

**BRINGING
REGIONAL
PERSPECTIVES
TO WASHINGTON**

2024-2025

Annual Report

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NEW LINES IN NUMBERS (2024-2025)

283
TOTAL PUBLICATIONS

82
PODCASTS RECORDED

8.8k
EVENT ATTENDEES
(LIVE AND POST-STREAM)

84
EVENTS ORGANIZED

1.8k
MENTIONS IN TRADITIONAL MEDIA

119
SPEAKING ENGAGEMENTS

257
OFFICIAL GOVERNMENT BRIEFINGS

7
SUCCESSFUL LEGISLATION CONTRIBUTIONS

Foreword



DR. AHMED ALWANI
FOUNDER & PRESIDENT
NEW LINES INSTITUTE

There is no doubt the last few years represent a seismic shift in international affairs.

We've seen tectonic friction as the global powers jostle for dominance; aftershocks of conflict and migration that have fractured domestic stability; and an emerging technological fault line where AI and quantum computing threaten the bedrock of our society.

It seems to many that our societies, institutions, and systems are being stretched to near breaking point. And yet, amid the chaos, I've been struck by the resilience – from Ukraine to Sudan or Nepal – of the connective tissue that binds us together as humans.

It's no secret that New Lines Institute has been built on a vision of a world in which global and local communities are interconnected. Our experience over the last two years tells me that in a fractured world, the value of deep, local integration has never been higher.

This has been a transformative time for New Lines as an organization. We've invested heavily in both our analytical work and our forecasting capabilities, while strengthening our organizational base. We've sought out local and regional expertise, through growth, networking, and partnerships. And we've built the foundations to withstand the turmoil of global affairs.

I'd like to welcome the Middle East Policy Council, Eurasianet, and Arab Barometer to the New Lines universe, of course. At a program level, the last two years have been a cycle of exploration and focus with a view toward honing our niches: finding the spaces where we could make a difference, and then concentrating our efforts so as to achieve maximum impact, in effective and efficient ways.

I am proud of what the team has accomplished. Highlights for me have included our groundbreaking work on tackling the flow of illegal drugs and on conflict-related sexual violence. And, of course, our team's outstanding work on the Ukraine conflict, as well as bringing to light genocidal actions against Tigrayans and the Hazaras.

We take our responsibility toward these communities very seriously. It is a source of great pride to me that our work has been informed by extensive engagement with local populations, and that we were able to take their perspectives, experience, and recommendations to the highest echelons of government.

There is so much more to come. We would like, for example, to expand our regional hubs and broaden our expertise in regions like Southeast Asia, Latin America, and the Caribbean. We are investigating ways to unlock private-sector influence on global governance. And, importantly, we are continuing to cultivate relationships with partners beyond the traditional Beltway bubble.

I've never been more convinced that the foreign policy sector needs a more foundational understanding of how the world is connected, and why analysis and research requires a deep empathy for the communities we serve. Our academic program puts New Lines in a great position to shape the next iteration of our sector, to make the world stronger, more representative, and ultimately better connected.

We're excited to tell you about our impact over the last two years, and we look forward to strengthening the foundations of a more resilient international order, together.

A Look Back & Ahead

A car drives on the frozen Kyiv Reservoir during a mass power and heating outage amid the Russian invasion of Ukraine on Feb. 1, 2026. (Roman Pilpey / AFP via Getty Images)

If 2022–2023 was about building capacity, 2024–2025 has been about cultivating our unique perspective to ensure New Lines Institute is able to achieve the most impact.

In our previous annual report, we'd identified a key goal: to show "more immediate impact in areas that don't typically benefit from wide attention." Two years on, under the leadership of chief of staff Kareem Makhlof, we're happy to say this has been an area of considerable progress for the institute.

We've focused on a number of global blind spots that require responsible, long-term thinking. Often, these have been avoided by many other think tanks due to a lack of local expertise or the politically sensitive nature of the issue.

HONING OUR NICHES

In the last two years, we've identified, developed and grown areas of policy that have benefited from our unique expertise. Some issues, like transnational repression, are notable in that they've either been underserved by the Washington, D.C., policy community, often with devastating consequences for the local populations. Others, like quantum technology, have been identified as areas of growth.

This is precisely the reason New Lines has leaned into these areas where justice and accountability have been stretched to a breaking point and where we have been able to add real value to the conversation internationally.

Following are three examples of our most impactful niches.

MASS ATROCITIES

Building on our investigations into the treatment of the Uyghurs in Xinjiang and allegations of genocide in Ukraine, we've applied our approach to the persecution of the Tigrayans near the border between Ethiopia and Eritrea and the plight of the Hazaras in Afghanistan. Talk of genocide is an

area that many think tanks consider too politically sensitive, but we've not shied away from the challenge. By applying our unique legal analysis approach, we've made this niche our own.

GENDER POLICY

New Lines Institute is the only independent think tank in D.C. with a dedicated gender policy program. We were one of only three civil society organizations invited to participate in the ministerial meeting on Women, Peace and Security (WPS) at the NATO Summit. Our efforts to embed gender and intersectional analysis across governments have been recognized in particular in the U.S. and the U.K., and our work to uncover and denounce systematic sexual and gender-based violence in conflicts, in Ukraine and Tigray for example, remains pioneering.

ILLICIT DRUG TRADE IN CONFLICT ZONES

We've also brought to light destabilizing factors such as the illicit trade of captagon in Syria and of methamphetamine in Myanmar, Thailand, and Laos. Our work has been critical in tackling these flows, and as a result, humanitarian NGO MedGlobal has honored Caroline D. Rose, director of the Crime-Conflict Nexus portfolio, with an award for advocacy for her tireless efforts to shine a spotlight on these issues across Syria and the greater Middle East.

BRINGING REGIONAL PERSPECTIVES TO THE TABLE

A commitment to bring local expertise to D.C. has been a defining feature of New Lines Institute's work. This is articulated in our purpose: to shape U.S. foreign policy based on a deep understanding of regional geopolitics and the value systems of those regions.

Over the last two years, New Lines has developed those perspectives by developing hubs of expertise and partnerships to offer regional insights.



Rep. French Hill holds up a board in the House of Representatives, citing New Lines Institute research.

MIDDLE EAST CENTER

The Middle East has always been an area of significant study for New Lines, and the center was launched in December 2024 to give focus to our work in the region. In October 2025, the Middle East Policy Council joined the New Lines universe. It provides a regional perspective on global policy issues while serving as a bridge between the MENA region and the rest of the world. The council will be taking over all Middle East research activities from New Lines in the coming year.

WESTERN BALKANS CENTER

In the shadow of renewed geopolitical tensions and Russia's invasion of Ukraine, the Western Balkans remain a critical frontier for Euro-Atlantic security. In September 2024, the center launched its first initiative, an observatory to support healthy, robust, evidence-based public debates and counter destructive frames and narratives about the region. The center has served as a platform to encourage stability and promote the region's full integration into the Euro-Atlantic community.

CENTRAL ASIA CENTER

Central Asia is an area of huge geopolitical significance for the U.S. and Europe, and the focus of much research and analysis. As a result, New Lines has recently launched the Central Asia Center with a view to channel our expertise in the region. The foundations for this initiative were laid in April 2025 with our partners at Eurasianet, who have been providing real-time, on-the-ground insight to bolster our research.

SHAPING THE FUTURE OF FOREIGN POLICY EXPERTISE

New Lines Institute prides itself on being at the forefront of the sector's analytical capabilities. In our previous annual report, we outlined our goal of shaping the future of foreign policy analysis.

Both our masters program and our consultancy work draw on our proprietary Strategic Analysis & Forecasting Framework, a methodology anchored in interconnectivity analysis.

THE MASTERS PROGRAM

Educating the next generation of foreign policy professionals is certainly an effective way of showing leadership and shaping the future of the industry. When we launched the masters program, there was no other example, to our knowledge, of an integrated university and think tank. This has been an area of real innovation and growth. In the last three years, we've seen interest in our academic program double year on year, and we've seen other organizations follow our lead. Our ambition is to prepare foreign policy professionals to be industry-ready, able to hit the ground running and take a little bit of New Lines with them as they go forth. We have been delighted by the positive impact the students have had on New Lines in return.

THE GEOPOLITICAL FORECASTING & ANALYSIS UNIT (GFAU)

In the last two years, this specialized unit within the institute has grown from the seed of an idea to a fully-fledged operation. The GFAU has been advising decision makers from a breadth of sectors how to model bespoke future scenarios based on key geopolitical trends. In partnership with AI experts Mantis Analytics, we've developed a proprietary platform that helps clients and partners leverage real-time data to inform forecast reports and simulations, to protect their bottom line, identify opportunities, and develop their strategic capabilities internally.

STRENGTHENING OUR OPERATIONAL FOUNDATIONS

As a relative newcomer to Washington's foreign policy ecosystem, the last two years have not been without growing pains for the institute. To address those, we have improved processes to better report on, manage, and measure our activities.

In addition to our efforts to develop our analytical capabilities, we've invested heavily in improvements

to our operations' scaffolding to provide greater accountability and transparency.

EVALUATING OUR IMPACT

We recognize the value of any organization is in the impact it is able to achieve. Over the last two years, we have devised, tested and rolled out a bespoke Measurement, Evaluation & Learning (MEL) model to help us account for the impact our work is having in the real world. Our model builds on MEL best practices, updated to reflect the complex realities of how the world actually works and how change happens in a pluralistic society.

POWERING OUR COMMUNICATIONS

Achieving impact requires the ability to engage stakeholders and influence decision makers. In the last year, New Lines invested heavily in its communications capabilities, hiring a director of communications for the first time since it launched, and building a full team. 2025 was spent defining strategies at organizational, regional and portfolio levels, developing relationships with regional media, piloting new digital approaches, and building the internal infrastructure for sustained and targeted outreach.

UPGRADING OUR FINANCIAL PROCESSES

Over the last two years, we've made significant upgrades in terms of financial management, internal controls, and governance structures. The measures have included some key hires to our financial leadership team, independent annual audits, fund accounting for donor and grant tracking, strengthened internal controls and policies, and the roll-out of modern financial systems, underpinned by a commitment to transparency and responsible stewardship. These reforms ensure that donor contributions are managed with integrity, transparency, and full compliance with nonprofit and government standards.

LOOKING AHEAD

New Lines Institute's objective over the coming period is to continue growing our impact through connectivity and cross-discipline expertise and analysis. We've made considerable headway, but we aspire to do so much more.

EXTENDING OUR PARTNERSHIP APPROACH

One of our core beliefs is that we can't do this alone. There is a plethora of organizations who do great work in their particular niches and who have the unique expertise to deliver real value beyond what we can offer by ourselves. We've experienced great successes with partnerships to date, including regional analysis via the Middle East Policy Council; topical and local insight via MedGlobal; on-the-ground editorial via Eurasianet; and technological know-how via Mantis Analytics. We will continue bringing specialist expertise from unconventional actors to the table.

CULTIVATING OUR ECOSYSTEM

Through our work over the last two years, we have created a virtuous circle of knowledge. A unique methodology, stress-tested, refined, and developed through our consultancy work. A world-class foreign policy research practice, equipped with singular expertise and pioneering tools. And a pipeline for the best up-and-coming talent – identified, nurtured, and trained through our masters program – which allows us to feel secure about New Lines' future. We are looking forward to continuing to build the New Lines universe.



Jasmin Mujanović speaking at the Russell Senate Office Building during the Dayton Plus launch event hosted by New Lines' Western Balkans Center. (Jason Dixon)

NEW LINES MAGAZINE

After the Tadamon massacre uncovered in Syria in 2022 and Nigeria's forgotten detainees revealed in 2023, New Lines Magazine's real-world impact continued to grow.

New Lines Magazine was founded five years ago with a specific mission: to create international journalism grounded in local perspectives. Through our website, two podcasts – The Lede and Global Insights – and our YouTube channel, the magazine has sought to shift boundaries and cultivate an innovative way of thinking about a changing world.



OUR REACH

In 2024 alone, we published stories reported from 111 countries. Our pieces have been translated into Arabic, Bosnian, Farsi, French, Italian, Russian, and Spanish, expanding our global reach and deepening our resonance on the world stage.

Our staff members hail from five continents and speak 13 different languages. We have worked as war correspondents, field producers, columnists, and editors at some of the world's top news outlets.

Our work is consistently featured in academic journals and legacy publications and is taught in university classrooms. Every day, change-makers and those hungry for deep insights – from scholars and analysts to diplomats and educators – turn to New Lines Magazine to inform their understanding of a changing world.

Thousands of people gathered at the cemetery as part of the commemoration of the 28th anniversary of the Srebrenica genocide in Potocari, Bosnia and Herzegovina, on July 11, 2023. (Armin Durgut/PIXSELL/DeFodi Images via Getty Images)



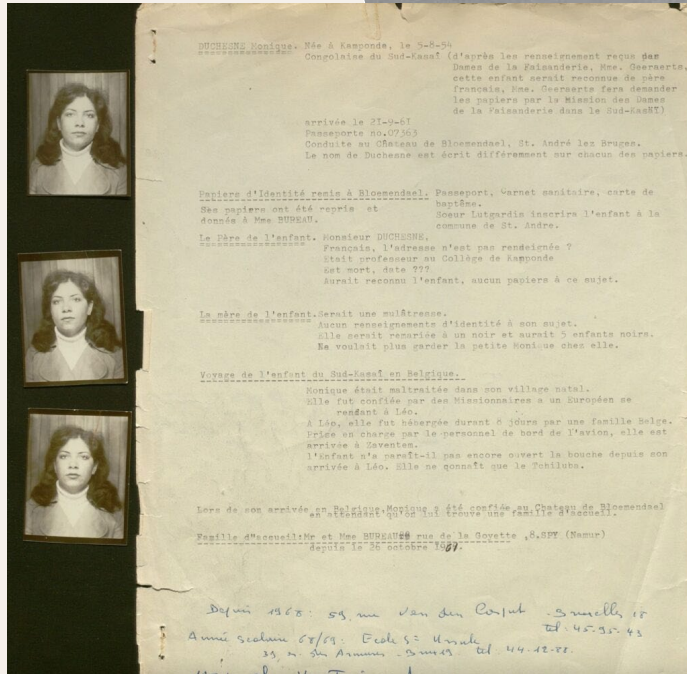
OUR AUDIENCE

Our audience is global and engages with New Lines across our platforms. Readers, viewers, and listeners come from dozens of countries across six continents.

In 2024, some 2.6 million unique readers came to our website. The traffic is significantly higher when we cover breaking news and developing stories, reaching 1.8 million readers monthly.

On YouTube, our videos have garnered more than 7.9 million views and an audience of 18,000 subscribers. More than 16,000 people subscribe to our newsletters, and our podcast has over 110,000 downloads a year.

A Syrian family poses for a picture and waves the flag of the revolution outside Aleppo's historic citadel on December 5, 2024, days after the country's northern commercial hub Aleppo was seized. (Omar Haj Kadour /AFP via Getty Images)



Top: Passport photos of Monique Chantal Duchene from 1973. Despite living in Belgium for more than a decade, she was told she still had Congolese (Zairian) nationality and was not allowed to carry a Belgian passport. (Monique Chantal Duchene)

REAL-WORLD IMPACT

Our work has always sought to achieve meaningful change, and to hold regimes and businesses to account. In 2022, one of our stories revealed irrefutable proof of war crimes in Syria. In 2023, another spurred the Nigerian government to release unjustly held detainees.

In 2024-2025, we added to these successes. Our reporting:

- brought to light the treatment of disabled children in a school in Kherson in southern Ukraine, helped reunite a teenager with his family, and contributed to the sanctioning of one of those responsible;
- exposed a brutal clandestine drug rehabilitation center in Liberia, leading to the Ministry of Health to revoke its license and to rehome its patients;
- revealed an adoption scandal centered in Switzerland, resulting in a halt of all international adoptions, and family members being reunited;
- highlighted the cases of biracial children torn from their families amid Congo's independence struggle, and helped reunite the story's subject with her long-lost brother.



Above: Jeanne Rose David, the mother of Monique Chantal Duchene, a biracial orphan from Belgium taken from her original home in Congo, and David's husband. (Monique Chantal Duchene)

Right: The port of Kinshasa in the DRC, circa 1950. (Michel Huet/Gamma-Rapho via Getty Images)



SHAPING PUBLIC DEBATES

The depth of expertise in New Lines' reporting makes us a regular presence in the halls of power in the United States and abroad. We are often cited in reports produced by the U.S. State Department and other intelligence agencies, and our editors and contributors have been invited to give briefings on their reporting to U.S. government staff from Syria and the Middle East, to Azerbaijan and India.

But our influence isn't confined to the United States. Our story on the flaws of current counterterrorism efforts, for example, was discussed in meetings involving security services, politicians, police, U.N. agencies, and nongovernmental organizations in countries including Australia, New Zealand, the United Arab Emirates, Saudi Arabia, Jordan, Tunisia, Morocco, the U.K., Canada, France, the Netherlands, Italy, and Spain.

Our editors and contributors have been invited to speak about topics ranging from IVF in Russia on the BBC's "Weekend," Syria on PBS' "NewsHour," migration in the Mediterranean on NPR's "Morning Edition," and Pakistani pop culture on "All Things Considered." Our work has been cited by The New York Times, The Washington Post, Foreign Policy, Forbes, Semafor, Longreads, CNN, The Christian Science Monitor, Reason, Sapiens Magazine, Reuters, Columbia Journalism Review, Hyperallergic, Politico, Al Jazeera, Snopes, DW, QAA Podcast, Democracy Now!, and Index on Censorship, among others.

AWARDS & RECOGNITION

Since launching, we have won or been nominated for 60 major media awards covering every aspect of our work – print, online, newsletters, video, design, and podcasts, as well as for overall best magazine and editor of the year. In the last two years alone, New Lines has won 17 awards and been nominated for an additional 27.

Our coverage on migration won a European Press Award in 2025. A data-



Left: New Lines Magazine editor in chief Hassan Hassan receives an Eddie & Ozzie Award in 2024 for Editor of the Year. (Eddie & Ozzie Awards)

Right: Lisa Helmick looks at the handwriting of her biological mother Aurora Gramatica. (Leslie Knott for New Lines Magazine/Investigate Europe)

Below (top): A photograph of Ann Elisabeth Harwood, later Lisa Helmick, a stolen Swiss adoptee, as a toddler. (Courtesy of Lisa Helmick)

Below (bottom): Christiane Weideli, a mistaken Swiss adoptee, with her brother. (Courtesy of Christiane Weideli)

driven investigation into the Nigerian army's Pyrrhic victory against Boko Haram won the prestigious Sigma Award in 2024. And a monthlong investigation into the U.S. military's devastation of Afghanistan's environment was honored with the Izzy Award and shortlisted for a Livingston.

The Lede podcast has been recognized every year since its inception. One of our 2024 episodes, "On the Ground in Gaza – With Arwa Damon," earned a silver in the "Interview & Talk Show" category in the prestigious Signal Awards, and narrowly missed out on a Listener's Choice award to CNN in the industry-defining Webby Awards. The Lede was also nominated in the Publisher Podcast Awards 2025.

In 2023, the U.S. Library of Congress selected newlinesmag.com for inclusion in its General News on the Internet Web Archive, citing the site's historical and cultural significance and its commitment to preserving content for future researchers. This formal selection signals long-term institutional value and preserves New Lines, in their words, as part of the public historical record.



Welcome to eurasianet

A kokpar match between
Kazakhstan and Türkiye.
(Paul Bartlett)



Last year, we continued to build the New Lines universe by bringing the highly regarded news website Eurasianet into our orbit. Managing editor Justin Burke introduces us to the platform.

Introducing Eurasianet

Eurasianet is a nonprofit news website dedicated to covering political, economic, and social developments in Eurasia, particularly Central Asia. In April 2025, the operating agreement between New Lines Institute and the platform catalyzed the emergence of New Lines' Central Asia Center, which strives to develop and advocate for practical solutions to social and economic challenges in the region, emphasizing a need for collective responses to existing dilemmas, maximizing benefits for all citizens.

Eurasianet publishes content daily in both English and Russian, reflecting on-the-ground perspectives on current affairs, drawing on a network of journalists and experts based in the regions it covers. An ancillary mission is working with young journalists from Eurasia to hone their ability to produce engaging content, as well as helping regional scholars garner attention for their research, which might otherwise be overlooked.

Credibility built over time

Launched in 1999, Eurasianet is widely respected among policymakers and practitioners working in and on Central Asia. In its over 26 years of operation, Eurasianet has gained a reputation for providing timely and accurate analysis that is difficult to find elsewhere. A major aim of the website is placing news in a nuanced context, enabling readers both to gain a better understanding of the forces at work shaping events and anticipate potential future outcomes. Reporting additionally highlights how the past can exert strong influence over present trends. Eurasianet analysis is firmly rooted in fact-based reporting, not "hot takes."

Eurasianet's content achieves wide reach and impact with policymakers in the United States, Europe and Eurasia, and

over the years the website has garnered Online Journalism Awards, Webbys, and EPPYs for its news coverage. Just as important as awards, Eurasianet is a trusted research resource, widely cited by government agencies, including the U.S. Helsinki Commission and the Congressional Research Service, in the preparation of reports for policymakers and elected officials on matters touching on Central Asia and the Caucasus.

Large news aggregators, including MSN and Yahoo Finance, regularly reprint Eurasianet content, which is also distributed under licensing agreements by such information services as Bloomberg LLC, Dow Jones/Factiva, and LexisNexis. News outlets across Eurasia also frequently reprint or cite Eurasianet material, helping independent perspectives on developments continue to circulate in an area of the world where authorities are trying to tighten their control over the flow of information.

Our role within the New Lines universe

Since 2015, Eurasianet has been hosted by Columbia University's Harriman Institute, a leading center of scholarship in the United States concerning Eurasia and the Balkans. Under the operating agreement with New Lines, Eurasianet maintains an independent editorial policy while coordinating some news coverage that provides important contextual information supportive of Central Asia Center and other New Lines programmatic activities.

Eurasianet occupies a unique position in the information landscape, acting as a bridge connecting journalists, scholars and experts, infusing the platform with an ability to publish material combining the timeliness of journalism and the scholarly rigor of academia.

Our work is complementary, and I look forward to a very fruitful collaboration over the next few years.



Justin Burke
Managing editor of Eurasianet

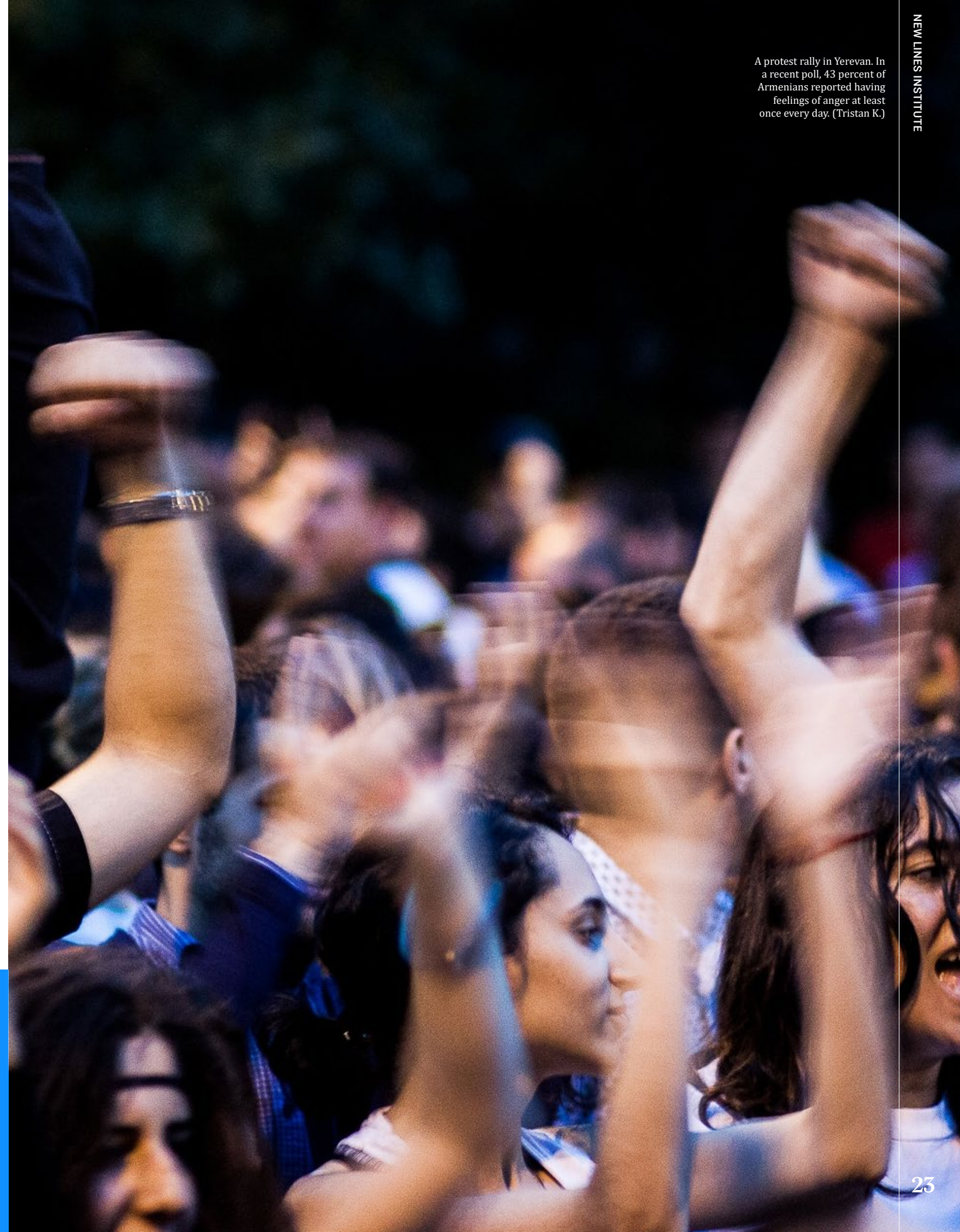
A protest rally in Yerevan. In a recent poll, 43 percent of Armenians reported having feelings of anger at least once every day. (Tristan K.)

Reach of Eurasianet content in 2025

500k-2M+
estimated viewers per month in 2025
(including syndicated content)

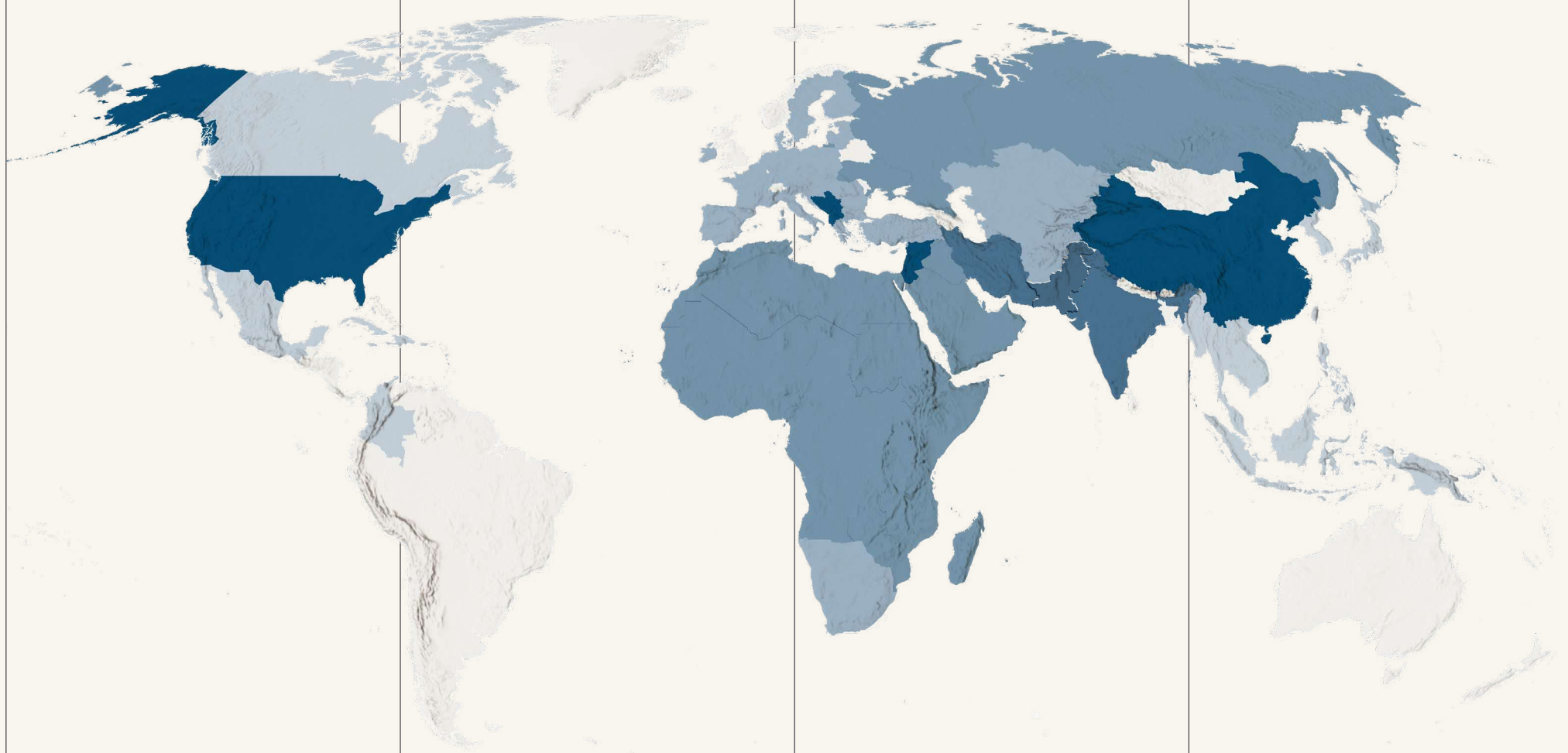
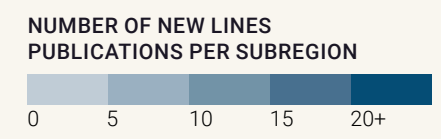
Articles published by Eurasianet in 2025

428 English-language
52 Russian-language



New Lines' Research Coverage

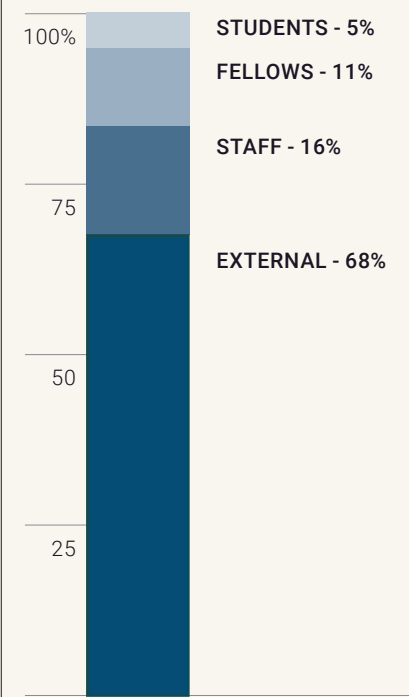
REGIONS COVERED IN 2024 - 2025



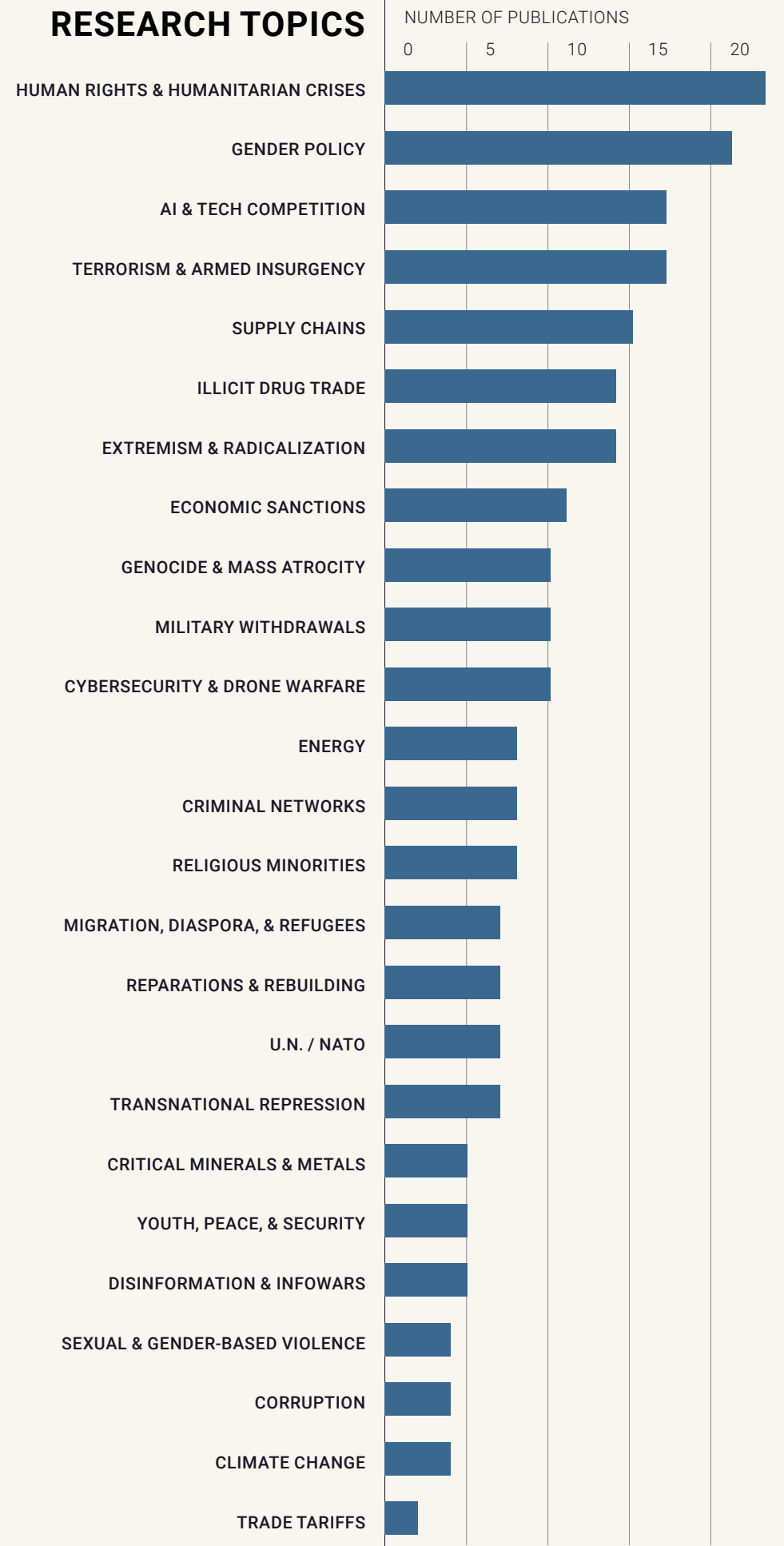
283
PUBLICATIONS
IN 2024-2025

132
CONTRIBUTING
AUTHORS IN 2024-
2025

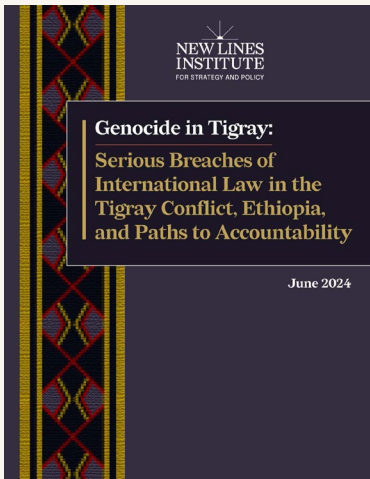
BREAKDOWN OF CONTRIBUTING AUTHORS



RESEARCH TOPICS



A Selection of Our Research & Analysis



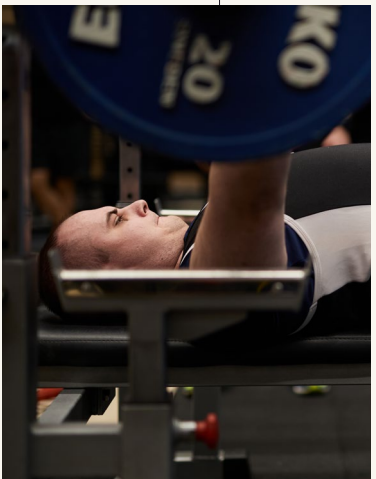
Genocide in Tigray: Serious Breaches of International Law in the Tigray Conflict, Ethiopia, and Paths to Accountability



Future-Proofing U.S. Technology: Strategic Priorities Amid Chinese Tech Advancement



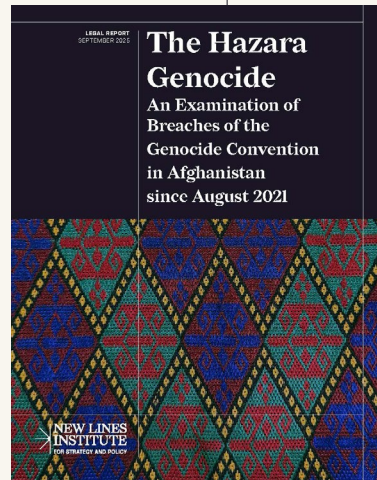
What the U.S. Can Do To Address Transnational Repression Within Its Borders



The Importance of Aiding Ukrainian Veterans



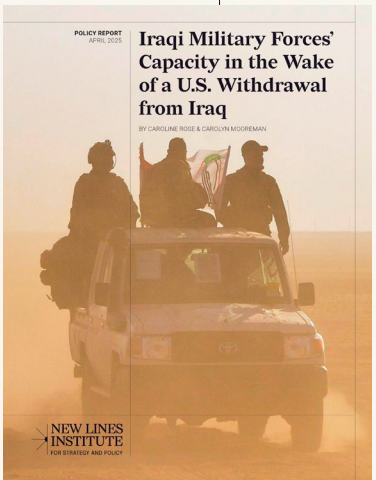
Long-Term Effects of Conflict-Related Sexual Violence



The Hazara Genocide: An Examination of Breaches of the Genocide Convention in Afghanistan since August 2021



China-Middle East Connectivity: Can Chinese Projects Close Economic Gaps?



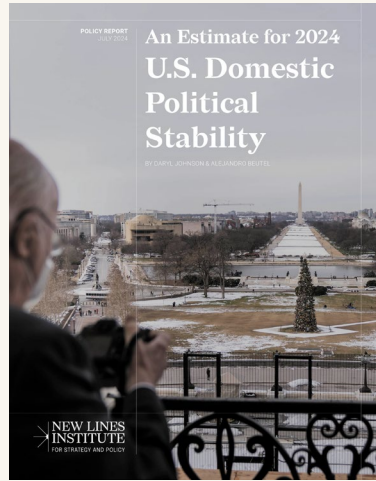
Iraqi Military Forces' Capacity in the Wake of a Likely U.S. Withdrawal from Iraq



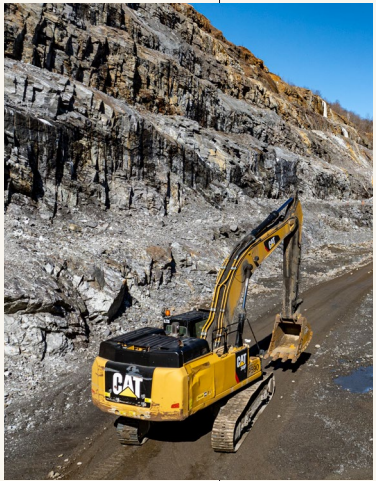
Western Balkans 2024: Assessment of the Current Security Posture and Geopolitical Challenges



Captagon After the Fall of Assad: Transformations, Challenges, and Regional Implications



U.S. Domestic Political Stability and Security: A Strategic Estimate for 2024 and Beyond



The Security, Sustainability, Responsibility, and Geopolitics of Critical Mineral Supply Chains for Clean Energy Technology

Our Impact Model

As an organization, we need to be able to show results for our efforts – both for our own sake and for our funders.

Having a suitable and robust impact model is essential: a model that reflects our conception of how the world works and how change actually happens. It holds us accountable for the resources expended on our lines of effort.

In the last year, we have devised and rolled out a new impact model in the context of our Measurement, Evaluation & Learning (MEL) program. The model builds on MEL best practices and has been tailored to support our mission, purpose, and vision.

BEYOND TRADITIONAL MODELS OF IMPACT

A “traditional” view of think tank impact would value the implementation of a policy recommendation or a change to legislation as the only form of verifiable impact.

This view does not offer a sophisticated reflection of the way the world works. Societal change in a pluralistic society is messy. Think tanks do not operate in a vacuum, change is not a linear process, and singular attribution is very hard to prove.

A robust impact model accounts for the interplay of political drivers and incentives, not just the policy.

DEVELOPING OUR OWN IMPACT MODEL

We’ve taken the best from those traditional models and tailored them to align with our theory of change. In so doing, we’ve defined a model that reflects this complexity and supports our organizational goals.

OUR MODEL RECOGNIZES THAT:

- success may depend as much on working the policy environment – sometimes referred to as the “Overton Window” – as on devising the policy recommendations themselves;
- the policy environment is shaped not only by politicians, but also by government officials, financiers, frontline workers, business influencers, media, the public, and a host of other stakeholders;
- culture and norms – which are upstream from the policy environment – will inevitably dictate success, as the last decade of policymaking has demonstrated unequivocally;
- timing and serendipity play a determining role that cannot be underestimated, and we must approach evaluation with a heavy dose of humility and pragmatism.

The corollary is that impact should be treated as a process rather than an

event and that it manifests in many forms beyond simple policy adoption. For example, getting policy change on the agenda in the first place can be a signal of impact. Defusing opposition to an initiative that has historically been out of reach can signify impact. Even averting a certain course of action can be evidence of impact.

For the purpose of our MEL reporting, we’ve adopted this broader definition of impact.

WORKING WITH FUNDERS

We recognize that organizations each have their own definition of impact along with their own sets of objectives and metrics. We work with new funders to understand how we can align their reporting needs with our conception of impact.

At the start of any project, we typically agree on a set of goals, as well as potential metrics that would be signals of impact. We will also agree on a reporting schedule against these metrics, in line with the timeline of the project.

We see our funders as partners, and take a collaborative approach in order to deliver against our common goals.

Human rights expert Sophie Richardson (left), Georgetown University law student Jinrui Zhang (center), and Hong Kong Democracy Council Executive Director Anna Kwok (right) give testimony to a U.S. House committee hearing on Dec. 13, 2023. The testimony was included in New Lines’ report on transnational repression in the United States. (Alex Wong / Getty Images)



1st ORDER IMPACT

DIRECT INFLUENCE

INFLUENCING POLICY

- Getting a new policy recommendation adopted
- Shaping a piece of policy, legislation, or regulation under consideration
- Averting certain courses of government action

2nd ORDER IMPACT

INDIRECT INFLUENCE

INFLUENCING THE PUBLIC DEBATE

- Putting an issue on the agenda that was not there before
- Shifting attitudes toward a policy under consideration
- Changing behaviors in favor of the issue (e.g. reporting, petitioning)

3rd ORDER IMPACT

INDIRECT INFLUENCE

INFLUENCING CULTURE AND NORMS

- Shaping how the profession thinks about issues (e.g. products, rewards, incentives)
- Educating the next generation of policy makers (e.g. through education opportunities, scholarships)

Showcasing Our Impact

Focusing on niche areas where New Lines Institute can add unique value has been a source of considerable success for us in the last two years.

Seating at the Dayton Plus event hosted by New Lines. (Jason Dixson)



Left: New Lines director Caroline D. Rose receives MedGlobal's 2025 Advocacy Award.

Below: Analysts Rachel Nelson (front left) and Zara Farouk (front right) and director Nicholas A. Heras (back left) and fellow Faysal Itani (back right) visit the office of U.S. Rep. Sarah McBride.



Being deliberate about the kind of work we do – honing our niches and bringing original voices and local insight to the table – has allowed us to make a difference in the projects we've chosen to take forward.

Our model details how we think about impact: through first-order impacts (influencing policy), second-order impacts (influencing the public debate), and third-order impacts (influencing culture and norms). This section sets out how New Lines has achieved impact over the last two years.

INFLUENCING POLICY

Getting our recommendations for policy and legislation adopted remains the gold standard for New Lines. Gathering evidence and crafting policy proposals are the first necessary steps, but turning them into actions that have real-life impact requires significant efforts to engage decisionmakers: raising issues, sharing relevant data, defining the contours, outlining options,

and convincing them of the merits of our recommendations.

In 2024 and 2025, New Lines staff conducted close to 350 engagements with top representatives from the U.S. government and Congress; partners such as the EU, the U.K., Canada, and Australia; and multilateral organizations. Over 250 of these were formal briefings. Our team's relentless efforts have led to many real-world impacts across our topical niches, which we are proud to share below.

CRIME, CONFLICT AND MILITARY WITHDRAWALS

In the U.S., our work on the illicit trade of captagon and other illegal drugs – led by director Caroline D. Rose – influenced the Preventing the Financing of Illegal Synthetic Drugs Act, which became law in September 2024, and has prompted an amendment to the National Defense Authorization Act scheduled for 2026. Our work also has shaped regional mechanisms taken up by the EU and by the Middle East to

tackle amphetamine-type stimulants. New Lines experts advised the U.N. Office on Drugs and Crime (UNODC) on synthetic drug threats and authored the first chapter of its annual drugs report, and in 2025, we were invited by the Syrian Interior Ministry to assess the country's counternarcotics capacity, and intelligence on smugglers shared with Syrian, Jordanian, and Lebanese authorities was followed by a string of arrests that summer.

After months of reports in 2024 that the U.S. was planning to conduct a hasty withdrawal before 2026, the continued U.S. presence in Syria can be considered a success in itself. Our recommendations for an incremental drawdown in Iraq, rather than total withdrawal, and the maintenance of an advisory presence in Erbil became U.S. government policy in March 2024. Per our proposals, the Biden administration also announced a joint coordination and deconfliction mechanism between NATO Mission-Iraq, the EU Civilian Mission, and CJTF-OIR for the withdrawal process. New Lines experts



The makeshift captagon lab visited by director Caroline D. Rose. It is located at a ranch villa in the town of al-Dimas, about 27 kilometers northwest of Damascus, on Dec. 22, 2024. (Omar Haj Kadour / Getty Images)



Left page: Australian MP Libby Coker makes a motion during a session of the Australian Parliament to recognize the persecution of the Hazaras. (Libby Coker MP on Facebook)

were also invited to take part in Track II discussions on U.S.-Saudi nuclear negotiations, and they advised the U.S. Senate on dynamics in the West Bank related to Israeli settler militias.

MASS ATROCITIES AND INTERNATIONAL LAW

Building on the impact of our previous analyses on the genocide in Ukraine, our work on the forcible transfer of Ukrainian children, on conflict-related sexual violence (CRSV), and on reparations continued to have a material impact across Europe. This work was led by directors Azeem Ibrahim and Emily Prey and analyst Susanna Kelley. Over the course of 2024, New Lines' policy recommendations on CRSV in Ukraine were adopted by multiple actors including the Ukrainian government itself. Meanwhile, our efforts have resulted in the U.K. Parliament passing a resolution in January 2025 calling for the repurposing of frozen Russian assets, and our conclusions informed a recommendation for reparations by the U.S. Commission on Security and Cooperation in Europe (CSCE) and are currently being used as evidence by

the European Parliament to inform its deliberations.

Other real-world impacts in this area included the use of our findings on CRSV as evidence by the Ethiopian government inquiry on genocide in Tigray in October 2025 and the Australian Parliament's formal recognition of the persecution of the Hazara following our investigating genocide in Afghanistan in November 2025. In each of these cases, our experts were also invited to present at the relevant All-Party Parliamentary Group (APPG) in the U.K. Parliament. Our analyses also informed guidance for officials in the U.K. and EU with regards to asylum seekers from Syria, Iraq, and Ethiopia, among others.

GENDER POLICY AND CONFLICT-RELATED SEXUAL VIOLENCE

Following the adoption of New Lines' recommendations into the 2023-2027 U.S. Strategy and National Action Plan on Women, Peace and Security (WPS), our recommendations shaped the drafting of implementation plans by the Department of Homeland Security, the Department of Defense,

the Department of State, and the U.S. Agency for International Development. Our team of gender policy experts – led by Prey and analyst Kallie Mitchell – also contributed language to House Resolution 525 on the role of the U.S. in eliminating sexual violence in conflict, which passed in June 2025. In addition, our team has been invited to brief and advise the State Department's WPS Steering Committee and the House of Representatives' WPS Caucus.

Internationally, New Lines was one of only three civil society organizations invited to participate in NATO's WPS ministerial-level meeting at the NATO Summit in July 2024. Our recommendations were integrated into NATO's "Military Guidance on Integrating the NATO Policy on WPS in Military Missions, Operations and Activities" the following month. At that same summit, President of the Republic of Kosovo Vjosa Osmani requested that our team author a report on CRSV in Kosovo. And in November 2024, staff from the International Criminal Court requested a report to guide the development of their Principles on Gender Persecution. New Lines was also invited by the



Left: Director Emily Prey with President Vjosa Osmani of Kosovo at the NATO Summit.

Below: Director Emily Prey and analyst Kallie Mitchell talk about sexual and gender-based violence in Tigray at the U.K. All-Party Parliamentary Group on WPS.

Bottom: Analyst Kallie Mitchell moderating at the WPS Forum in Kosovo.



REPUBLIKA E KOSOVËS - PRESIDENTJA
REPUBLIC OF KOSOVO - THE PRESIDENT
REPUBLIKA KOSOVO - PREDSEDNICA



Director Caroline D. Rose interviewed by Fox News about drug cartels in Venezuela.

U.K.'s Foreign, Commonwealth and Development Office to provide guidance for the implementation of their National Action Plan on WPS and recommendations for the upcoming update of their Strategy on Preventing Sexual Violence in Conflict. Our experts were also invited by the State Department and the U.S. Institute of Peace to present to a delegation of women peacebuilders, activists, and politicians from the MENA region.

WESTERN BALKANS POLITICS

Under analyst Emina Muzaferija, our Western Balkans team was invited to brief NATO's Parliamentary Assembly about constitutional reform in Bosnia and Herzegovina at the assembly's spring session in May 2025 in Dayton, Ohio. Concurrently, the team secured bipartisan support for the launch of a U.S. congressional caucus on the Western Balkans.

AI AND TECHNOLOGY

Tech strategy and policy have also been areas of significant growth for New Lines. In April 2025, we launched our Tech Sovereignty and Security

portfolio, led by analyst Kelsey Quinn. Our experts worked with Rep. Sarah McBride and Rep. Jay Obernolte on the bipartisan Resources for Evaluating and Documenting AI (READ AI) Models Act, which was introduced in December 2025, with language put forward by our complex conflict resolution team.

INFLUENCING THE PUBLIC DEBATE

Changing policy, regulations, or legislation takes considerable effort, and it can take years of engagement for a proposed recommendation to be implemented. Policy success depends on a number of factors, including whether an issue is high on the existing authorities' agenda, whether they are aligned with our recommendations, and whether they are liable to incur a political cost.

As a result, we also gauge impact in terms of our efforts to influence the environment within which policy decisions are made. Led by director Rachna Mehta, we're creating a favorable environment and shaping positive narratives by engaging with the



Top: Analyst Kelsey Quinn moderating a panel at the launch of the 'Future-proofing U.S. Tech' compendium report, broadcast by C-SPAN.

Bottom: Fellow Yuliya Ziskina representing New Lines in Ukraine. (Ukraine House Davos)



Above: Delegates at the Sarajevo Security Conference.

media and leveraging influential third-party platforms, as well as diffusing our thought leadership through our own content channels: podcasts, social media, newsletters, our websites, and events.

MEDIA

In 2024 and 2025, New Lines Institute's work generated close to 1,800 pieces of media coverage (over 3,500 including syndicated content). Our experts authored close to 50 op-eds and were invited to provide commentary on about 600 occasions, on topics ranging from CRSV in Ukraine to the trafficking of illegal drugs in the Middle East, genocidal actions against the Tigrayans and the Hazaras, the U.S. withdrawal from Iraq, elections in Albania, microchips in China, sanctions in Syria, AI in Africa, Mexican cartels, Israeli settlers, Saudi clerics, Bosnian secessionism, and far-right misogyny.

Our expert analysis was featured in 175 different news outlets including

marquee media such as The New York Times, Fox News, CNN, MSNBC, NPR, Newsweek, Reuters, Bloomberg, Financial Times, Politico, BBC News, The Telegraph, France24, DW News, C-SPAN, and Al Jazeera; regional outlets like Sky News Arabia, Al Arabiya, Asharq News, and Kabul Now; and specialist publications Foreign Policy Magazine, Genocide Watch, Foreign Affairs, Sentinel Journal, and War On The Rocks. Our partnership with Eurasianet ensures our Central Asia content is distributed via aggregators such as MSN and Yahoo Finance and information services such as Bloomberg, Dow Jones/Factiva, and LexisNexis.

PARTNERSHIPS AND THIRD-PARTY PLATFORMS

Over the last two years, our strategy has involved leveraging and partnering with influential third-party organizations and platforms. We've established long-term partnerships with the likes of the Middle East Policy Council, the

Arab Barometer Project at Princeton University, Alpheratz Magazine, MedGlobal, the Syrian Forum, and Mantis Analytics, which provide us with specialist expertise including local insight, unique data, and technical know-how. New Lines is also a founding member of the Consortium on Russia's Genocide in Ukraine alongside the International Partnership for Human Rights, the International Human Rights Clinic at Harvard Law School, the Georgetown Institute for Women, Peace and Security, and the Atlantic Council's Strategic Litigation Project. We were also commissioned by the U.S. Civil Society Working Group on WPS and the Canadian WPS Network to draft a chapter on democratic backsliding and WPS for a book titled Women, Peace and Security in the United States and Canada: A Fragmented Peace, to be published by Taylor Francis.

Our experts have spoken at close to 120 third-party events, conferences and public meetings, including Ukraine House at Davos, the U.N. Human Rights Council, Chatham House, the United States Institute of Peace, Stimson Center's Atrocity Prevention

Study Group, the Middle East Studies Association, Arcadia University, and on podcasts such as Al Jazeera's The Inside Story, the Fletcher Forum Podcast, and the Jacob Shapiro Podcast. Every year, we champion the Sarajevo Security Conference – over 2024-2025, we secured over 500 delegates for the summit. We've also co-hosted events ourselves in partnership with the likes of Amnesty International, Refugees International, the European Centre for Disease Prevention and Control, International Peace Institute, Sasakawa Peace Foundation, Women In International Security, George Washington University, Huquqyat, the National Committee on US-China Relations, Ceasefire Centre for Civil Rights, European Center for the Study of Culture & Inequality, the United Nations Association of the UK and the University of London School of Oriental and African Studies.

SOCIAL MEDIA, PODCASTS AND DIGITAL CHANNELS

Much of the conversation around foreign policy takes place online, and New Lines has been leveraging its own channels to shape the debate.

Podcasts are an important vehicle for New Lines' thought leadership, and in 2024-2025, our experts recorded 82 podcast episodes, which were played 19,500 times. Meanwhile, our newsletters reached over 734,000 inboxes over that period, and traffic to our website more than doubled, attracting 2.3 million visits in total. Articles published on our website generated 137,000 visits, and our reports were downloaded 18,700 times.

On social media, New Lines published upward of 1,500 posts across Twitter/X, Facebook, LinkedIn, and YouTube. We launched a new Instagram channel in November 2025 and have experimented with new content formats such as reels to engage our audiences. New Lines was mentioned about 3,900 times over that period, generating 82.3 million impressions, a proxy for potential reach. Our followers grew to 27,800, up from 18,700 at the end of 2023. Our experts were actively contributing to the conversation, too, across Twitter/X and LinkedIn in particular. Notably, a LinkedIn article posted by analyst Susanna Kelley in December 2025, on the subject of the Australian



Demonstration in support of the Hazara people in Rome, Italy, on April 30, 2022 (Photo by Andrea Ronchini/Nur)

A Historic Recognition: Australian Parliament Formally Recognizes the Plight of the Hazaras

New Lines Institute for Strategy and Policy
7,035 followers

December 4, 2025

By: Susanna Kelley

Far Left: Tweet from the presidential account of the Republic of Kosovo mentioning analyst Kallie Mitchell.

Left: LinkedIn article on the genocide of the Hazaras, published by analyst Susanna Kelley, which was shared among the relevant U.K. All-Party Parliamentary Group.



Hon. Secretary Michael Chertoff

Former Director Department of Homeland Security

recognition of the Hazara genocide, was commended by the secretariat of the UK All-Party Parliamentary Group on Hazaras and shared with its membership.

EVENTS

Organizing policy events remains an essential way of showcasing New Lines' expert analysis and disseminating our thought leadership. We hosted 84 events over the course of 2024-2025, hosting a total of 3,900 attendees live and 4,900 online viewers post-event. These included summits like the WPS Forum in Kosovo and the Captagon Conference and side events at the Munich Security Conference, WPS Week, and Geneva Peace Week. We also launched reports in Congress, the U.K. Parliament, Australian Parliament, and European Parliament. Our speakers included former Secretary of Homeland Security Michael Chertoff and U.S. Reps. Sara Jacobs, Joe Wilson, March Kaptur, Mike Quigley, and Michael McCaul.

Beyond in-person public events, New Lines hosted online meetings on topics like the Tigray, the Hazaras, Kosovo, and Syria, and webinars on Saudi Crown Prince Mohammed bin Salman's White House visit, the Abraham Accords, and the mass shooting in Kashmir in 2025. We also hosted and facilitated a number of private roundtables to enable confidential conversations on sensitive policy issues, and we run a gender geopolitics book club every few months to encourage conversations within the sector about the role of gender in international affairs.

Top left: Former DHS Secretary Michael Chertoff speaking at the launch of the 'Future-Proofing U.S. Tech' compendium report.

Middle left: Analyst Emina Muzaferija moderates an online event on Kosovo-U.S. relations.

Bottom left: Analyst Charles Walsh (right) moderates an event on transnational repression.



Since 2024, New Lines has facilitated three online leadership training sessions attended by 30 women from Rohingya camps, funded by a She Wins grant from the State Department. This forms part of our Global Rohingya Initiative, which has sought to empower Rohingya women to make their voices heard. Our team also hosted the National Unity Government of Myanmar to discuss Rohingya issues in June 2024.

INFLUENCING CULTURE AND NORMS

At New Lines, we are firm believers that culture is upstream from politics and that influence can take the form of shaping future conversations and practices. This is the purpose of the next two sections.

Through the pioneering work being carried out by our Geopolitical Forecasting & Advisory Unit, we are setting a standard for a whole new way of understanding geopolitics. This approach focuses on the connectivity of the world, and encourages stakeholders to dig deeper to find policy solutions that influence global and regional systems sustainably.

In educating the next generation of foreign policy talent through our masters program, we are contributing to the culture of our profession in the long term, and ensuring that the core principles that underpin our organization's reason for being are inculcated into the leaders of tomorrow.

“The New Lines team were invaluable in reaching and supporting Rohingya women throughout 2024 and 2025. Making sure that Rohingya women’s agency and voices are elevated has been key to their inclusion in international circles negotiating for a resolution to their situation and addressing immediate pressing needs.”

– MEGAN BÉNÉAT-DONALD, GLOBAL PROGRAM MANAGER, SHE WINS



New Lines facilitated online leadership training for women in Rohingya camps.

TOP 10 ONLINE MEDIA COVERAGE IN 2024-2025 (BY ESTIMATED REACH)

1. Trump's Pledge to the Middle East: No More 'Lectures on How to Live' (The New York Times)
2. As Ramadan Nears, Syrians Feel the Pinch of a Cash Shortage (The New York Times)
3. As the Russian military loses its grip in Syria, the US considers pulling its troops (Business Insider)
4. 'Ticking time bomb': how the fall of Syria's prison camps could unleash 1000s of terrorists on the world (The Telegraph)
5. Hegseth's former spokesman calls for his firing in blistering op-ed citing 'month of total chaos at the Pentagon' (Washington Examiner)
6. A major ISIS attack on Western soil is very likely within the next year (The Telegraph)
7. Trump wants a deal with the country that wants him dead (The Telegraph)
8. Trump's Ukraine deal is not an act of peace but of surrender (The Telegraph)
9. Is China Losing Africa to India? | Opinion (Newsweek)
10. Israel needs US stealth bombers if Trump decides to destroy Iran's nuclear sites (Business Insider)

A picture taken from Mount Qasyun shows the sun rising as a thick fog covers Damascus, Syria, on Dec. 25, 2024. (Sameer Al-Doumy / AFP via Getty Images)

TOP 10 NEW LINES WEBSITE ARTICLES IN 2024-2025 (BY VISITS)

1. What About the Boys: A Gendered Analysis of the U.S. Withdrawal and Bacha Bazi in Afghanistan
2. Genocide in Tigray: Serious breaches of international law in the Tigray conflict, Ethiopia, and paths to accountability
3. The Rise of Militarized Cartels in Mexico
4. The Case for U.S. Involvement in the Sudanese Civil War
5. Operating Under the Radar: Violent Left-Wing Extremism Is Becoming More Dangerous
6. Trump's Middle East Policy and Its Impact on Saudi Arabia
7. After the Coalition: Evaluating the Next Steps for Foreign Forces in Iraq and Syria
8. Statelessness – the Root Cause of the Rohingya Crisis – Needs to Be Addressed
9. U.S. Engagement With Algeria's Tuareg Is a Strategic Imperative
10. U.S./China/Taiwan Relations Under the Second Trump Administration

An aerial photograph shows the sun setting over of Al-Omar oil field in Syria's eastern Deir Ezzor province on Jan. 19, 2026. (Omar Haj Kadour / AFP via Getty Images)

The Geopolitical Forecasting & Advisory Unit

The last two years have seen the Geopolitical Forecasting and Advisory Unit (GFAU) grow from an embryonic idea into a fully operational service.

Led by director Eugene Chausovsky, the GFAU is a specialized team at New Lines that consults with partners and clients to develop customized forecast scenarios on relevant evolving geopolitical trends.

Its products and services are informed by the institute's unique forecasting methodology, research, and expertise, as well as by proprietary, real-time, AI driven tools. Through its work, we aspire to bring a degree of certainty in an uncertain world, actively shaping the next wave of geopolitical risk management and planning for corporations, civil society organizations, and governments.

THE VALUE PROPOSITION

The world is changing fast. New regulations, norms, and diplomatic relationships are impacting every region, sector, and world economy. The GFAU supports decision makers across industries, governments, and civil society as they navigate a complex and often unprecedented geopolitical context.

Our services are specifically aimed at organizations dealing with international operations that could be impacted by geopolitical disruption, including businesses, government departments and agencies, NGOs and IGOs, universities, and trade associations, across sectors with global supply chains or regional workforces.

The GFAU promises to:

- protect partners' bottom lines through strategic scenario planning and simulation prep;
- identify opportunities to mitigate

- risk associated with uncertain geopolitical events; and
- develop internal capacity to navigate rapidly changing policy and diplomatic landscapes.

PRODUCTS AND SERVICES

GFAU's products and services come under four major categories:

- **Geopolitical Risk Management Platform:** Subscription service with weekly updates on trade flows, global developments, and forecasts. Industry-specific features and customization available
- **Geopolitical Forecast Simulations:** Customized, interactive workshops designed to support planning and crisis management across industries
- **Customized Forecast Reports:** Customized geopolitical forecast reports developed in collaboration with clients to address specific industry considerations
- **Speaking Engagements/ Presentations:** High-level presentations and workshops designed to educate a broad range of stakeholders on geopolitical developments and their impact on their operations

METHODOLOGY AND TOOLS

The GFAU leverages New Lines Institute's unique Strategic Analysis & Forecasting Framework, which is used internally to train the institute's staff and students.

The framework draws on interconnectivity analysis to forecast geopolitical scenarios and their potential political, economic, and security impacts across different levels of the global system, from national to regional to sectoral.

The analysis is underpinned by the institute's research and expertise, and it is amplified by a proprietary, AI-

powered platform that uses real-time data to inform forecast reports and simulations. The platform – developed in partnership with Ukrainian AI start-up Mantis Analytics – demonstrates how geopolitical shocks may cascade and offers a structured environment for testing resilience and readiness of policy and business plans.

The technology is at the cutting edge of geopolitical forecasting, allowing instantaneous geolocation and categorization, visualizations, and quantifications of geopolitical performance. It is used to supplement human analysis and customize partners' and clients' experience, through simulations, for example.

SIMULATIONS

- U.S./China/Taiwan
- Middle East
- Climate/Extreme Weather
- Russia/Ukraine/Arctic
- U.S./NSC simulation

TRAINING MODULES

- Strategic Analysis
- Forecasting and Scenario Building
- Connectivity Framework

IN NUMBERS

100+

APPROACHES FROM CIVIL SOCIETY AND GOVERNMENT IN 2024-2025

12

CLIENT ENGAGEMENTS IN 2024-2025

\$50k+

REVENUE SINCE LAUNCHING GFAU IN SPRING OF 2025

CASE STUDIES

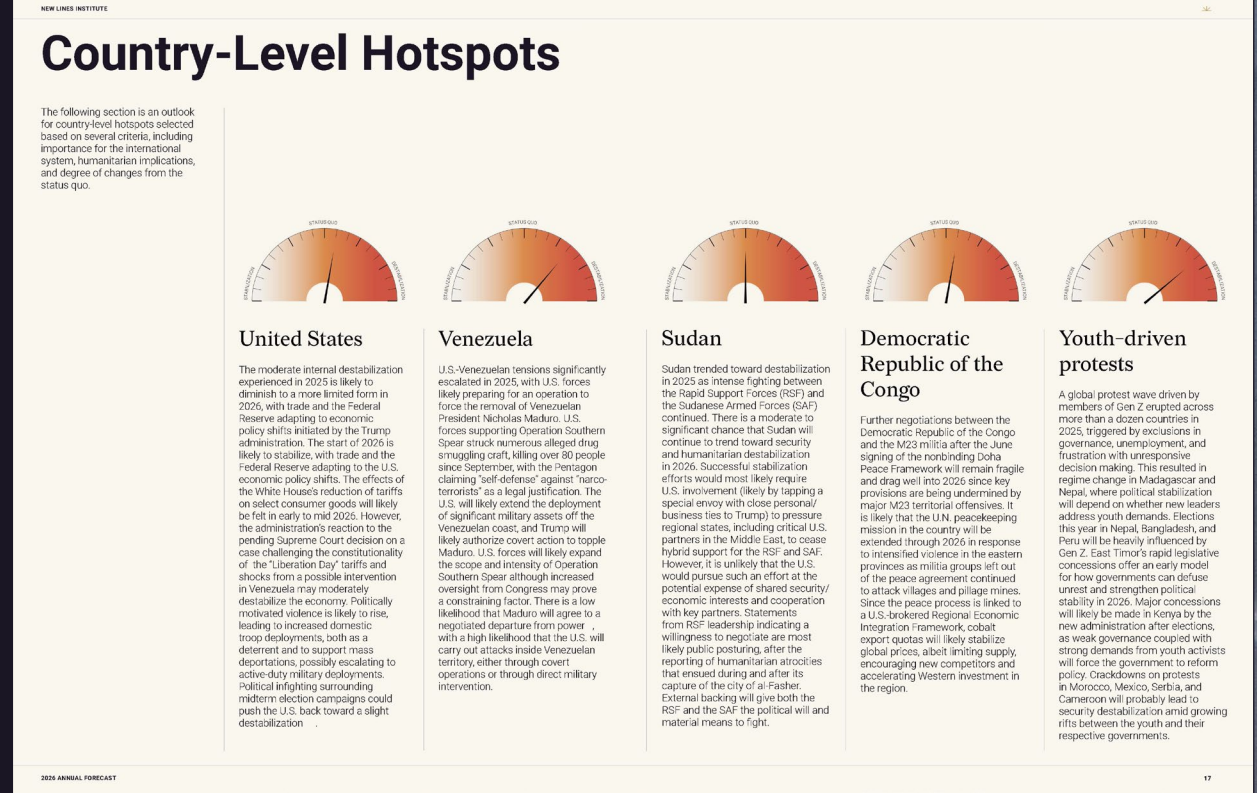
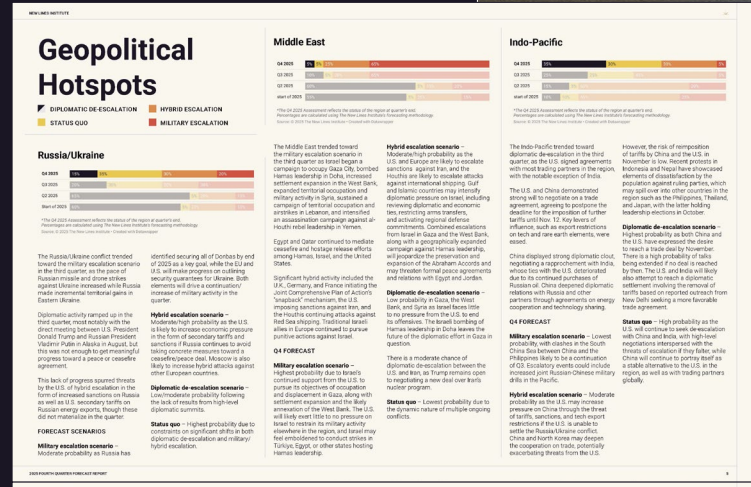
Johns Hopkins University - School of Advanced International Studies (SAIS): GFAU runs regular simulations for mid-career students at SAIS from the Masters of International Public Policy (MIPP). Simulations have focused on topics ranging from U.S./China competition in Taiwan to energy and trade disruptions in the Middle East.

University of Texas at Dallas (UTD): GFAU has delivered workshops, simulations, and briefings for a number of academic, policy, and business audiences hosted by UTD related to technology, trade, and security implications around the Taiwan Strait.

Islamic Relief USA (IRUSA): GFAU has been delivering forecast reports for IRUSA on humanitarian-related issues from global food security to conflicts in Sudan, Syria, and Afghanistan.

Private sector / business: GFAU has delivered tailored interactive presentations on managing geopolitical risk from a business point of view to organizations like the Gases & Welding Distributors Association, the Valve Manufacturers Association, and Triodos Investment Management.

Please get in touch if you are interested in a testimonial from our partners: comms@newlinesinstitute.org



Left: Simulation at the University of Texas at Dallas.

Above: Quarterly Forecast screenshots. Note GFAU accurately predicted the U.S. intervention in Venezuela, report published December 2025.

Training The Next Generation

The masters program is an investment in the next generation of foreign policy professionals – and our students have fast become the beating heart of the institute.

In 2025, the academic program – led by director Nicholas A. Heras – had grown to a dozen students. Crucially, our student fellows have embedded themselves into New Lines Institute’s day-to-day activities. They have added untold value to our work already, and we’re proud to count them in our midst.

PIONEERING A NICHE

While the synergy between deep professional expertise and teaching is clear, the concept of a university program within a think tank was not a given when we launched. We’ve taken great confidence from seeing similar programs emerge in our wake across the sector.

The program is articulated around the kind of apprenticeship that will provide a generation of international affairs professionals with the skills and experience they need to enter an industry that has too often in the past been beyond reach. It emphasizes core

trecraft: understanding the world through the eyes of the actor you’re examining.

Students are provided a rigorous training course in the Institute’s analytical methodology, and over the course of their studies earn four certificates in three different foreign policy methodologies, as well as in transformative leadership. Coming out of the program, they are able to develop analyses, write reports with actionable policy recommendations, and brief senior stakeholders. Importantly, they are able to showcase a full portfolio of work that will help them start their career in the foreign policy space.

OUR CREDENTIALS

We pride ourselves in the quality of our professors, who include seasoned practitioners in the field like former State Department foreign affairs officer Cait Dallaire, Kamran Bokhari, Faysal Itani, Eugene Chausovsky, Kareem

Makhlouf, and Heras. We also regularly bring in guest speakers such as foreign ambassadors in D.C. and former high-ranking U.S. government officials such as Lisa Curtis and Taman Salikuddin.

We’ve been building relationships within the academic ecosystem. We have been working on partnerships with the wider university landscape, including hosting a delegation of students from the Columbia University Center for Career Education, organizing an event for students at the Georgetown University School of Foreign Service, and opening a potential partnership on a podcast series with the Johns Hopkins University School of Advanced International Studies.

More formally, we’re continuing to develop our certification infrastructure, and will continue to do so going forward. The masters program is licensed by the Higher Education Licensure Commission (HELC). The skills developed by student fellows through the program are verified by



Student fellows, class of 2026.

Credly, which issues digital badges for academic achievements.

We also have five articulation agreements in place with reputable colleges like the University of Maryland Global Campus, Washington University of Science and Technology, and Bellevue University. These agreements guarantee our students’ academic achievements are recognized externally by these institutions, should they wish to pursue further study.

OUTCOMES

The academic program has grown from two students in its first year to 12 students in its second. Interest in joining the program has more than doubled every year over the last three years, and we are delighted with progress so far.

Our north star is to shape well-rounded, employment-ready foreign policy professionals. Three courses on the

program are explicitly devised to help fellows design their careers, and to build their narrative throughout their career. It is too early to draw broad conclusions on graduate employment, given the first cohort has only just completed the program and the second is in the thick of it. However, the early signs are promising.

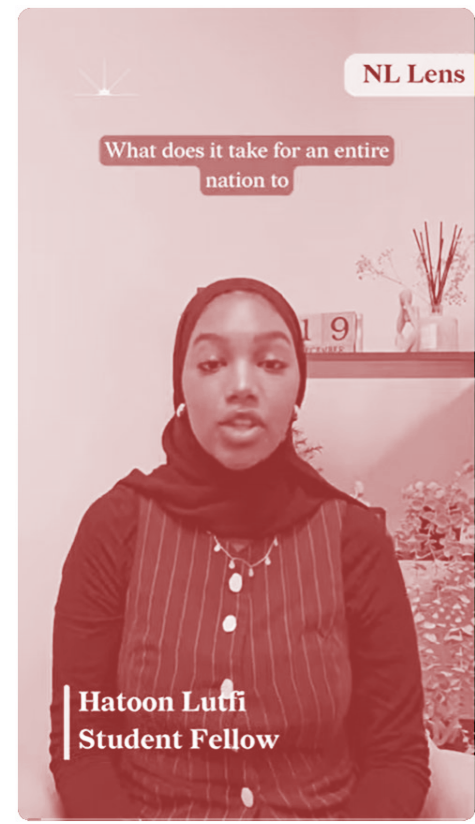
Beyond their studies, student fellows have added real-world value to New Lines’ work: co-authoring publications, pioneering innovative short-form multimedia formats, and earning the moniker of “torchbearers” within our teams.

THE FUTURE

We intend to continue to develop the program at a steady pace. The objective for the program is to maintain the number of student fellows at 12-15 every year. And we have found that our student fellows are the best recruitment advocates we could wish for.

Areas we intend to focus on include continuing to develop our certification infrastructure, for example, and seeking accreditation from the relevant authorities, to help us take the program forward.

We are also developing an outreach program and a robust alumni network our student fellows can engage with and draw on to find employment in the industry. Most of all, we are looking forward to nurturing the next generation of foreign affairs professionals, and we are heartened by the prospect that as more of them go through the program and out into the world, they will carry forth New Lines' values and ways of thinking.



“My experience as a student fellow at New Lines changed the trajectory of my life. During my time as a student fellow, I contributed to substantive projects that had real-world impact and took courses that taught the technical aspects of report writing and forecasting. My favorite project was the launch of the report on conflict-related sexual violence in Tigray. It was amazing to receive all of the positive feedback from attendees, especially those of the diaspora, for elevating the issues important to them.”

- AMARI JONES
CLASS OF 2024/2025



“The fellowship program taught me forecasting and analytical methodologies I now apply daily in my research, and its flexibility allowed me to explore diverse regions and themes across my coursework and my internship. Being able to apply what I learned in classes directly to my internship work was very gratifying, and learning from New Lines’ brilliant directors as professors was invaluable. I had the opportunity to attend events, build networks, and sit in on briefings that taught me a great deal about the D.C. foreign and national security world.”

- RAFAELLA LIPSCHITZ
CLASS OF 2024/2025

OUR STUDENT FELLOWS (CLASS OF 2026)

We also wish to celebrate our current cohort:

- Carly Brant
- Sebastian Dittgen
- Bethlehem Eshetu
- Sean Kearin
- Hatoon Lutfi
- Tristan Miller
- Ashley Nunes
- Andrew Penniston
- Henry Rogers
- Riley Sullivan

New Lines Staff

This was the New Lines team as of the end of December 2025.

LEADERSHIP

Ahmed Alwani
Founder and president

Kareem Makhlof
Chief of staff

Mustafa Mustafa
Chief financial officer

Azeem Ibrahim
Senior director (chief strategy officer from February 2026)

Eugene Chausovsky
Senior director

Nicholas A. Heras
Senior director

Kamran Bokhari
Senior director

Rachna Mehta
Director, Communications and External Relations

Namuuna Munkh-Erdene
Director, Accounting and Finance

Emily Prey
Director

Caroline D. Rose
Director

STAFF

Dania Arayssi
Analyst

Robin Blackburn
Managing editor

William Brundage
Associate analyst

Robert Calzada
Graphics editor

Zara Farouk
Analyst

Kevin Hargis
Senior editor

Robert Inks
Senior editor

Jared Jeter
Analyst

Amari Jones
Associate analyst

Susanna Kelley
Analyst

Robert Kremzner
Associate analyst

Su Li
Staff accountant

Rafaella Lipschitz
Associate analyst

Andrew Loftesnes
Analyst

Cate Longo
Social media and content manager

Miloš Maggiore
Analyst

Inga Milos
Events and administrative manager

Kallie Mitchell
Analyst

Emina Muzaferija
Senior analyst

Rachel Nelson
Analyst

Eric Omorogieva
Associate analyst

Jessica Peyton
Admissions and enrollment manager

Kelsey Quinn
Analyst

Hayley Stone
Analyst

Shahad Turkistani
Analyst

Charles Walsh
Analyst

Elie Wehbe
Social media and content manager

FELLOWS

Sultan Alamer
Resident senior fellow

Themistoklis Asthenidis
Senior advisor

Elise Anderson
Non-resident senior fellow

Gopi Bhamidipati
Non-resident senior fellow

Ted R. Bromund
Non-resident fellow



New Lines team as of the end of December 2025 in the D.C. headquarters.

Cait Dallaire
Non-resident senior fellow

Tanya Domi
Non-resident senior fellow

Myriam François
Non-resident senior fellow

Chaouki Ghenai
Non-resident senior fellow

Sasha Ghosh-Siminoff
Non-resident senior fellow

Sandra Grossman
Non-resident fellow

Faysal Itani
Resident senior fellow

Bradley Jardine
Non-resident fellow

Harun Karcic
Non-resident senior fellow

Hikmet Karcic
Non-resident senior fellow

Muqtedar Khan
Non-resident senior fellow

Naweed Khan
Senior advisor

Kris Kuqi
Advisor

Kayla McGill
Non-resident senior fellow

Amy K. Mitchell
Non-resident senior fellow

Jasmin Mujanović
Non-resident senior fellow

Karam Shaar
Non-resident senior fellow

Murad Batal Shishani
Resident senior fellow

Elizabeth Tsurkov
Non-resident fellow

Dennis Weng
Non-resident senior fellow

Financial Management

The last two years have seen New Lines Institute enhance its operational capacity to ensure funding partners get the best value for their contributions.

We've implemented significant upgrades in terms of financial management, internal controls, and governance structures. These reforms ensure that external contributions are managed with integrity, transparency, and full compliance with nonprofit and government standards.

PROFESSIONAL FINANCIAL LEADERSHIP

The institute has made two key hires. A full-time chief financial officer now provides strategic financial oversight, compliance, budgeting, forecasting, and risk management. Meanwhile, a senior accountant (CPA) ensures accurate day-to-day accounting, reconciliations, grant reporting, and adherence to U.S. Generally Accepted Accounting Principles (GAAP) and government accounting standards. This leadership structure provides the level of oversight expected by major donors, foundations, and federal partners.

ANNUAL AUDITED FINANCIAL STATEMENTS

New Lines has independent annual audits conducted in accordance with U.S. GAAP and applicable government accounting standards. These provide external assurance that our financial statements and controls meet the highest levels of accuracy and transparency.

FUND ACCOUNTING FOR DONOR AND GRANT TRACKING

We have undertaken a full implementation of fund accounting to segregate external funds, restricted grants, and program budgets. We are able to provide accurate, customized reporting to donors and grant makers.

In January 2024 we became subrecipient of Search for Common Ground under a grant issued by the U.S. Department of State's Secretary's Office of Global Women's Issues. This \$115,000 Fixed Amount Award (FAA) Agreement allowed New Lines to expand its work on the ground with impacted communities, facilitating a consultative process to kick-start women's participation in the Global Rohingya Initiative.

STRENGTHENED INTERNAL CONTROLS AND POLICIES

We have set up internal controls that meet or exceed nonprofit best practices:

- Clear separation of duties across approvals, processing, and reconciliations
- Written financial policies and procedures for procurement, travel, payroll, grants, and cash management
- Monthly reconciliations and a tiered approval matrix for all expenditures

- Regular financial reporting to leadership and the board for accountability and oversight

MODERN FINANCIAL SYSTEMS

We have rolled out a new cloud-based accounting platform designed for nonprofits, along with centralized digital documentation for audit readiness.

OUR COMMITMENT TO TRANSPARENCY

These reforms reflect our commitment to transparency and responsible stewardship. We have operationalized quarterly financial reporting to leadership and centralized grant documentation and tracking. To underpin these measures, we have promoted a culture focused on ethical management, compliance, and responsible use of external funds.

FUNDING

Funding for the New Lines Institute is provided by Washington Institute for Education and Research, a 501(c)(3) nonprofit registered in the state of Pennsylvania.

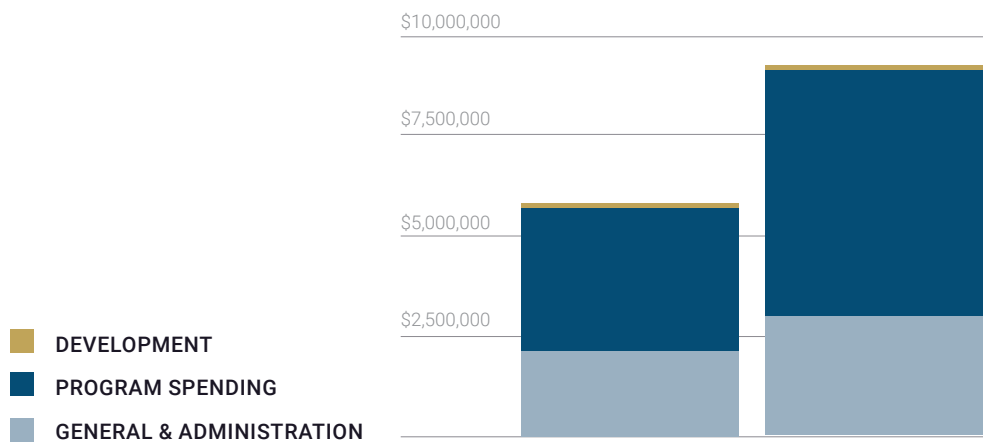
New Lines Institute accepts research grants and charitable donations from U.S. individuals and registered legal entities in support of its research priorities, only insofar as such support is in compliance with U.S. laws and regulations; aligns with the institute's vision, mission, purpose, and principles; and falls within core areas of expertise.

The institute does not accept funding from any foreign government or entity and is one of the few think tanks in Washington with no foreign or local agendas.

INVESTING IN OUR PROGRAM WORK

2024 was a year of significant growth and exploration in New Lines' program work as we focused on topics where we could make a genuine difference. Our program expenditure almost doubled year-on-year compared to 2023, while general and administrative costs only marginally increased.

EXPENDITURE (2023-2024)



Numbers taken from independently audited financial statements, March 2025."

SPOTLIGHT SHOWING VALUE FOR MONEY

Our strategy of "honing our niches" has allowed us to maximize value in terms of outcomes. The two examples that follow show how impact can be created with relatively modest budgets, when we focus on traditionally underserved policy areas.

THE CRIME AND CONFLICT NEXUS PORTFOLIO

The budget for this portfolio averaged approximately \$276,600 yearly over 2024 and 2025.

In that period, the portfolio's achievements included:

- Changes to two U.S. pieces of legislation on tackling the trade of illegal drugs
- Shaping the mechanism to tackle stimulants adopted by the EU's relevant agencies
- Catalyzing the adoption of a regional mechanism to counter stimulants in the Middle East

THE GENDER POLICY PORTFOLIO

The budget for this portfolio averaged approximately \$200,200 yearly over 2024 and 2025.

In that period, the portfolio's achievements included:

- Shaping the implementation plans for Women, Peace and Security across four U.S. federal executive departments (after having shaped the national strategy)
- Shaping the language of a House of Representatives resolution on the role of the U.S. in eliminating sexual violence in conflict
- Shaping NATO's military guidance on WPS in military missions, operations and activities, especially on conflict-related sexual violence



Contact

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