Buenos Aires.

BELOW: In recognition of her support for Colombia at a moment of transformation, Adrienne Arsht, executive vice chair of the Atlantic Council and founder of its Adrienne Arsht Latin America Center, received the Order of San Carlos at a ceremony at the Colombian ambassador's residence in Washington, DC.



The center also looked at the effects of China's increasingly large and sophisticated interests in the global oil and gas industry and the reverberations for US energy security. Indeed, China's increasing economic prowess—poised to surpass the United States in terms of GDP before 2030—and political power will be one of the defining global developments of this generation. As China's footprint in Latin America impacts the region and the balance of power, the Adrienne Arsht Latin America Center's **China-Latin America Initiative** looks beyond the headlines to provide insight into one of the most significant geopolitical shifts of our time.

And, together with El Salvador, Honduras, and Guatemala, the center's Northern Triangle Security and Economic Opportunity Task Force released in 2017 a blueprint for strengthening US-Northern Triangle relations. The event launch featured then-Secretary of Homeland Security John Kelly as keynote speaker, marking the first time the Atlantic Council hosted a member of President Trump's cabinet. Given heightened uncertainty around the future of relations between the US and the countries of the Northern Triangle, the work of the center's Task Force was crucial in pushing for a renewed focus on the need for deeper cooperation with the region. 🌐



LATIN AMERICA CENTER
@ACLATAM

Last month, we commissioned a poll in Venezuela to see the impact the country's many crises were having on its population. The results, sobering but not surprising, reveal a citizenry fatigued from hardship and increasingly pessimistic.

7:54AM - 21 FEB 2018

“The China-Latin America Initiative looks beyond the headlines to provide insight into one of our time’s most significant political shifts.”

Countering Revisionist Russia to Secure Freedom

There is no doubt that 2017 was a challenging year for the transatlantic community and the broader rules-based international system, from Russia's interference in US and European elections to its ongoing military interventions in Ukraine's east and Syria that continue to cost thousands of lives.

The Atlantic Council's Eurasia Center has been at the forefront of tackling these challenges through its three-pronged approach of cutting-edge analysis, strategy-focused publications, and thought-provoking events centered on the most critical issues of the day.

In 2017, the center hosted more than 100 events in the United States and Europe, published seven reports and issue briefs, grew its network of partnerships, and continued to expand its outreach efforts to policymakers.

Its experts published influential op-eds in top outlets, such as the *New York Times*, the *Wall Street Journal*, *Foreign Policy*, *Politico*, and the *American Interest*, and showcased the center's analysis in Kyiv, Berlin, Brussels, London, Rome, Tbilisi, and other cities around the world.

Both publicly and privately, the center convened experts and bolstered its research and analysis on the conflict in Ukraine, Russian influence operations, and other issues affecting the entire Eurasia region. Its most popular report, *Kremlin's Trojan Horses 2.0: Russian Influence in Greece, Italy, and Spain*, was downloaded more than any other Atlantic Council publication in 2017.

The Eurasia Center's body of work on disinformation is a prime example of



ABOVE: The Atlantic Council partnered with US Congressman William Hurd (R-TX) for timely complementary conferences in Washington, DC and San Antonio, TX, (depicted above) on Russia's cyber operations. (Atlantic Council)

BELOW: Vladimir Kara-Murza, chairman of the Boris Nemtsov Foundation for Freedom and vice chairman of Open Russia, speaks at an Atlantic Council event on the state of human rights in Russia under Vladimir Putin on March 30, 2017. (Atlantic Council/Victoria Langton)

how its innovative programming assisted policymakers and industry leaders navigate complex political dynamics.

Amid ongoing efforts by Russia to interfere in democratic elections worldwide, the center organized two high-level strategic forums on the global challenge of disinformation: Disinformation: The Next Frontier and How to Strike Back (#DisinfoWeek) and Transatlantic Forum on Strategic Communications and Digital Disinformation (#StratComDC). Garnering a combined total of ten million impressions on social media, both conferences drew over three hundred attendees each and convened leading minds on this issue across the public, non-governmental, and private sectors, including participation by Senators Rob Portman (R-OH), Chris Murphy (D-CT), Ron Johnson (R-WI), and Sheldon Whitehouse (D-RI).

Of additional note is the collaborative approach through which the center amplified this work, partnering with institutions like Stanford University and the Oxford Internet Institute, which are studying the problem in academia, and the Swedish Civil Contingencies Agency and European Union's East StratCom Team, which are fighting on the frontlines of the information war with Russia.

During the past year, one of the center's highest impact projects was its crafting of a successful US policy approach toward the Eurasian region following the 2016 US presidential elections. Although President



Trump had consistently expressed views sympathetic to the Kremlin and dismissive of NATO, the Eurasia Center developed a plan of engagement with Congress to persuade the incoming administration to endorse American leadership in NATO, enhance deterrence in eastern NATO countries, push back against Kremlin aggression in Ukraine, increase sanctions on Moscow, and provide lethal defensive weapons to Ukraine. Remarkably, the administration has made progress on each of the plan's recommendations, with some even having been fully achieved. 🌐



JOHN HERBST
@JOHNEDHERBST

The Hurd Doctrine
"The closer a country is to Russia, the more likely it is to understand Kremlin disinformation. The farther away a country is, the more likely it is to fall for that disinformation."
[@HurdOnTheHill](#)
[@ACEurasia](#)

7:16AM - 6 FEB 2018

The Eurasia Center's mission is to enhance transatlantic cooperation in promoting stability, democratic values, and prosperity in Eurasia, from Eastern Europe and Turkey in the West to the Caucasus, Russia, and Central Asia in the East.



FUTURE EUROPE INITIATIVE

A Strong, Competitive Europe Allied with the United States

In response to a turbulent year for the transatlantic partnership, the Future Europe Initiative (FEI) in 2017 redoubled its efforts to support our European friends and allies in order to help shape a better, more democratic, prosperous, and secure future for the alliance.

In addition to monthly private discussions with policymakers, business leaders, and key decision-makers from both Europe and the US, the Initiative served as a critical public platform for promoting transatlantic cooperation and exemplifying how the allies can address the most difficult policy challenges together. An event featuring H.E. Federica Mogherini, High Representative of the European Union for Foreign Affairs and Security Policy, reinforced the need for US-European leadership at a time of intense global uncertainty following the US presidential elections. A talk with H.E. Angelino Alfano, minister of foreign affairs of Italy, focused specifically on the security challenges in the Mediterranean region and opportunities for cooperation.

Coinciding with the historic 70th anniversary of the Marshall Plan and the expansion of NATO with Montenegro becoming the twenty-ninth nation to join the alliance, the Future Europe Initiative hosted its annual Ambassadorial Advisory Council meeting.

In July, the FEI hosted its annual **Global Forum** in Warsaw, Poland. Experts and decision makers exchanged views on the state and direction of US-European cooperation, strategies to bolster the transatlantic economic relationship, infrastructure development to better leverage Central Europe's economic potential, Russia's relationship with the West, and how to advance NATO's role within the global leadership landscape.

RIGHT: European Union High Representative for Foreign Affairs and Security Policy and Vice President of the European Commission Federica Mogherini speaks about the European Union's solidarity and the importance of transatlantic relationship at an Atlantic Council event on February 10, 2017. (Atlantic Council/Victoria Langton)

BELOW: Atlantic Council Board Director Ambassador Robert S. Gelbard (left) moderates a panel discussion on entrepreneurship in the Balkans with First Deputy Prime Minister and Minister of Foreign Affairs of Serbia Ivica Dačić (second from left) and First Deputy Prime Minister and Minister of Foreign Affairs of Kosovo Behgjet Pacolli (center) on November 29, 2017. (Atlantic Council/Whitney Milam)



The forum successfully amplified the messages of US commitment to the region and the role US businesses can play in supporting the Three Seas vision.

The Future Europe Initiative also fortified its ongoing body of work on the Balkans with a major annual conference focused on the region and designed to spotlight the stakes and spur support for a reenergized Balkans policy in the United States, in partnership with the European Union.

One of the most readable policy publications of the year was *The Free World*, by Ambassador Daniel Fried. Amb Fried, who recently retired as the United States' longest-serving diplomat and joined the initiative as a Distinguished Fellow in 2017, is a great writer—and an incisive and practical thinker. He reminded us of the many things that the Free World has achieved, but this wasn't just a historical text. He looked forward to describe what can be done to restore an idea that still represents the best hope for American interests and democratic values around the world.

In 2017 the FEI also welcomed the Transatlantic Media Network, a journalistic

“We need each other. It is not Europe that needs America only, it is America that needs Europe, and we better recognize that.”

— **FEDERICA MOGHERINI**, High Representative of the European Union for Foreign Affairs and Security Policy

fellowship program that promotes high-quality news coverage on both sides of the Atlantic. As of early 2018, 58 Transatlantic Media Fellowships have been awarded to journalists from 18 countries throughout Europe.

A new roundtable series gave a valuable boost to the initiative's work on transatlantic digital issues. Participants from the European Commission and European governments came together with people from Capitol Hill to discuss the digital transformation in the global economy. It creates huge opportunities for US-European relations—but also big challenges: political, technological, and business. 🌐



CHRISTIAN LEFFLER
@CLEFFLEREU

A real pleasure to talk earlier today at the @AtlanticCouncil #BalkansForward conference about how the #EU enhances its support to our Western Balkans partners @EUintheUS @eu_eeas @DamonMacWilson

7:50AM - 29 NOV 2017

SOUTH ASIA CENTER

Building Prosperity and Waging Peace in South Asia

The South Asia Center grapples with creating new economic opportunities and managing divisions in a dynamic region that has the human potential of nearly two billion people across nine countries. At the same time, continued tensions between a rising India and Pakistan remain a constant concern, with the backdrop of a more assertive China—three nuclear actors in a region of significant importance to the US and Europe.



Asia in the Second Nuclear Age

This report examines China's decision to modernize its nuclear arsenal, India and Pakistan's resolve to deploy operational nuclear force, and North Korea's sprint to develop reliable long-range nuclear capabilities.

FIND IT HERE:

www.atlanticcouncil.org/publications/reports/asia-in-the-second-nuclear-age

In 2017, the South Asia Center hosted the Council's first-ever conference on nuclear stability. The two-day conference **Nuclear Strategy and Security in the Second Nuclear Age** featured experts such as Ambassador R. Nicholas Burns of the Harvard Kennedy School of Government, as well as former Secretary of Energy Ernest J. Moniz. The event also served as a high-level platform for the launch of the report *Asia in the Second Nuclear Age*, authored by the center's director, Bharath Gopaldaswamy and Nonresident Senior Fellow Gaurav Kampani. The report examined China's decision to modernize its nuclear arsenal, India and Pakistan's resolve to deploy operational nuclear force, and North Korea's sprint to develop reliable long-range nuclear capabilities.

Adding to its unique regional presence, the South Asia Center also hosted a conference in Bengaluru, India focused on unlocking US-India's trade potential. It brought together a group of local partners: the US Consulate Chennai, the Federation of Karnataka Chamber of Commerce and Industry, US India

Strategic Partnership Forum, the Indo American Chamber of Commerce, and the Takshashila Institution. The ambitious agenda covered trade, defense, energy, and IT, as well as the possibilities of Special Economic Zones. The center subsequently released an issue brief by Board Director Paula Stern looking at a bilateral US-India high technology agreement and how it could benefit the defense, aerospace, banking, and technology sectors.



ABOVE: H.E. Mohammad Javad Zarif, minister of foreign affairs of the Islamic Republic of Iran, attended a private dinner discussion hosted by the Atlantic Council's South Asia Center on September 22, 2017 on the sidelines of the United Nations General Assembly week in New York. (Atlantic Council/Whitney Milam)

RIGHT: The South Asia Center, in partnership with the US Consulate and other institutions, hosted a conference exploring the economic partnership between the United States and India. (from left) Maya Mirchandani, a nonresident senior fellow with the South Asia Center; Atlantic Council Board Director Paula Stern; Nandan Nilekani, co-founder and non-executive chairman of Infosys; and Bharath Gopalaswamy, director of the South Asia Center, attended the conference in Bengaluru, India from November 6-8, 2017. (Atlantic Council)



The center's **Afghanistan Rising Initiative** seeks to solidify international support for Afghanistan as the Trump Administration introduces a new approach toward the country. In September 2017, the center hosted President of the Islamic Republic of Afghanistan Ashraf Ghani at a private high-level dinner in New York to exchange ideas for boosting the Afghan economy, providing stability, and reducing security concerns through business engagement.

Across all of its efforts, the center balances both traditional and non-traditional approaches to security issues in South Asia. The center's new project, **Media Diplomacy: Challenging the Indo-Pak Narrative**, is a series of Track II Dialogues designed to influence dominant narratives in India and Pakistan that foster conflict and subsequently create diversified counter narratives.

Other private events with Rahul Gandhi, president of the Indian National Congress and Nandan Nilekani, co-founder and non-executive chairman of Infosys, demonstrate the South Asia Center's track record of building deep relationships with key policymakers and industry leaders.

The South Asia Center is also home to the **Future of Iran Initiative**. At a time when many, including President Donald Trump, are questioning the future of the Joint Comprehensive Plan of Action (JCPOA) on Iran's nuclear program, the center has taken the lead both in tracking Tehran's adherence to the program and reflecting on the consequences of American withdrawal from it.

At a time when the Atlantic Council as a whole has underscored the need both for engaging and containing Iran, advocating a nuanced and sustainable approach to the Mideast, the initiative has done much to keep open US channels to Iranian officials.

Its work and recommendations have been highlighted through a series of private and public events, media calls, rapid-response analysis and briefings for US legislators and their staffs. Projects have included meetings of European and Iranian officials and experts. One much-watched event, convened at a crucial moment in the JCPOA debate, brought together the ambassadors of co-signatories Britain, France, Germany, and the European Union, who raised specific concerns on US withdrawal. 🌐



NICHOLAS BURNS
@RNICHOLASBURNS

Looking forward to help launch important @AtlanticCouncil report on "Asia in the Second Nuclear Age". Many challenges with India, China, Pakistan.
@ACSouthAsia
#Nuclear Strategy

6:16AM - 16 NOV 2017





AFRICA
CENTER



Modern Approaches for a Vibrant Continent

The Africa Center played a leading role in 2017 and into 2018, providing understanding and producing policy recommendations during a tumultuous period for the continent. The contrast has rarely been greater between Africa's significant progress and daunting challenges. On one hand, rapid changes swept across the continent's political landscape: in January, Morocco joined the African Union more than three decades after leaving its predecessor organization; that same month, the Gambia's longtime ruler Yahya Jammeh was forced into exile; in August, Angola elected president João Manuel Gonçalves Lourenço—whom the Africa Center hosted in May 2017 while he was minister of defense.

RIGHT: Ghanaian President Nana Addo Dankwa Akufo-Addo speaks at the Atlantic Council in March 2018, highlighting the importance of the US-Ghana relationship and laying out his priorities for democratization, economic growth, and poverty reduction. (Atlantic Council)

In November, longtime Zimbabwean President Robert Mugabe was forced out of office by his own party; in February 2018, South Africa's Jacob Zuma met the same fate. In the days surrounding these transitions, the Africa Center's analysis was featured in more than one hundred outlets including BBC, Voice of America, AP, the *Chicago Tribune*, and the *Los Angeles Times*.

In other cases, including a heavily contested Kenyan presidential election and rerun that returned incumbent president Uhuru Kenyatta to power, the status quo prevailed. In March 2017, the center hosted Paul Kagame ahead of his electoral victory in Rwanda five months later. Additionally, the center continued extensive programming on an election that didn't happen in the Democratic Republic of the Congo, hosting opposition leaders, electoral commission officials, and senior government officials as uncertainty hung over the transition from President Joseph Kabila, who remains in power despite his constitutional term of office expiring in December 2016.

To keep up with these rapid developments, the center engaged numerous senior-level officials from the United States, Africa, and Europe. In March 2017, we hosted the valedictory address of outgoing Assistant Secretary of State for African Affairs Ambassador Linda Thomas-Greenfield.

During UN General Assembly week in September, the center convened high-level gatherings of public and private sector leaders for roundtables with Roch Marc Christian Kaboré, President of Burkina Faso, and Ibrahim Boubacar Keïta, President of the Republic of Mali. In February 2018, just hours after Ethiopian Prime Minister Hailemariam Desalegn announced his



“[The Atlantic Council] invited me here when I was the leader of the opposition, and they brought me back here as president. So, they are even-handed.”

— NANA ADDO DANKWA AKUFO-ADDO, President of Ghana

resignation and amid the country's unprecedented release of hundreds of prisoners, we hosted Minister of Foreign Affairs Workneh Gebeyehu.

The center's deep expertise on security remained in demand amid a turbulent year. In March 2017, Atlantic Council Vice President and Africa Center Director J. Peter Pham testified before the US House of Representatives Homeland Security Committee on terrorism in North Africa. In May, the center published a report by former Special Assistant to the President and Senior Director for African Affairs at the National Security Council Grant Harris which underscored the national security



AFRICA CENTER
@ACAFRICACENTER

Africa is a land of opportunity...first and foremost for Africans themselves.” Dr. J. Peter Pham discusses the past, present, and future of #Africa on @thisisamericatv @PBS @VOANews

7:16 AM - 16 FEB 2018

RIGHT: Angolan Defense Minister João Manuel Gonçalves Lourenço speaks at the Atlantic Council during a May 2017 trip to Washington to sign a memorandum of understanding with the United States to deepen bilateral engagement on security matters. Four months later, Lourenço was sworn in as the third president of the Republic of Angola. (Atlantic Council)



BELOW: During the Africa Center's third fact-finding trip to Sudan in January 2018, Atlantic Council Vice President and Africa Center Director J. Peter Pham (left) speaks with Sudanese Foreign Minister Ibrahim Ghandour. (Atlantic Council)



“[The Africa Center] is truly bi-partisan and it routinely proves through fora, writings, and investigative travels with Americans and Africans that a variety of fair, diverse opinions is better than a chorus.”

— **AMBASSADOR MARY CARLIN YATES**, Board Director, Atlantic Council; Special Assistant to the President and Senior Director for African Affairs and Senior Adviser for Strategic Planning at the National Security Council (2009 to 2011); Deputy to the Commander for Civil-Military Affairs, US Africa Command (2007 to 2009).

RIGHT: Malian President Ibrahim Boubacar Keita attends an Atlantic Council discussion on Mali's security and economic prospects on the margins of the United Nations General Assembly. (Atlantic Council)

BELOW: (from left) Africa Center Deputy Director Bronwyn Bruton moderates a panel with Senior Fellow Aubrey Hruby, author of *Escaping China's Shadow: Finding America's Competitive Edge in Africa*, and Linda Oramasionwu, co-founder of Kupanda Capital, on investment opportunities for US companies in Africa. (Atlantic Council)



importance of Africa to the United States. And, following tragic events including a massive suicide truck bombing in Somalia and the deadly ambush of US military personnel in Niger, center staff—led by Pham and Senior Fellow Rudolph Atallah—responded swiftly, offering analysis to outlets including the *New York Times*, PBS Newshour, ABC News, and *Newsweek*.

Thanks to the effort led by Pham, Atlantic Council Board Director Mary Carlin Yates, and Africa Center Associate Director Kelsey Lilley, the center remained at the forefront of US policy on Sudan. Three days after a July 2017 announcement to delay a decision on the future of US sanctions against Sudan, the center's Sudan Task Force published ***Sudan: A Strategy for Re-engagement***, which argued that isolation had not achieved US objectives in Sudan. Following an October decision to lift two-decades-

long comprehensive sanctions against Sudan—a key report recommendation—the task force undertook its third fact-finding mission to Khartoum and the Darfur region. The visit resulted in three policy papers, which were released in March 2018 to inform future US policy.

The center also continued its economic prosperity programming, launching two issue briefs on America's business edge in Africa and the African "consumer class." In November, the center hosted a timely event on addressing Africa's jobs gap and, a few weeks later, released a report on how to equip Africa's primary school students for the future. At the end of the same month, the center published a report on US-South Africa diplomatic and economic relations shortly before Cyril Ramaphosa was elected president of the African National Congress. 🌐

Sudan: Politics, Engagement, and Reform

Sudan: Prospects for Economic Re-engagement

Sudan: Soft Power, Cultural Engagement, and National Security

This three-part series proposes concrete measures that the US and Sudanese governments should undertake to continue advancing the bilateral relationship.



GLOBAL 3 CONVENINGS

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Global Energy Forum in Abu Dhabi

DISTINGUISHED LEADERSHIP AWARDS

US Vice President Mike Pence affirmed the United States' support for NATO and its commitment to the collective allied defense at the Atlantic Council's Distinguished Leadership Awards dinner in Washington on June 5, 2017. On the 70th anniversary of the Marshall Plan Madeleine Albright, former US secretary of state, delivered an impassioned plea for US leadership on the world stage. And NATO Secretary General Jens Stoltenberg thanked the Atlantic Council for its "steadfast leadership in support of a strong transatlantic Alliance."



ABOVE: Honoree Renée Fleming watches as her protégé Raquel Gonzalez, a soprano at the Washington National Opera's Domingo-Cafritz Young Artist Program, performs for gala attendees to close the evening. (ImageLink)

LEFT: US Vice President Mike Pence affirms US support for NATO and delivers a rallying cry for international counterterrorism efforts. (ImageLink)



2017 DISTINGUISHED LEADERSHIP AWARD RECIPIENTS

Her Royal Highness Princess Haya Bint Al Hussein
Distinguished Humanitarian Leadership Award

Renée Fleming
Globally Acclaimed American Soprano
Distinguished Artistic Leadership Award

William C. Ford, Jr.
Executive Chairman, Ford Motor Company
Distinguished Business Leadership Award

Admiral Michelle Howard
Commander of NATO's Allied Joint Force Command
Naples and US Naval Forces Europe and Africa
Distinguished Military Leadership Award

His Excellency Jens Stoltenberg
Secretary General, North Atlantic Treaty Organization
Distinguished International Leadership Award

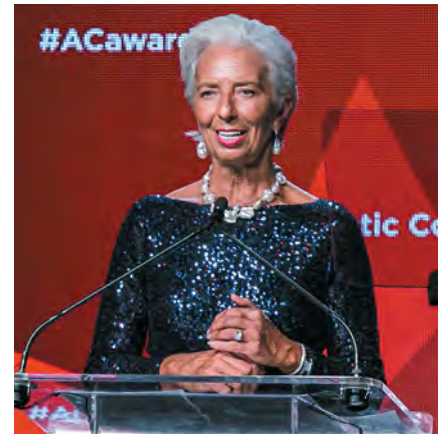


CLOCKWISE FROM TOP: (from left) Atlantic Council President and CEO Frederick Kempe shares a laugh with HRH Princess Haya Bint Al Hussein (ImageLink); Gen. James L. Jones, Jr., (right) interim chairman of the Atlantic Council, greets Montenegrin Prime Minister Duško Marković, (left) who spoke at the dinner on the same day Montenegro was accepted to NATO. (ImageLink); tables are set for the gala dinner, waiting for guests to arrive. (ImageLink); (from left) NATO Secretary General Jens Stoltenberg shares a private word with US Vice President Mike Pence. (ImageLink); Former US Secretary of State and Atlantic Council International Advisory Board Member Madeleine Albright poses with NATO Secretary General Jens Stoltenberg (left), after presenting him with his award. In a nod to the transatlantic alliance, she points to her Article Five broach. (ImageLink).



GLOBAL CITIZEN AWARDS

The eighth annual Atlantic Council Global Citizen Awards, convened on the margins of the United Nations General Assembly each year, once again captured headlines around the world for celebrating three remarkable leaders who represent just the sort of principled, visionary leadership the dinner was created to inspire. A record audience of nearly 600 climbed aboard a legendary World War II aircraft carrier—now docked permanently on the Hudson River as the Intrepid Sea, Air and Space Museum. There they saluted South Korean President Moon Jae-in; Canadian Prime Minister Justin Trudeau and the world-renowned pianist Lang Lang.



ABOVE: International Monetary Fund Managing Director Christine Lagarde introduces honoree South Korean President Moon Jae-in, before presenting him with his award. (ImageLink)

LEFT: (from left) Her Majesty Queen Rania Al Abdullah of the Hashemite Kingdom of Jordan and Canadian Prime Minister Justin Trudeau share a word with Adrienne Arsht, executive vice chair of the Atlantic Council, at the co-chair reception. (ImageLink)

2017 GLOBAL CITIZEN AWARD RECIPIENTS

**The Right Honourable
Justin Trudeau**
Prime Minister of Canada

His Excellency Moon Jae-in
President of the Republic of Korea

Lang Lang
World-renowned Pianist,
Educator and Philanthropist



CLOCKWISE FROM TOP: Global Citizen Award recipient and famed Chinese pianist Lang Lang (left), closes the evening with a performance, accompanied by Young Scholar of the Lang Lang International Music Foundation, Amir Siraj. (ImageLink); a grand atmosphere for the cocktail reception held in Hangar 2 of the historic Intrepid Sea, Air and Space Museum. (ImageLink); (left) Victor Chu, chairman of the Global Citizen Awards and member of the Atlantic Council's International Advisory Board, shares a laugh with South Korean President Moon Jae-in (right) and a member of his delegation (center). (ImageLink); 2013 Global Citizen Awardee Her Majesty Queen Rania presents Canadian Prime Minister Justin Trudeau with his award. (ImageLink)

GLOBAL FORUM IN WARSAW AND FREEDOM AWARDS

President Donald Trump's visit to Poland provided the backdrop for the Global Forum in Warsaw, the Atlantic Council's ninth annual Freedom Awards, and for our first convening of digital activists fighting disinformation by our Digital Forensic Research Lab.

Taken together, they demonstrated the Atlantic Council's unique capability to convene high-level and targeted audiences internationally to advance our mission of "working together to secure the future." As so often, we worked with local partners effectively, in this case with the Polish Institute of International Affairs (PISM) to stage the Global Forum.



ABOVE: Atlantic Council President and Chief Executive Officer Frederick Kempe gifts his bestselling book, *Berlin 1961: Kennedy, Khrushchev, and the Most Dangerous Place on Earth*, to President of Croatia Kolinda Grabar-Kitarović at the Global Forum in Warsaw on July 7, 2017. (Jaroslaw Deluga-Gora)



RIGHT: General Salvatore Farina, commander of NATO Joint Force Command Brunssum, accepts a Freedom Award presented by Atlantic Council Interim Chairman General James L. Jones, Jr. on behalf of NATO Forces in Central and Eastern Europe at the Freedom Awards dinner. (Jaroslaw Deluga-Gora)

2017 FREEDOM AWARD RECIPIENTS

Dr. Zbigniew Brzezinski

US National Security Advisor to President Jimmy Carter
Posthumous award accepted by Ian Brzezinski

Ambassador Daniel Fried

Former US Ambassador to Poland

NATO Forces in Central and Eastern Europe

Accepted by General Salvatore Farina, Commander JFC-Brunssum

Migrant Offshore Aid Station (MOAS)

Global Search and Rescue NGO

Represented by founding family member Maria Luisa Catrambone

Ani Choying Drolma

Musician, Humanitarian, and UNICEF Goodwill Ambassador to Nepal



CLOCKWISE FROM TOP: (from left) Commanding General of US Army Europe LTG Ben Hodges, Minister of Defense of Latvia Raimonds Bergmanis, and Minister of Foreign Affairs of Macedonia Nikola Dimitrov speak to Atlantic Council Executive Vice President Damon Wilson at the Global Forum in Warsaw; (from left) TVN24 BiS journalist Jacek Stawiski moderates a panel discussion on the future of the transatlantic market with Atlantic Council Interim Chairman General James L. Jones, Polish Agency for Investment and Trade Board Member Wojciech Fedko, Atlantic Council Board Director Ellen Tauscher, and former Minister of Finance of Romania Daniel Dăianu; Freedom Award honoree Ani Choying Drolma (left) speaks with Atlantic Council Board Director Ambassador Paula J. Dobriansky (right), who presented her award, at the Freedom Awards dinner; Ambassador Daniel Fried, Atlantic Council distinguished fellow and Freedom Award recipient, speaks with members of the Polish media on July 8, 2017; 2017 Freedom Award honorees and introducers gather for a group photo at the conclusion of the dinner. (Jaroslaw Deluga-Gora)

GLOBAL ENERGY FORUM IN ABU DHABI

LEFT: (from left) Deputy Director of the Atlantic Council's Global Energy Center Ellen Scholl moderates a conversation on the future of Iraqi oil, the subject of her report launched at the Forum, with H.E. Jabar Al-Luaibi, minister of oil for the Republic of Iraq, and Majid Jafar, chief executive officer of Crescent Petroleum. (PSAV)

BELOW: Daniel Poneman (left), president and chief executive officer of Centrus Energy Corp. speaking with H.E. Khaldoon Al Mubarak (right), Group Chief Executive Officer and Managing Director of Mubadala Investment Company at the 2018 Atlantic Council Global Energy Forum in Abu Dhabi. (PSAV)



The Atlantic Council Global Energy Forum in Abu Dhabi is the premier international gathering of government, industry, and thought leaders to set the global energy agenda for the year and anticipate and respond to the dramatic changes in the world of energy. Convened in partnership with the Ministry of Energy of the United Arab Emirates, ADNOC, and Mubadala, the forum precedes the World Future Energy Summit and Abu Dhabi Sustainability week.

The 2018 forum focused on three key themes: the geopolitics of the energy transformation; the electrification of everything; and financing and governance mechanisms for the future energy mix. As part of the agenda, we highlighted the role of women leading in the energy sector. For a second consecutive year, the forum was held under the patronage of His Highness Sheikh Mohammed Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the United Arab Emirates Armed Forces.



CLOCKWISE FROM TOP: (from left) Atlantic Council Interim Chairman Gen. James L. Jones, Jr., speaks with H.E. Dr. Sultan Al Jaber, UAE minister of state and chief executive officer of the Abu Dhabi National Oil Company; H.E. Suhail Al Mazrouei, UAE minister of energy and industry; and Atlantic Council President and Chief Executive Officer Frederick Kempe before the official opening of the Global Energy Forum; Atlantic Council Global Energy Forum participants enjoying a reception at the Louvre Abu Dhabi; Helima Croft, managing director and global head of commodity strategy and global research at RBC Capital Markets and Atlantic Council board director, greets H.E. Emmanuel Ibe Kachikwu, minister of state for petroleum for the Federal Republic of Nigeria; (from left) John Deferios, emerging markets editor at CNN, chats with Amos Hochstein, Atlantic Council board member and senior vice president for marketing at Tellurian Inc. during the Leaders Council Dinner, hosted to discuss the United Arab Emirate's energy and economic strategy. (PSAV); (from left) Sara Akbar, founder and former chief executive officer at Kuwait Energy; Rabia Ferroukhi, head of the Policy Unit and deputy director for Knowledge, Policy, and Finance at the International Renewable Energy Agency; and Hiba Daldin, petroleum engineering consultant at Saudi Aramco join Bina Hussein, associate director of the Atlantic Council's Global Energy Center to discuss energy as a driving force for female participation in the Gulf. (PSAV)



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This list represents cash support received January 1, 2017 - December 31, 2017. We regret any inaccuracies, errors, or omissions.


**Combined Statement of Activities and Change in Net Assets
For the Year Ended December 31, 2017***

(\$000's)	Unrestricted	Temporarily Restricted	FY 2017	FY 2016	Growth
REVENUE					
Individual Contributions	\$ 1,112	\$ 5,421	\$ 6,533	\$ 6,360	
Corporate Support	2,794	8,975	11,769	10,400	
Foundations	36	5,174	5,209	4,294	
Grants and Contracts	3	4,407	4,410	3,640	
In-kind Contributed Services and Materials	695	-	695	684	
Events and Other Revenue	1	-	1	101	
Investment Return Designated for Operations	394	1,075	1,469	666	
Net Assets Released from Restrictions	22,845	(22,845)	-	-	
TOTAL REVENUE	\$ 27,879	\$ 2,207	\$ 30,086	\$ 26,145	15.1%
OPERATING EXPENSES					
PROGRAM/CENTER EXPENSES					
Adrienne Arsht Latin America Center	\$ 1,902	\$ -	\$ 1,902	\$ 1,899	
Adrienne Arsht Center for Resilience	744	-	744	237	
Africa Center	1,145	-	1,145	1,105	
Brent Scowcroft Center on International Security	6,230	-	6,230	6,778	
Digital Forensic Research Lab	1,030	-	1,030	364	
Eurasia Center	1,564	-	1,564	1,457	
Future Europe Initiative	2,380	-	2,380	2,049	
Global Business & Economics Program	690	-	690	594	
Global Energy Center	4,247	-	4,247	2,190	
Millennium Leadership Program	582	-	582	829	
Rafik Hariri Center for the Middle East	2,738	-	2,738	3,515	
South Asia Center	1,150	-	1,150	1,146	
TOTAL PROGRAM/CENTER EXPENSES	\$ 24,401	\$ -	\$ 24,401	\$ 22,164	
SUPPORTING SERVICES					
Management and General	\$ 2,304	\$ -	\$ 2,304	\$ 2,250	
Fundraising	2,209	-	2,209	1,851	
TOTAL SUPPORTING SERVICE EXPENSES	\$ 4,513	\$ -	\$ 4,513	\$ 4,100	
TOTAL OPERATING EXPENSES	\$ 28,914	\$ -	\$ 28,914	\$ 26,264	10.1%
CHANGE IN NET ASSETS BEFORE NON-OPERATING ACTIVITIES	\$ (1,035)	\$ 2,207	\$ 1,172	\$ (118)	
NON-OPERATING ACTIVITIES					
Investment Income	\$ 3,019	\$ -	\$ 3,019	\$ 876	
Investment Return Utilized for Operations	(394)	(1,075)	(1,469)	(666)	
Change in Net Assets	1,589	1,132	2,722	92	
Net Assets at Beginning of Year	5,444	20,985	26,429	26,337	
NET ASSETS AT END OF YEAR	\$ 7,034	\$ 22,117	\$ 29,151	\$ 26,429	10.3%

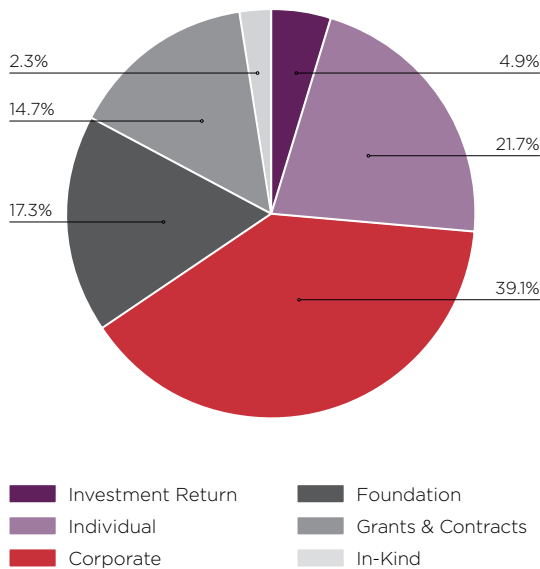
*2017 data is preliminary and unaudited; 2016 is audited

Combined Statement of Financial Position
As of December 31, 2017*

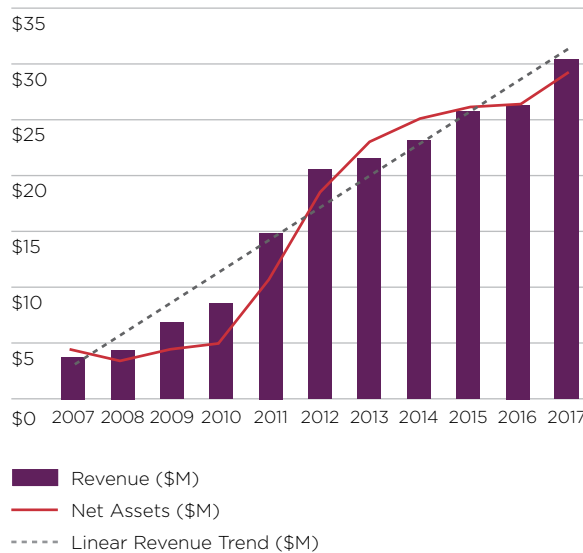
(\$000's)	FY 2017	FY 2016
ASSETS		
Cash and Cash Equivalents	\$ 2,570	\$ 2,725
Contributions and Grants Receivable	9,424	7,147
Prepaid Expenses and Other	1,120	407
Fixed Assets	4,729	5,274
Investments	18,890	18,397
TOTAL ASSETS	\$ 36,732	\$ 33,951
LIABILITIES		
Accounts Payable	\$ 1,315	\$ 891
Accrued Vacation	539	543
Deferred Revenue	59	297
Capital Lease Obligation	68	207
Deferred Rent	5,367	5,468
Other Long Term Liabilities	233	115
TOTAL LIABILITIES	\$ 7,581	\$ 7,522
NET ASSETS		
Unrestricted	\$ 7,034	\$ 5,444
Temporarily Restricted	22,117	20,985
TOTAL NET ASSETS	\$ 29,151	\$ 26,429
TOTAL LIABILITIES AND NET ASSETS	\$ 36,732	\$ 33,951

*2017 data is preliminary and unaudited; 2016 is audited

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OVER A DECADE OF REVENUE AND NET ASSET GROWTH



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