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When OEF was drafting its core values in 2014, I was mindful that words on a page are meaningless unless they inspire action. I am pleased to report that each of our four programs exemplified OEF core values in 2015.

At the top of our list is EXCELLENCE in everything we do. The policymakers and civil society leaders we seek to inform require high-quality ideas, messages, and work products. Successfully competing for their attention calls for exceptional professionalism that can only be achieved through talent and dedication.

This professionalism was displayed by our Secure Fisheries team in their 2015 report, *Securing Somali Fisheries*. The report highlighted that foreign vessels extract from Somali waters three times the number of fish that Somali fishermen extract, representing over $300 million in untapped economic potential annually. The report received wide interest from Somali fishermen and international press alike. It was the subject of an op-ed by Somali President Hassan Sheikh Mohamud, and promoted a conversation about establishing a federal fishing authority in Somalia.

Our next value, RELENTLESS EMPIRICISM, describes OEF’s commitment to being data-driven while openly assessing and re-assessing our own biases. That is why, in light of the significant uptick in battle deaths seen in 2015, OEF’s Research program structured the 2015 OEF Forum in Boston around the question of whether this new data was part of a larger trend. It was an honor to watch great minds like Gareth Evans, Sister Joan Chittister, Steven Pinker, and Nobel Laureate Jody Williams debate the question deftly and vigorously. It was also a testament to OEF Research’s commitment to relentless empiricism that a trend promoted so strongly by OEF in 2014 would be questioned so openly in 2015, in light of new evidence. OEF Research’s Monitoring and Evaluation team will incorporate empirical assessment to ensure the excellence of our programs.

OEF’s distinct focus on the LONG TERM is essential to its value-add. Many institutions do excellent work but face extremely powerful incentives to address problems with a short-term focus. OEF has the political and financial independence to think long-term, and we will leverage this comparative advantage.

This is the approach taken by Oceans Beyond Piracy against the scourge of piracy. When most organizations concentrate on suppressing the symptoms of maritime piracy, OBP is focusing on prevention and sustainable long-term solutions. This is done by helping nations cooperate for greater control and a more effective Rule of Law at sea. OBP is helping Togo lead an African Union summit on maritime security and safety.

In SOLVING PROBLEMS BY ENGAGING STAKEHOLDERS, OEF ensures that we value locally relevant, systemically sustainable solutions. While others advise stakeholders on capacities they lack, we help them leverage the resources and talent they already possess. This value is also a commitment to heed the caution that “What you do for me but without me, you do against me.”

Shuraako’s Somali Investment Forum represented this commitment in action. The Forum consisted of 337 participants, half of whom were Somali entrepreneurs and diaspora investors, while the other half were Somali investors, policymakers, chambers of commerce and donors. At the Forum, entrepreneurial talent and the high-quality business plans catalyzed $1.2 million of new investment into Somali businesses. By engaging stakeholders, Shuraako was able to connect talent with capital and help provide sustainable alternatives to piracy and violence.

As OEF continues to grow, our success depends on exceptional people driven to achieve measurable results with long-term, systemic impact. By living OEF’s values, our programs are laying a solid foundation for growth. We thank our partners, advisers, and staff for their dedication in making OEF programs successful in 2015.

Sincerely,

Marcel Arsenault, Founder
OEF Program Structure
OEF’s Oceans Beyond Piracy program addresses maritime piracy and violence at sea by mobilizing stakeholders from across the maritime community and promoting long-term solutions at sea and on shore.

**WESTERN INDIAN OCEAN REGION**

OBP continues to support a long-term and sustainable framework to fight piracy off the Horn of Africa. Their analysis shows that pirates operating in the Western Indian Ocean possess the capability and intent to attack vessels transiting the region, as demonstrated by the capture in March of two Iranian dhows believed to be illegally fishing. Through capacity-building efforts in Somalia, as well as continued engagement with governments, industry, and civil society, OBP works to address the root causes and motivations of piracy.

**GULF OF GUINEA**

Violent maritime crime continues to pose a challenge to Gulf of Guinea countries. While the overall numbers of attacks have fluctuated, they remain unacceptably high. Moreover, violence against seafarers continues to be under-reported. OBP continues its engagement with government, industry, and civil society stakeholders in Gulf of Guinea states to improve maritime security in the region.

**SOUTHEAST ASIA**

With the release in 2015 of the *State of Maritime Piracy 2014*, OBP began to examine piracy and armed robbery against ships in Southeast Asia, and estimated that in 2014 more than 3,600 seafarers were onboard vessels exposed to these crimes. OBP works with the shipping industry, regional organizations, media, and seafarers in Hong Kong and Singapore for data collection and global engagement.

Photo by Jérôme Michelet
Oceans Beyond Piracy  2015 HIGHLIGHTS

The State of Maritime Piracy 2014 Annual Report
In June, OBP launched its annual The State of Maritime Piracy 2014 report in London. The study analyzes the economic and human costs associated with maritime piracy off the coasts of East and West Africa, and for the first time, the human costs of piracy occurring in Southeast Asia.

Support to the African Union Summit
The nation of Togo is organizing an African Union summit on maritime issues at the Heads of State level. The Togolese government has asked OBP to assist. This presents a unique opportunity to progress on a number of issues related to African maritime insecurity during a single event.

Capacity-Building in Somalia
In September, OBP developed the Maritime Communications Initiative (MCI). The MCI aims to establish Maritime Communications and Safety Centers in Bosasso, Berbera, and Mogadishu, and eventually Hobyo and Kismayo. The centers are focused on providing safety for local shipping traffic, promoting awareness of port management, and de-conflicting local shipping with international naval forces, ultimately helping to establish localized Maritime Situational Awareness along the Somali coast.

Hostage Support
OBP partners with Holman Fenwick Willan and Compass Risk Management in the Hostage Support Partnership (HSP), which facilitates humanitarian support to piracy hostages held in captivity and works to secure their release and repatriation. The United Nations Office on Drugs and Crime also provides support through the provision of repatriation flights and initial support for released hostages. The HSP provides a critical line of communication between hostages and their families, in addition to medical assistance, accommodation, food, clothes and welfare items to hostages upon their release, and where possible, while in captivity. The HSP is coordinated from Nairobi by OBP’s Regional Manager in the Horn of Africa.

The Oceans Beyond Piracy program continues to be a trusted source for the latest trends and analysis on maritime crime and piracy. OBP was referenced by more than 40 news agencies over the course of 2015.

For a comprehensive list of OBP media mentions and links to the full articles, please visit: www.oceansbeyondpiracy.org/news-list.
LOOKING AHEAD

Piracy and maritime violence continue to pose a threat to seafarers, and 2016 will be a critical year in the fight to address them. OBP will continue to seek increased security for seafarers and fishermen by improving incident reporting in order to understand the full magnitude of the violence faced by seafarers, by promoting standardized basic training for those in high-risk areas, and ensuring post-incident support. As of January 2015, at least 26 confirmed hostages remain in pirate hands and evidence suggests that pirates are now holding several other seafarers from smaller regional vessels. OBP will continue to support the work to free and repatriate the remaining hostages still being held in Somalia.

Piracy and armed robbery at sea are being addressed, but are not solved. The international community must remain ready for a rapid re-engagement and response until long-term capacity-building efforts can ensure regional ownership. OBP is dedicated to ensuring proactive and objective monitoring and reporting of incidents in high-threat areas to help inform this process.

For more information about the Oceans Beyond Piracy program and its initiatives, visit:

www.oceansbeyondpiracy.org

and follow them at:
OEF's Secure Fisheries program collects, analyzes and shares data about Somali fisheries and facilitates cooperation to combat Illegal, Unreported, and Unregulated (IUU) Fishing in the Indian Ocean.

Secure Fisheries believes that food and economic security are essential stabilizing forces that can foster peace and reduce violent conflict. Fisheries, as an important source of protein and income across Somalia, East Africa, and the greater Indian Ocean region, play a key role in achieving the food and economic security that people need to survive and flourish. When these needs are met, studies show people will be less likely to engage in criminal and other destabilizing activities.

REGIONAL FOCUS AREAS

Working at the state, regional, and global levels through three complementary focus areas, Secure Fisheries works to ensure that:

- Fisheries in Somalia are sustainably managed for long-term food & economic security;
- Aquaculture & wild fisheries in East Africa are profitable, sustainable & equitable; and
- IUU fishing in the Indian Ocean is reduced, providing small-scale fishers the opportunity to flourish.

Secure Fisheries provides science-based reporting on fisheries resources. Acknowledging the limited data available, Secure Fisheries strives to introduce new data sources and produce evidence-based analysis that can strengthen fisheries policy and improve sustainability.
Secure Fisheries 2015 HIGHLIGHTS

Supported Sustainable Fisheries in Somalia

• Completed Securing Somali Fisheries report; 1,512 total downloads, including 393 of the full report and 1,119 of supporting documents, with 200 additional hard copies of the report distributed.
• Strong peer acceptance and promotion, including accolades from the FAO, Global Ocean Commission, Adeso Africa, University of British Colombia (UBC), MRAG, Maritime Piracy Humanitarian Response Programme, and Somali fishers and authorities.
• Established critical partnerships, including with the Somali Office of the President, the FAO, United Nations Office on Drugs and Crime (UNODC), Fish-i Africa, Indian Ocean Commission, Interpol, and UBC.
• Co-chaired meeting to further a Somalia Fisheries Agreement between regions.
• Impacted investment decisions in Somali fisheries sector through consultation on fisheries sector loans and sustainability goals.

Coordinated Efforts to Combat IUU Fishing in the Indian Ocean

• Co-chaired the inaugural Indian Ocean Forum on Maritime Crime (IOFMC) Fisheries Crime conference with UNODC; hosted 70 attendees from 20 nations.
• Advised U.S. State Department on Priority Areas for Reducing IUU Fishing in the Indian Ocean.

Promoted Food and Economic Security Through Fisheries in East Africa

• Received a $1.8 million grant from the National Science Foundation, along with University of Denver.
• Partnered with four African fisheries institutes and four universities to promote food security and reduce resource conflict through fisheries.
• Convened a working group meeting in Tanzania to increase scientific and data collection capacity and information-sharing across the Lake Victoria region.
• Began developing publicly available GIS database to improve access to scientific data.

IN THE PRESS

The Secure Fisheries program garnered over 161 media mentions following the release of its Securing Somali Fisheries report.

Secure Fisheries

LOOKING AHEAD

Secure Fisheries will continue its support for sustainable fishing as a means towards ensuring food and economic security for Somalis. Working with Somali governments and communities to strengthen fisheries management and build on the success of its report Securing Somali Fisheries, Secure Fisheries will:

• Support Somalis in strengthening fisheries management and achieving increased monitoring, control, and surveillance in their exclusive economic zone.
• Coordinate with OEF program Shuraako and their clients to develop a report on economic opportunities for Somali fishers.

Secure Fisheries will continue to combat IUU fishing in the Indian Ocean by:

• Engaging with governments, NGOs, and industry to identify solutions to IUU fishing in the Indian Ocean.
• Convening meetings with fishing industry to develop concrete and achievable steps to reduce IUU fishing in the Indian Ocean.

For more information about the Secure Fisheries program and its initiatives, visit:

www.securefisheries.org

and follow them at:
OEF’s Shuraako program facilitates investment in promising Somali-based businesses, fostering a marketplace that encourages economic development and stability throughout the country.

Shuraako itself is not an investor; rather it acts as a neutral broker, evaluating and managing potential investments, creating relationships throughout the supply chain, and structuring investments ranging from no-interest to Islamic-finance-compliant debt and equity. In the process, Shuraako hopes to catalyze economic development by expanding markets for goods and services and by encouraging investment and trade, which stimulate job creation. Shuraako believes that these efforts will culminate in a stronger private sector, which will contribute to greater peace and stability by means of better governance.

Shuraako’s success requires a holistic approach. Their workstreams include facilitating investments, supporting good governance, convening stakeholders, advancing market research, strengthening sectors, and sharing lessons learned.

OVERVIEW

All Shuraako photos by Jean-Pierre Larroque
Shuraako 2015 HIGHLIGHTS

Funds Facilitated:

<table>
<thead>
<tr>
<th>TOTAL DEALS MADE IN 2015</th>
<th>RESULTING IN $3.5 MILLION IN FUNDS MOBILIZED</th>
<th>SPANNING 11 DIVERSE SECTORS</th>
<th>WITH A PROJECTED CREATION OF 566 JOBS</th>
<th>SINCE 2013 SHURAAKO HAS MOBILIZED OVER $5.01 MILLION IN INVESTMENT CAPITAL (ALL SOURCES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

Portfolio at Risk (PAR): High of 7.3% and low of 4.6%

Somali Investment Forum
- Shuraako partnered with U.S. Embassy Nairobi and World Bank Group for the Somali Investment Forum (SIF) in Nairobi, Kenya, convening over 337 individuals representing stakeholders including entrepreneurs, investors, donors, and chambers of commerce to explore and facilitate job-creating investment.
- $1.2 million of known investments were facilitated by year-end 2015 as a result of the SIF.
- Select exit survey results: 88% of entrepreneurs felt more capable afterward, 73% had opportunities to obtain investment capital, and 60% made 10 or more new business contacts.

SDIS Survey and Report
- Commissioned by the International Fund for Agricultural Development (IFAD), Shuraako and OEF Research jointly conducted a mixed-method research project on diaspora remittance and investor behavior to identify typologies, drivers, and challenges. Data was collected via 11 focus groups held in 8 international and U.S. cities, combined with an online survey collecting over 950 responses from 33 countries.
- Preliminary findings were presented to IFAD in late 2015, with a full report to be publicly released in 2016.

Somali Banking Association
- At the request of the Somali banking sector, Shuraako assisted in the formation of the Somali Banking Association.
- Meetings were convened in Milan, Italy, at the Global Forum on Remittances, and in Mogadishu, Somalia.
- Shuraako provided guidance on association governance, articles of organization and bylaws, and strategic priorities with collaboration from the Center for International Private Enterprise.

Expert Forum Contributions
- Sierra Leone Diaspora Investment and Trade Stakeholders Forum in Washington, DC, hosted by the World Bank.
- Somaliland Renewable Energy Feasibility Study in Hargeisa, Somaliland, hosted by the World Bank and IFC.
SHURAAKO

LOOKING AHEAD

Somali Renewable Energy Forum
Following the success of the SIF, energy providers from Mogadishu to Hargeisa requested that Shuraako convene a renewable energy forum. In response, Shuraako created the Somali Renewable Energy Forum 2016 to be hosted in Hargeisa, Somaliland. This forum will address technology, finance, and skilled labor needs, and encourage complementarity between stakeholders for the sector’s future.

Business Associations
Shuraako has established a partnership Memorandum of Understanding with the Center for International Private Enterprise (CIPE) to facilitate training and provide technical support for business associations. Given donor interest in encouraging such an effort, Shuraako will explore strengthening this alliance and developing a joint program.

Somali AgriFood Fund – Updated—Phase 2
To date, the Somali AgriFood Fund concluded six deals totaling $1,096,360 in its first year under Shuraako management. Shuraako will complete the final review and approval of deals, and then manage the post-investment portion for a period of two years. IFAD has indicated interest in exploring a new project with Shuraako that will encourage sustainability of these and other similar investments.

For more information about the Shuraako program and its initiatives, visit:

www.shuraako.org

and follow them at:
OEF’s Research program collects and analyzes data about systems that promote good governance, convenes academics and practitioners in support of evidence-based practice, and ensures that One Earth Future continuously improves.

OVERVIEW

OEF Research is the foundation’s think tank program focused on predictors of peace and the role of good governance in supporting sustainable peace globally. OEF Research develops action-focused empirical research and promotes projects which support evidence-based practice in the field of peace and security. OEF Research also provides support to other OEF programs and oversees monitoring and evaluation for OEF as a whole.
2015 HIGHLIGHTS

Global Governance UN Discussion Series

• OEF Research, in partnership with the Academic Council on the UN System (ACUNS) and the journal Global Governance, which OEF hosts, continued a series of meetings at the UN that supported a cross-sectoral partnership between authors publishing academic research in the journal and ambassadors and UN representatives working on related issues. Conversations were hosted by The Permanent Missions of Norway and Liechtenstein, and for the first time an event was held at the Palais des Nations in Geneva with the goal of extending the discussion to the UN Geneva system.

Workshop Series with ACUNS, Global Governance, and UN University

• In July, OEF Research and ACUNS hosted the workshop “The International Drug Control Regime beyond UNGASS 2016: Perspectives from the Global South.” A resulting book and policy brief are expected to be released 2016 - 2017. The book Weak States, Strong Societies: Power and Authority in the New World Order, resulting from last year’s workshop, was published in December by I.B. Tauris Publishers.

New Partnerships

• In 2015, OEF Research extended its partnership with other institutions working to support peace, security, and global governance. They hosted a Denver launch of the Institute for Economics and Peace’s 2015 Global Peace Index. They also partnered with the Stimson Center and the Hague Institute for Global Justice for the launch of the report of the Commission on Global Security, Justice & Governance. Friedrich-Ebert-Stiftung, Germany’s oldest think tank, asked to partner with OEF Research on its UN Global Governance series, starting with the first meeting of 2016.

THE 2015 OEF FORUM

OEF Research continued the discussion about long-term trends in peace and security that started in 2014 under the name “The OEF Forum.” OEF’s 2015 report The Century of Peace? Empirical Trends in Peace and Conflict is based on the inaugural 2014 OEF Forum discussion, which identified three things that need to take place for peace to flourish: 1. Solidify and extend gains in human and economic development. 2. Increasingly bring women into economic and political life internationally, and 3. Develop systems for directly confronting and overcoming beliefs that normalize and support the use of violence.

Discussion on these tracks expanded during the two-day 2015 OEF Forum in Boston, where 21 global thought leaders came together to discuss how these goals can be developed. Based on the discussion, the research program is developing an analysis of what can be done to reinforce the existing trends and keep them progressing.
OEF Research

2015 PUBLICATIONS

2015’s impact-oriented and evidence-based publications connect academic work with policy. Many of these publications have corresponding Policy Briefs.

In Partnership with Other Institutions and OEF Programs:

External Outlets

"Social Evolution in the Shadow of Asymmetrical Relatedness" by Daniel Brian Krupp and Peter D. Taylor in the journal Proceedings B.


"The Causes and Outcomes of Coup during Civil War” by Curtis Bell and Jun Koga Sudduth in The Journal of Conflict Resolution.

"Understanding the Islamic State's Competitive Advantages: Remaking State and Nationhood in the Middle East and North Africa” by Stacey Erin Pollarda, David Alexander Poplack, & Kevin Carroll Casey in Terrorism and Political Violence.

Conference Paper of the 2014 OEF Forum:

"The State of Maritime Piracy 2014" with Oceans Beyond Piracy; by Matthew R. Walje, Jens Vestergaard Madsen, Conor Seyle, Kellie Brandt, Peter Kerins, Megan Matthews, and Tyler Maybee

"Building a Business Ecosystem in Somalia: The Case for Business Associations" with Shuraako, by Victor Odundo Owuor

"Community Agreements and Mining: A New Frontier for Social Impact Investments" with RTC Impact Fund, by M. Cecilia G. Dalupan

IN POPULAR OUTLETS

Editorials and articles by OEF researchers were published in popular outlets in 2015, including:

FORGE ANFFAIRS

THE CONTINENT

theguardian
OEF Research

LOOKING AHEAD

Women, Peace, and Security
In 2015, OEF Research emphasized the critical role of women’s engagement in peace, security, and good governance through the development of a research program focusing on this area. This includes a partnership with the Institute for Inclusive Security. In 2016 this project will officially launch with the release of an initial report highlighting National Action Plans for women, peace, and security.

Forecasting Project
OEF Research is developing a project expected to launch in 2016 focusing on quantitative forecasting as a tool for policy planning. Initial work will include a model for forecasting coup risk internationally.

Upcoming Publications
The book Corporate Responsibility to Protect edited by OEF Fellow John Forrer and OEF Research’s Conor Seyle, to be published by Cambridge University Press.


An OEF research report by Victor Odundo Owuor focusing on private sector behavior in fragile states.

Human Security Report

For more information about OEF Research and its initiatives, visit:

www.onearthfuture.org/Research
**CONSOLIDATED BALANCE SHEET**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$14,395,000</td>
<td>$7,651,000</td>
</tr>
<tr>
<td>Securities</td>
<td>$18,163,000</td>
<td>$31,517,000</td>
</tr>
<tr>
<td>Other Current Assets</td>
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<td>$2,641,000</td>
</tr>
<tr>
<td>Real Estate Assets and Other Investments</td>
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<td>$14,548,000</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$47,277,000</strong></td>
<td><strong>$56,356,000</strong></td>
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<tr>
<td><strong>Liabilities</strong></td>
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<tr>
<td>Current Liabilities</td>
<td>$404,000</td>
<td>$947,000</td>
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<tr>
<td>Long-Term Liabilities</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
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<td><strong>$1,940,000</strong></td>
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<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td><strong>$47,277,000</strong></td>
<td><strong>$54,416,000</strong></td>
</tr>
</tbody>
</table>

**2015 EXPENDITURES BY DEPARTMENT**

- Secure Fisheries $601,000
- Oceans Beyond Piracy $1,483,000
- Shuraako $1,554,000
- Operations $1,052,000
- Program Development and Special Projects $591,000
- OEF Research $1,228,000

*Founded by Marcel Arsenault and Cynda Collins Arsenault, the One Earth Future Foundation is a self-funded private operating foundation.*