

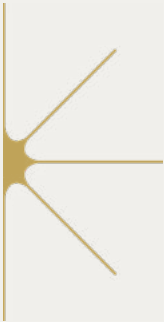


NEW LINES INSTITUTE

FOR STRATEGY AND POLICY

ANNUAL REPORT 2020-2021

Contents



Foreword	3
Introducing the New Lines Institute for Strategy and Policy	4
The New Lines Institute’s Expert Analysis	7
Areas of Interest	8
Contributing to Public Debate	9
New Lines Magazine	11
The New Lines Institute in the Media	12
The New Lines Institute Team	16
Financial Information	17





Foreword



Welcome to the first institutional report for the New Lines Institute for Strategy and Policy. I am delighted to introduce this summary of our activities for nearly the past two years, given the uncertain circumstances created by the pandemic.

Where can I begin? Since we started, so much has changed in the countries and cultures that we focus on at the New Lines Institute.

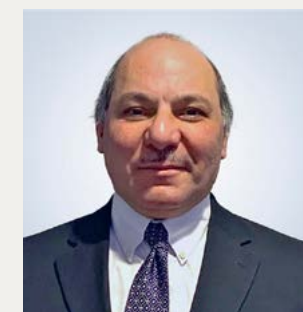
Looking at our countries of study, many have experienced turbulence and turmoil. From one end of Eurasia to the other, violent conflict has erupted. And with a change in administration in the U.S. ushering in President Joe Biden, the evolving shape of U.S. foreign policy is once again up for debate.

Recent events have only reinforced my conviction that the work we do at the New Lines Institute is essential. As the world becomes ever more complicated, with ever more surprises, there's a growing need for sharper analysis and articulation of the challenges at hand. Only through this can we understand what is happening and why, and what policy responses will lead to the best outcomes.

Looking internally, we have evolved considerably in terms of our mission and programs. There is a short section in this report explaining more about this evolution, including some work conducted more clearly defining and articulating the New Lines Institute's purpose. From a personal

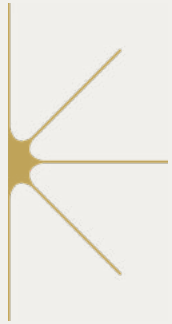
perspective, I believe this speaks to who we are, what we do, and our vision for the future. In short, we believe that effective foreign policy requires a long-term vision. Geopolitics is multi-layered, and good decisions come from diversity of thought. We intend to give a platform to those who don't always have a voice, to help us tell a more multi-layered story and ultimately reach better decisions.

This report explains how we have worked toward these aims since our inception. If you are inspired by what you read, and wish to collaborate or contribute to the shared goals of the New Lines Institute, feel free to reach out to us.



Dr. Ahmed Alwani

Introducing the New Lines Institute for Strategy and Policy



During the summer of 2020, we committed to enhancing the quality of the foreign policy conversation in the U.S. capital and by extension across the globe. Early in 2021, we began to better define and articulate the New Lines Institute’s purpose: who we are and what we stand for. We took this as an invaluable opportunity to revisit our strategy for delivering the impact we want to have:

We’re a non-partisan think tank, focused on U.S. foreign policy. We approach it based on a deep understanding of regional geopolitics and the value systems of those regions. We believe that effective foreign policy requires a long-term vision, rather than the short- to medium-term view that often prevails in Washington, D.C.

THE CHALLENGE

In a “post-truth” era in which trust in facts has become increasingly compromised, it’s our view that evidence-based policy has never been more important. Nor has it been harder to achieve.

We have witnessed extraordinary feats of human courage, dashed revolutionary hopes, genocide, war, and the largest refugee crisis since World War II. We believe that conventional wisdom and policy advice based on abstraction, ideology, and

superficial understanding of other regions has not served our policymakers well. As political, territorial, and philosophical “lines” shift, so must our approach to grappling with them and developing new lines of thinking.

Yet the conduct of international policy is as ideological as it has been since the end of the Cold War, for a number of reasons: the polarization of political discourse and the rise of populism in the West, China’s growing assertiveness on the international stage, and Russia’s confrontational attitude toward the West.

Growing tensions between each of these major factors have provided the running tracks for most of the United States’ policies toward the rest of the world. Add to this the issues that have shaped Western public perceptions of non-Western states and societies over the last decade: the Arab Spring, the rise and fall of ISIS, an aggressive Russia, a rising China, and the growing instability in South Asia.

We believe that in the face of such dynamic political environments, it is crucial that the U.S. takes a long-term view in its foreign policy and strategy.

OUR SOLUTION: THE NEW LINES INSTITUTE

In these circumstances, policy makers need advice that leverages the latest insight, reflects the complexity of the situation on the ground, and helps them take the long view they need to develop effective policy.

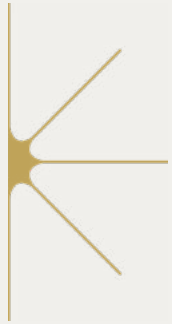
The multi-layered and complex nature of geopolitics is not easy to convey, however. Policymakers are time-poor and rarely experts in the minutiae of international affairs themselves.

In this context, the nuance, language, and format of research and analysis does not always translate into clarity from a policy point of view. Inevitably, policymakers – just like every human being – are prone to following the most compelling narrative that helps them make sense of this complexity. Policymakers don’t just want facts – they want arguments.

This is where we believe we can make a real difference at the New Lines Institute by seeking to address the gap between academic research on the one hand and what policymakers need on the other.



Key Principles



The New Lines Institute is driven by five key principles:

1. Peace

The foundation on which we build prosperity and human fulfillment.

2. Development

The process by which we reach our potential, as human beings and societies.

3. Community & Citizenship

A sense of belonging to something bigger than ourselves – be it global, national, or local.

4. Character

The expectation that all leaders should make brave decisions in good faith and in a principled way.

5. Stewardship

A sense of responsibility and care toward all people and things that depend on us.



OUR VISION:
WHAT WORLD DO WE WANT TO SEE?

A world that fulfills its potential and in which people and nations can thrive.

OUR MISSION:
WHAT IS OUR ROLE IN GETTING THERE?

To provoke principled and transformative leadership based on peace and security, global communities, character, stewardship, and development.

OUR PURPOSE:
WHY DO WE DO WHAT WE DO?

To shape U.S. foreign policy based on a deep understanding of regional geopolitics and the value systems of those regions.

*Our vision is inspired by the principles of
“spiral dynamics.”*

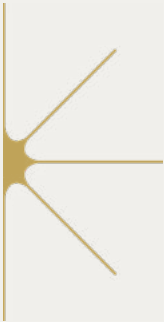
*This approach takes a holistic view of the world and
societies, recognizing their interconnectedness, and
aims to achieve harmony and balance.*

*We believe in a universal connection among people
based on core principles regardless of race, religion,
color, origin, ethnicity, or any other factor.*

We call on world leaders to join us in this journey.



The New Lines Institute's Expert Analysis



Following experimentation with different formats and approaches to disseminating expert analysis, opinion, and policy recommendations, the New Lines Institute is becoming recognized for a selection of regular contributions to the foreign policy agenda. Our analysis has four distinct formats:

NET ASSESSMENT

The Net Assessment, the New Lines Institute's flagship publication, focuses on a specific topic. Authored by experts on the topic, it explains why the issue unfolded in the way it did and how it will likely evolve barring any interventions. It concludes with suggestions on countermeasures that U.S. policymakers can engage in to mitigate risk.

TERRAIN ANALYSIS

The Terrain Analysis is a distinctive policy product that captures the granular nuances of issues of strategic relevance in order to explain why the actors involved behave the way they do. It offers balance between the big picture and various smaller contributing elements. Terrain Analyses are intended to improve situational awareness on underappreciated yet strategically vital topics.

POLICY REPORT

The Policy Report combines concise analysis with concrete policy advice. In keeping with our innovative analytical methodology, the report proposes recommendations distilled from analysis and forecasting. The Policy Report is thus different from all our other products in that it is prescriptive-heavy, being designed to provide actionable solutions for resolving complex policy challenges.

INTELLIGENCE BRIEFING

The Intelligence Briefing constitutes our vehicle to deliver information that is not publicly available or that concerns a subject that very little is known about. Intelligence Briefings are highly focused assessments of select issues that we feel policymakers should understand at the granular level. While rich in details, the briefing goes beyond a compilation of raw data, analytically weaving it together to illuminate the bigger picture.

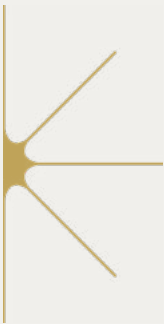


2021	90 publications
	74 authors

including policy papers and analyses on:

- The U.S. withdrawal from Afghanistan
- Militias in Iraq
- Russian military deployments
- Gender issues in geopolitics
- Political and humanitarian effects of climate change
- Growing tensions between Russia and Ukraine

Areas of Interest



HUMAN SECURITY UNIT

Power Vacuums Program

The Power Vacuums Program focuses on key sites of relative disorder, where governance, security, and formal economic systems of control break down and give way to new levels of instability. The program zeroes in on these vacuums and their security landscapes, along with their vulnerability to interstate competition; direct conflict; humanitarian crises; and major changes in regional, national, or local balances of power. The Power Vacuums program not only studies how conflicts arise and end but also their spillover effects and impact on regional geopolitics, politics, economic conditions, and human security.

As the Power Vacuums Program develops, it seeks to become one of the leading sources of analysis on existing and emerging ungoverned spaces, contested territories, and displacement challenges of key interest to the United States.

Nonstate Actors Program

Nonstate actors have a disproportionate importance in geopolitics, filling a vacuum created by the low legitimacy and poor governance of many regimes. This program within the Human Security Unit focuses on a broad spectrum of nonstate actors, including militant groups, nonviolent Islamists, political parties, organized crime, and civil society organizations.

State Resilience and Fragility Program

The State Resilience and Fragility Program analyzes how states and state-like actors across the world adapt to internal and external stimuli to try to retain control over their territory and populations. The program is further interested in how authoritarian and hybrid regime types transfer methods and tools of population management to each other internationally, such as the use of emerging technologies applied for social control. This program also provides timely and actionable recommendations for U.S. and allied policymakers to contend with a changing geopolitical landscape where authoritarian and hybrid regimes with growing authoritarian characteristics are becoming more prevalent.

SUSTAINABLE FUTURES UNIT

The New Lines Institute is in the process of building another division tentatively called Sustainable Futures. This new unit will complement existing work under the Human Security Unit. While Human Security deals with short- to medium-term issues, largely centered around insecurity in countries and regions of the world that the Institute focuses on, Sustainable Futures will concentrate on medium- to long-term challenges in these geographies.

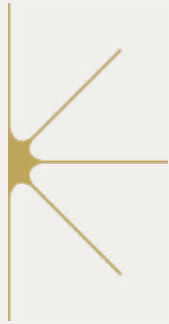
The forthcoming unit's work will entail providing policy options for the United States to help stabilize countries that have seen a significant decline in violence and unrest and from there steer them toward development paths. The addition of this new unit will thus allow the New Lines Institute to focus on the full cycle of our organization's work, from the conditions of conflict to stabilization and onward to development. We recognize, however, that development is not necessarily linear and is often characterized by a complex interplay between various socioeconomic, political, and institutional factors with local, regional, and international

dimensions. The new unit will take these complexities into account as it charts pathways toward long-term growth and prosperity in its target countries.

SPECIAL INITIATIVES

Special Initiatives focuses on specific issues that warrant more consideration than they have received, such as the Uyghur genocide, the Rohingya genocide, and child protection in armed conflict. Recent Special Initiatives projects include the Climate Migration Series, which focuses on the looming threat of climate change and its effects on global demographics, and the Gender Policy Project, which seeks to enhance the role of gendered analysis in foreign and domestic policy spaces. Other initiatives include the Uyghur Scholars Working Group, the Rohingya Legal Forum, and the Refugee Standing Committee.

Contributing to Public Debate



GOVERNMENTAL ENGAGEMENTS

In 2020, the Institute had several notable government engagements. Our ISIS series was cited numerous times in the **lead inspector general's report to the U.S. Congress** on Operation Inherent Resolve from the second quarter of 2020, and Director of Special Initiatives Dr. Azeem Ibrahim testified before the **U.S. Commission on International Religious Freedom** as part of a panel at a hearing on citizenship laws and religious freedom. In 2021, New Lines programs had more than 40 governmental engagements. These included briefings, meetings, and events involving:

- The White House
- U.S. State Department
- U.S. Department of Defense
- U.S. Army
- U.S. Central Command
- U.S. Special Operations Command
- U.S. Agency for International Development
- Defense Intelligence Agency
- National Security Council
- Senate Foreign Relations Committee
- House Foreign Affairs Committee
- United Nations
- British Embassy in Washington, D.C.
- Foreign ministries of several U.S. international partners

EVENTS

- The New Lines Institute held an event on the geostrategic importance of Central Asia moderated by Power Vacuums Program head Caroline Rose and featuring panelists Dr. Erica Marat of the Department of Defense's National Defense University; Dr. Daniel Markey of the U.S. Institute of Peace and Johns Hopkins University's School of Advanced International Studies Foreign Policy Institute; Dr. Jennifer Murtazavishili of the Carnegie Endowment for International Peace and the University of Pittsburgh; and the New Lines Institute's Director of Analytical Development, Dr. Kamran Bokhari.



Our high-quality work led the University of Pennsylvania to name us one of the Best New Think Tanks of 2020 in its Global Go-To Think Tank Index.



- The Institute co-hosted an off-the-record panel discussion with the International Tax and Investment Center (ITIC) on U.S.-Kazakh relations, moderated by Rose and featuring Dr. Bokhari, Kazakh Ambassador to the U.S. Yerzhan Ashikbayev, Special Representative of the President of Kazakhstan for International Cooperation Erzhan Kazykhan, U.S. State Department Acting Deputy Coordinator for Counter Terrorism Irfan Saeed, Congressman Jimmy Panetta, Deputy Assistant Trade Representative for South and Central Asia Zeba Reyazuddin, ITIC Director of the Energy Growth and Security Program Dr. Ariel Cohen, and ITIC President Daniel Witt.
- The Institute also hosted an in-person panel discussion on the U.S. strategy for Pakistan and South Asia, moderated by Rose and featuring Dr. Bokhari and Mosharraff Zaidi,

the former principal adviser to Pakistan's foreign minister.

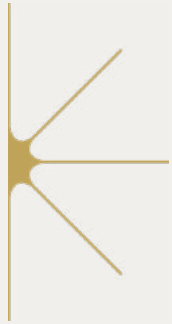
- The Power Vacuums Program organized and served as the lead on the Human Security Unit's first National Policy Exchange visit to the Austin, Texas, area where the team engaged with Texas policymakers, national security leaders, military officials, and experts from the University of Texas' Clements Center for National Security and Robert Strauss Center for International Security and Law.
- In partnership with the Sana'a Center for Strategic Studies, New Lines held two webinars: "[Six Years Since Operation Decisive Storm on Yemen: What Has Been Achieved?](#)" on March 26, 2021, and "Is There a Role for the U.S. in the Yemen Peace Process?" on Oct. 6, 2021.

- More than 200 people registered for the Special Initiatives conference "[Gender and Genocide in the 21st Century](#)." Special Initiatives also held four webinars in 2021: a book talk on "[A Nation of Immigrants](#)," [Gendering the Uyghur Genocide](#), Child Marriage in the U.S., and [Biden's New Gendered Approach to Policy](#).
- Nicholas A. Heras, head of the State Resilience and Fragility Program, was a panelist at a variety of events. He participated in a Center for a New American Security panel discussion on the adverse effects of economic sanctions on humanitarian efforts in Syria, and an Egypt Watch webinar on human rights in Egypt and U.S. policy concerning the country. He also met with senior government officials from the U.S., European Union, the United Nations, Russia, and Middle Eastern states

to discuss Syrian conflict scenarios at a Geneva Center for Security Policy event.

- Dr. Azeem Ibrahim, director of Special Initiatives, took part in the G7 Panel on Economic Resilience in London and a G7 roundtable. New Lines was represented alongside the World Trade Organization's chief economist, the deputy director of policy for the Organization for Economic Cooperation, and the dean of the Blavatnik School at Oxford University.
- Dr. Ibrahim also participated in the COP26 climate change conference in Glasgow. He highlighted the international security implications of climate change refugees and climate migration.

New Lines Magazine



New Lines Magazine was founded in October 2020 to serve as a repository for the best ideas and writing about the Middle East and beyond. It specializes in long-form essays, including reportage, arguments, and memoirs, which bring together politics, culture, and history.

Praised as “The New Yorker of the Middle East,” New Lines Magazine originally was part of the New Lines Institute for Strategy and Policy. However, after a highly successful launch, the magazine has become its own organization. The New Lines Magazine staff is led by its Founder and Editor-in-Chief Hassan Hassan.

New Lines, as the name implies, is about shifting boundaries. In one sense, the boundary we wanted shifted was how Western media covered global affairs. We also wanted to rethink our understanding of the world.

In its first year, the magazine published 371 essays written by 408 authors from across the globe. The essays amplified voices that transcended tidy, prefabricated narratives. The magazine also launched a podcast series and multiple popular newsletter offerings, including “Letter from Kabul” and news briefings called “Turujman.”

The young publication has outgrown many established institutions in terms of consistent reach, traffic, prestige, and effectiveness. It

gained more than 20,000 followers on Twitter, thousands of followers on other social media platforms, and thousands of newsletter subscribers with high opening rates. Traffic grew by 221% between January and December 2021, and by 322% since the launch in October 2020. A little over 50% of readers are from the U.S., followed by 21% from the U.K.

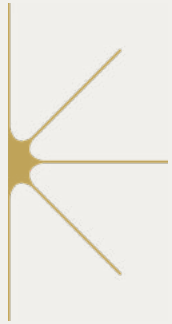
In one year, the magazine has demonstrated its ability to cover major world events as they unfolded, which won it high praise as outperforming legacy media, particularly on Afghanistan, Armenia, the Uyghurs and Ukraine. Fazlminallah Qazizai provided an extraordinary dispatch from Sangin in Helmand province, foreshadowing the return of the Taliban to power in Afghanistan. Weeks before the U.S.-trained security forces stood by as the Taliban took over Afghanistan, Filippo Rossi and Emanuele Satolli revealed how local and foreign actors had given up on the Afghan forces and started relying on militias to prepare for fighting against the Taliban. The magazine also published the most comprehensive anatomy of Russia’s mercenary army, the Wagner Group. An essay by Mat

Nashed in May predicted the coup in Sudan. James Barnett offered an unprecedented look inside Nigeria’s bandits and militias.

Our writers were nominated for awards, produced their first English essays through the publication, covered events as they unfolded, predicted others before they happened, and triggered debates and controversies in multiple countries. Behind the scenes, there were several instances of established industry leaders making amends to certain practices due to New Lines’ coverage of such issues, and representatives of legacy media seeking advice from the magazine’s editors on how to better cover the world or improve their coverage. Essays were put on the tables of high-level officials from across the world, and have become required reading for diplomats, specialists, and general readers everywhere.



The New Lines Institute in the Media



Amplifying the views of our experts in the public sphere is key to affecting change. Our experts have frequently appeared in influential media outlets, shaping public discourse.

2021 MEDIA HITS

In 2020, almost 50 media outlets turned to our experts for quotes and information. In 2021, that number grew to more than 100. New Lines had more than 300 media engagements, including interviews, citations, and op-ed publications in outlets including the [BBC](#), [CNN](#), [New Lines Magazine](#), the [Washington Post](#), [NPR](#), the [Wall Street Journal](#), [Vox](#), [Agence France Presse](#), the [Dhaka Tribune](#), [Forbes](#), and the [South China Morning Post](#).

INTERVIEWS

Our team responded to interview requests on some of the biggest stories of the last two years, such as the Qassem Soleimani killing in January 2020, the Beirut explosion, the COVID-19 pandemic, the Afghanistan crisis, the Syria conflict, the crises facing the Uyghurs in China and the Rohingya in Myanmar, and U.S. politics and protests.

OP-EDS

Members of our team authored op-eds that were printed in 19 different publications in 2020, including Politico, The National Interest, Foreign Policy, and The National.

- Special Initiatives Director Dr. Azeem Ibrahim was named an official columnist with [Foreign Policy](#).
- Deputy Director (now Director) of the Human Security Unit Faysal Itani, who worked at the port in Beirut in his youth, wrote an op-ed about the deadly blast at the port, for [The New York Times](#).
- Director of Analytical Development Dr. Kamran Bokhari wrote a piece about the domestic vulnerabilities the ayatollah faces in Iran that was published in [The Wall Street Journal](#).



SOME OF NEW LINES' MORE NOTABLE EXTERNAL PUBLICATIONS IN 2021 INCLUDED:

- Nonresident Fellow Eugene Chausovsky's op-ed on [the West's need for Russian gas](#) in Foreign Policy, and his op-ed on the [seventh anniversary of the annexation of Crimea](#) in The National Interest
- Analytical Development Director Dr. Kamran Bokhari's op-ed on [Central Asia's importance in dealing with China](#) in the Wall Street Journal
- Senior Analyst for Special Initiatives Emily Prey's piece on [China's persecution of the Uyghurs and the world's understanding of genocide](#) in Praxis: The Fletcher Journal of Human Security.
- Dr. Bokhari's op-ed on how the [United States can exit Afghanistan and counter China](#) at the same time, published in The National Interest.
- Dr. Bokhari's op-eds in the Wall Street Journal on the [aftermath of the fall of the Afghan state](#) on Pakistan and China and on [the Taliban and ideological purity](#).
- Dr. Bokhari's essay in New Lines Magazine on [the coming Turkish-Iranian confrontation](#).



COVERAGE SPOTLIGHTS

AFGHANISTAN

When the United States withdrew its forces from Afghanistan in August and the Taliban retook the country, media outlets turned to New Lines for answers to questions about the crises that erupted. Our experts spoke on a [VOA News podcast](#) about the Taliban takeover and its geopolitical ramifications, the resurgence of transnational jihadist groups like the Islamic State, and the coming humanitarian crisis. Analytical Development Director Dr. Kamran Bokhari wrote two op-eds for the Wall Street Journal regarding Afghanistan: one on [Uzbekistan's potential role](#) there, and one about [threats to the Taliban's](#) unity. Dr. Bokhari also appeared on [BBC World](#) and [TRT World](#) to discuss the Taliban Takeover, made [two appearances](#) on [CTV News](#) to discuss Afghanistan, and was interviewed by [CBC's Canada Tonight](#) and [CTV News](#) about the ISIS threat in Afghanistan.

New Lines' own Afghanistan coverage included analyses concerning several facets of the U.S. withdrawal and Taliban takeover:

- [The Challenges of a Talibanized Afghanistan](#) by Rasha Al Aqeedi, Dr. Kamran Bokhari, Nicholas A. Heras and Caroline Rose
- Podcast: [What Comes Next in Afghanistan](#) by Caroline Rose, Rasha Al Aqeedi, Nicholas A. Heras and Dr. Kamran Bokhari
- [Iran's Strategy in Afghanistan: Pragmatic Engagement with the Taliban](#) by Neda Bolourchi
- [Roamings and Reflections: Afghanistan's 'Digital Dunkirk'](#) by Nicholas A. Heras and Sasha Ghosh-Siminoff
- [Alliances Were Key to the Taliban Takeover of Afghanistan](#) by Antonio Giustozzi

- [Turkey's Transforming Political and Security Relationship with Afghanistan](#) by Umer Karim
- [The Challenges of a Post-American Afghanistan](#) by Nicholas A. Heras, Rasha Al Aqeedi, Caroline Rose and Emily Prey

CLIMATE CHANGE

Over 100 world leaders, diplomats, and scientists gathered in Glasgow for the COP26 — nearly two weeks of discussions on how to mitigate and adapt to human-induced climate change. The New Lines Institute's Director of Special Initiatives, Dr. Azeem Ibrahim, was among the participants highlighting the international security implications of climate change refugees and climate migration.

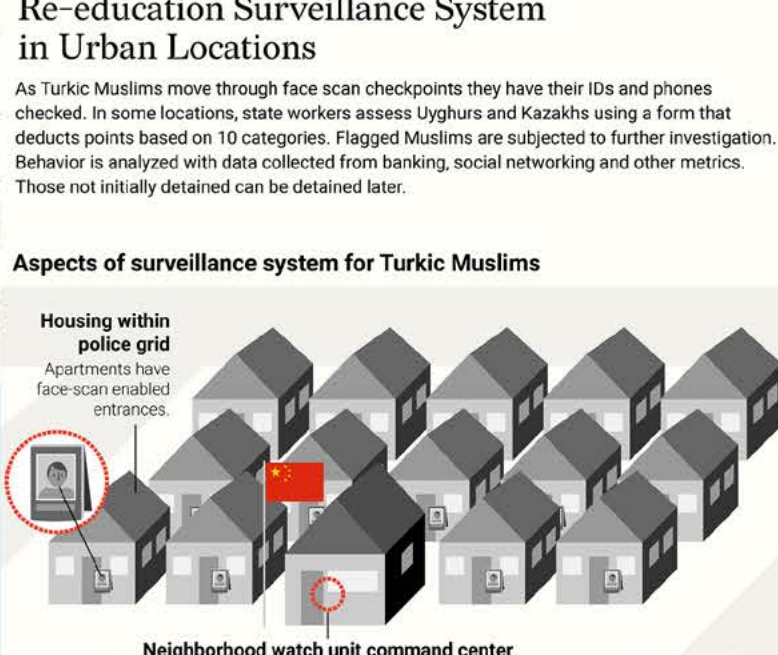
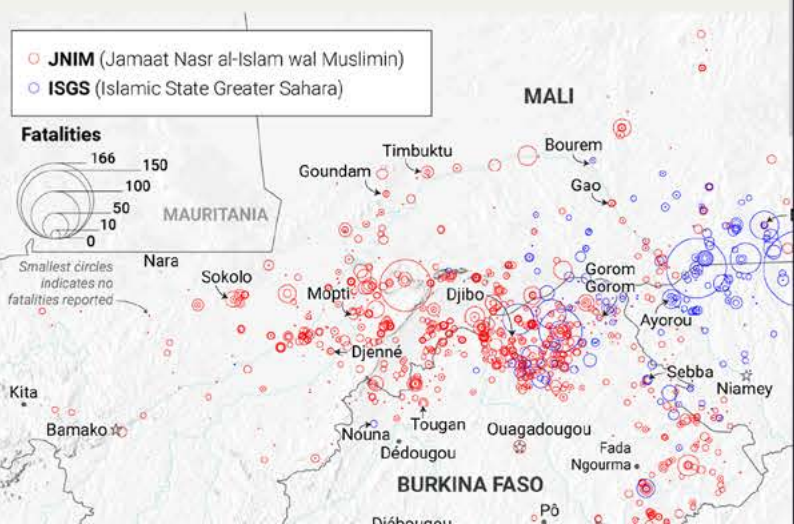
See the latest from the New Lines Institute's Climate Migration Series here:

- [The Coming Crisis of Climate Displacement](#) by Dr. Andrea C. Simonelli

- [Climate Change and Mobility: An Agenda for the United States](#) by Dr. Susan Martin
- [The Coming Climate Migration Crisis in the Middle East and North Africa](#) by Kate Fanning, Yossi Mekelberg
- [Climate Change-Driven Disease: How the U.S. Can Protect Migrants](#) by America Lutz, Kacey C. Ernst, Leila Barraza and Pablo A. Reyes Castro

ISGS and JNIM Attacks in the Mali-Niger-Burkina Faso Tri-Border Region

March 2017 to May 2020



UYGHUR HUMAN RIGHTS

The Institute, in cooperation with the Raoul Wallenberg Centre for Human Rights, published a policy report illustrating how China has breached the 1948 Genocide Convention. The report is the first independent expert application of the 1948 Genocide Convention to the ongoing treatment of the Uyghurs in China and contributed to the discussion of the issue in Washington and Europe. Following the report's publication, New Lines held an hourlong panel discussion on the topic.

FAR-RIGHT MOVEMENTS

New Lines published a good deal of work on far-right movements, their growth, and their effects on the future of terrorism:

- The Three Percenters: A Look Inside an Anti-Government Militia by Alejandro Beutel and Daryl Johnson
- Under the Guise of Aid: The Far-Right French NGO Allegedly Supporting War Crimes in Syria by Inès Daif and Stéphane Kenech
- What Terrorism Will Look Like in the Near Future by Colin Clarke and Rasha Al Aqeedi

IRAN AND TURKEY

The Institute kept watch on Iran and Turkey, two major players in the Middle East. We covered Iran's military ambitions, Tehran's strategy for dealing with the Taliban, and what to expect under Iran's new president, Ebrahim Raisi:

- Iran's Military Space Program Picks up Speed by John Krzyzaniak
- Iran's Strategy in Afghanistan: Pragmatic Engagement with the Taliban with the Taliban by Neda Bolourchi
- What a New Naval Vessel Says About Iran's Ambitions at Sea by Joseph Bunyard
- Podcast: Forecasting Raisi's Reign in Iran

Our coverage of Turkey included series dedicated to Kurdish politics and Turkey's growing military might. Kayla Koontz wrote a three-part analysis on how Kurdish parties stay alive in Turkey:

- Turkey's Undead Pro-Kurdish Political Parties, Part 1: Local Representation
- Turkey's Undead Pro-Kurdish Political Parties, Part 2: National Representation

- Turkey's Undead Pro-Kurdish Political Parties, Part 3: The HDP Enters Mainstream Politics
- Ali Bakir wrote a two-part analysis of Turkey's increasing hard power capabilities:
- Mapping The Rise of Turkey's Hard Power
- Mapping The Rise of Turkey's Hard Power, Part 2: Domestic Industry

FORMER SOVIET UNION

New Lines published a variety of analyses dealing with political and military situations in the former Soviet Union, including an analysis that foretold of a likely major military action involving Russia and Ukraine:

- Russia's Military Buildup and Fears of Major Conflict by Sim Tack
- Russia's Extraterritorial Military Deployments by Jeff Hawn
- Azerbaijan's Dangerous New Escalations by Neil Hauer
- Roamings and Reflections Podcast: Connecting Eurasia from Baku to Kyiv

INFOGRAPHICS FOR ANALYSES (L-R):

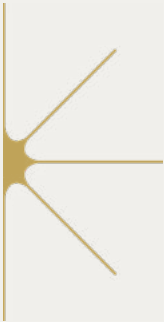
- "ISIS in Africa: The End of the 'Sahel Exception'" by Wassim Nasr
- "Iran's Strategy in Afghanistan: Pragmatic Engagement with the Taliban" by Neda Bolourchi
- "America's Global Retreat and the Ensuing Strategic Vacuum" by Ariel Cohen
- "The Evolution of China's 'Preventive Counterterrorism' in Xinjiang" by Stefanie Kam and Michael Clarke

MOST-READ PIECES ON OUR WEBSITE:

1. [The Uyghur Genocide: An Examination of China's Breaches of the 1948 Genocide Convention](#)
2. [What About the Boys: A Gendered Analysis of the U.S. Withdrawal and Bacha Bazi in Afghanistan](#)
3. [Coercive Labor in Xinjiang: Labor Transfer and the Mobilization of Ethnic Minorities to Pick Cotton](#)
4. [A Thousand Hezbollahs: Iraq's Emerging Militia State](#)
5. [What Terrorism Will Look Like in the Near Future](#)
6. [Saudi Arabia & UAE: Competition Among Allies](#)
7. [Russia's Extraterritorial Military Deployments](#)
8. [Mapping The Rise of Turkey's Hard Power](#)
9. [Alliances Were Key to the Taliban Takeover of Afghanistan](#)
10. [ISIS in Africa: The Caliphate's Next Frontier](#)



Social Media Growth



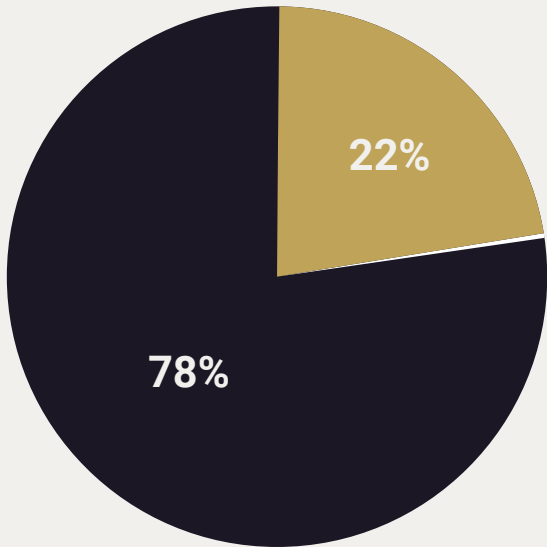
Editorial Mentions2.8k

(the number of appearances in articles)

Potential Reach15.6b

(approximate number of article views the Institute appeared in)

914 articles were shared 368.7k times on social media



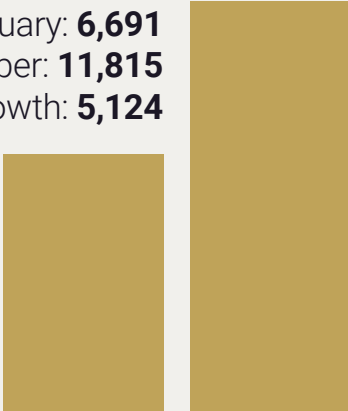
- Facebook: 286.7k
- Twitter: 82k
- LinkedIn: 277

Social Echo; Jan 1, 2021 – Dec 31, 2021

Twitter Follower Growth

Total followers: 11.8k
Total engagements: 97.2k
Total impressions: 4.6M
Total outbound tweets: 2.32k
Total video views: 15k
Post link clicks: 15.9k

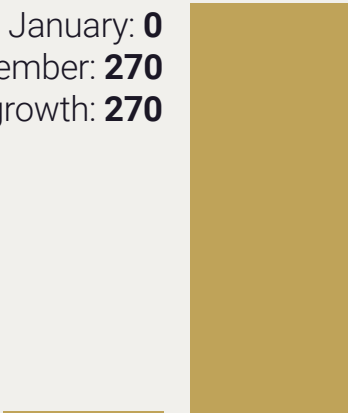
January: 6,691
December: 11,815
Total growth: 5,124



Facebook Follower Growth

Total fans : 270
Total engagements: 856
Total posts: 624
Total impressions: 22.5k
Total video views: 983
Post link clicks: 172

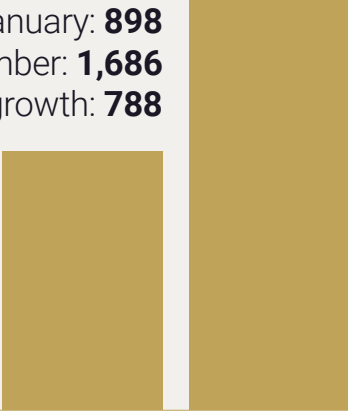
January: 0
December: 270
Total growth: 270



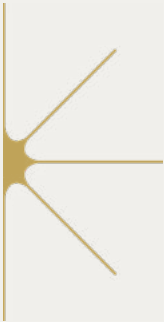
LinkedIn Follower Growth

Total followers: 1.69k
New followers: 814
Total engagements: 2.76k
Total Updates: 861
Total update impressions: 62.8k
Total page views: 6.62k
Post link clicks: 1.69k

January: 898
December: 1,686
Total growth: 788



The New Lines Institute Team



The New Lines Institute continues to expand its work and has built a core staff with decades of knowledge and experience in geopolitical analysis.

LEADERSHIP

Dr. Ahmed Alwani
Founder and President

Dr. Kamran Bokhari
Director, Analytical Development

Nicholas A. Heras
Deputy Director, Human Security Unit

Dr. Azeem Ibrahim
Director, Special Initiatives

Faysal Itani
Director, Human Security Unit

Kareem Makhlouf
Director, Operations and Communications

STAFF

Sabrine Baiou
Coordinator, Operations

Robin Blackburn
Managing Editor, Analytical Development

Robert Calzada
Graphics Editor, Analytical Development

Eugene Chausovsky
Senior Analyst and Program Head,
Training and Analytical Products

Alice Hickson
Program Analyst, Power Vacuums

Robert Inks
Senior Editor, Analytical Development

Minna Jaffery-Lindemulder
Content Manager, Analytical Development

Carolyn Moorman
Research Assistant, Nonstate Actors Program

Tammy Palacios
Senior Analyst and Program Head, Nonstate Actors

Emily Prey
Senior Analyst, Special Initiatives

David Raikow
Senior Fellow for Political Systems

Caroline Rose
Senior Analyst and Program Head, Human Security Unit

Calvin Wilder
Analyst, Nonstate Actors Program

NON-RESIDENT FELLOWS

Alejandro Beutel
Sasha Ghosh-Siminoff
Jeff Hawn
Daryl Johnson
Munira Mustaffa
Elizabeth Tsurkov

INTERNS

Gabriela Cipolla
Research Intern, Special Initiatives

Brianna Cooper
Research Intern, Nonstate Actors Program

Alec Dionne
Communications Intern, Operations

Zahraa Farouk
Communications Intern, Operations

Claudia Gago Ostos
Research Intern, State Resilience and Fragility Program

Courtney Messer
Research Intern, Nonstate Actors Program

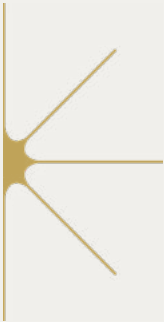
Abdallah Salha
Research Intern, Nonstate Actors Program

Aram Shabanian
Nonstate Actors Program Intern

Shereen Shah
Research Intern, Special Initiatives

Daniel Turner
Power Vacuums Program Intern

Financial Information

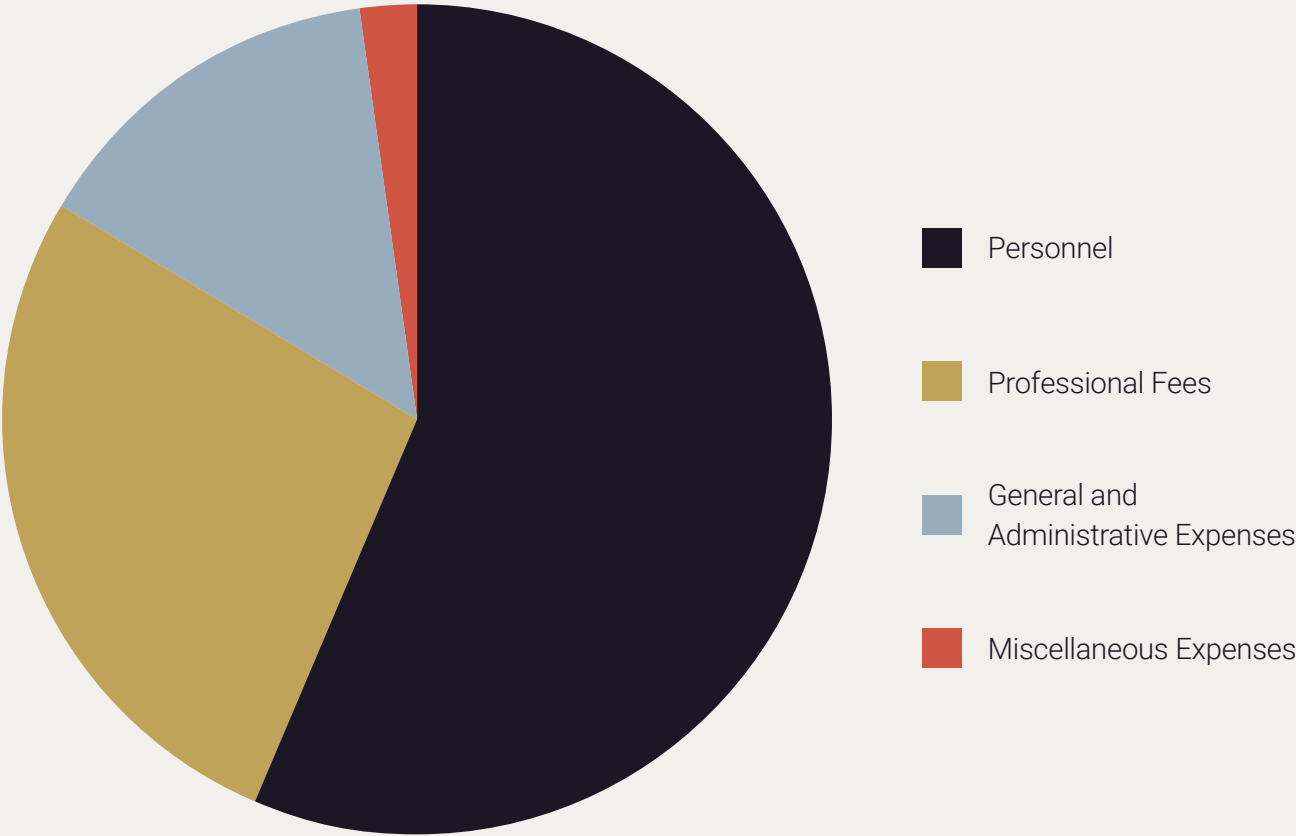
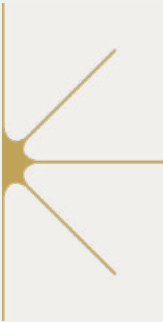


Funding for the New Lines Institute is provided by the Fairfax Educational Foundation, a 501(c)(3) Nonprofit registered in the State of Georgia.

The New Lines Institute accepts research grants and charitable donations from U.S. individuals and registered legal entities in support of its research priorities, and 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 its 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.

The New Lines Institute’s 2021 Expenditures



Personnel	1,716,733	56%
Professional Fees	833,232	27%
General and Administrative Expenses	434,728	14%
Miscellaneous Expenses	73,034	2%
	3,057,727	100%



NEW LINES INSTITUTE

FOR STRATEGY AND POLICY

1776 Massachusetts, Ave N.W. Suite 120, Washington, DC., 20036, United States



The New Lines Institute for Strategy and Policy

<https://www.linkedin.com/company/new-lines-institute/mycompany/>



The New Lines Institute for Strategy and Policy

<https://www.facebook.com/NewLinesInst>



info@newlinesinstitute.org



[@NewlinesInst](https://twitter.com/NewlinesInst)
