# Table of Contents

- **Founder’s Letter** ........................................................................................................... 2  
  - Looking Ahead ................................................................................................................. 4
- **Oceans Beyond Piracy** .................................................................................................... 5  
  - About ............................................................................................................................... 6  
  - 2014 Highlights .............................................................................................................. 7  
  - Looking Ahead ................................................................................................................ 10
- **Secure Fisheries** ........................................................................................................... 11  
  - About ............................................................................................................................... 12  
  - 2014 Highlights .............................................................................................................. 13  
  - Looking Ahead ................................................................................................................ 14
- **Shuraako** ....................................................................................................................... 15  
  - About ............................................................................................................................... 16  
  - 2014 Highlights .............................................................................................................. 17  
  - Looking Ahead ................................................................................................................ 19
- **Research & Development: Core Knowledge** ................................................................. 20  
  - About ............................................................................................................................... 21  
  - 2014 Highlights .............................................................................................................. 22  
  - Looking Ahead ................................................................................................................ 25
- **Financials** ...................................................................................................................... 27
- **Our Team** ....................................................................................................................... 28
This year, One Earth Future refined its purpose, mission, values, and beliefs. These represent our daily working philosophy and will guide the organization.

Our purpose, Peace through Governance, conveys our commitment to helping humanity develop and improve multi-stakeholder governance systems which can solve the complex problems facing mankind. As suggested by our mission statement, to catalyze systems that eliminate root causes of war, we aim to achieve our purpose primarily as a builder of bridges and a consolidator of efforts made by stakeholders.

Our core values and beliefs are that:

- **We expect excellence.** Dedicated, long-term resources support our work. We will honor these resources by constantly adding value and becoming the best in the world.

- **We are relentlessly empirical.** While solutions may be visualized, real progress is confirmed by evidence of success. We innovate and iterate.

- **We are stewards of the long term.** We act today to benefit humanity in the year 2100. Nevertheless, we hold ourselves accountable for achieving short-term, measurable goals of narrow focus.

- **We solve problems by engaging stakeholders.** We provide the information, the forum, and the structure. Sustainable governance is generated from collaboration, inclusion, and sign-off by engaged parties.

Each of our programs shares common characteristics, including:

- **Data and analysis to illuminate the issue.** We believe that a shared understanding of facts is a necessary precondition to effective cooperation. This requires collecting and disseminating data where it does not already exist.

- **Convening stakeholders and facilitating cooperation.** We help stakeholders solve problems in ways that are more inclusive and efficient.

- **Creating feedback loops.** Our programs put data and collaboration to use by promoting processes of continuous improvement in the context of governance.
Taken together, our programs are designed to help humanity improve the architecture of global governance through the bricklaying of incremental and localized value-add. Our partnerships provide the foundation for all this work.

**Oceans Beyond Piracy** is continuing its facilitating role in combatting piracy off the coast of Somalia and expanding those efforts to combat piracy in the Gulf of Guinea. It has developed a new program, **Secure Fisheries**, to address illegal, unreported, and unregulated fishing off the Somali coast, which is considered a root cause of Somalia-based piracy.

**Core Knowledge**, a project of OEF’s Research and Development program, contributed to improving systems that solve global problems by launching a United Nations researcher-practitioner series in concert with the Singaporean and Canadian missions to the United Nations and releasing a case study on the private sector’s role in preventing Kenyan electoral violence. The first One Earth Future Forum brought together thought leaders from around the world to answer the question “Is peace in 100 years a realistic possibility?”

**Shuraako** has facilitated $1.76 million in funds with Somali micro, small, and medium enterprises, investing in 35 businesses that will create 711 jobs in Somalia. The Shuraako team, along with the United States Embassy in Nairobi, is hosting the Somali Investment Forum: Returning Capital for Growth.
Looking Ahead

At the heart of our purpose, mission, values, and beliefs is the ultimate goal of global peace, which sounds aspirational; even naïve. But growing evidence suggests global peace is within reach. Data confirms that humanity has been continuously progressing towards peace. The news headlines would have us believe otherwise, but we prefer to “watch the trendlines, not the headlines.”

This is not to say that the peaceful trends are guaranteed. Far from it! Completing the job will require rigorous attention to evidence and empiricism, and putting the right people with the right expertise at the table. Then humanity must listen, act, and change our ways. Ain’t easy!

Nevertheless, we continue to grow our team rapidly. In collaboration with one of our partners, William Ury, we have developed an approach to convening a wide variety of stakeholders around specific failures of the international system, eliciting long-term systems improvements, and carrying forward the best proposals with the guidance of the stakeholders who initially developed them.

We intend to apply this approach by helping Somalis create and implement a plan for prosperity and collaborative governance in Somalia, by improving early-stage collaboration and governance around natural resource extraction, and by exploring ways in which we can support a sustainable peace in Colombia. Each application has the ultimate goal of catalyzing systems to reduce violent conflict, and each will be executed in accordance with OEF’s core values and beliefs.

Sincerely,

Marcel Arsenault, Founder
Collecting and sharing data about the state of piracy | Convening stakeholders from business, government, and civil society in order to mobilize maritime partnerships
Oceans Beyond Piracy (OBP) responds to maritime piracy by mobilizing stakeholders from the maritime community, developing public-private partnerships to promote long-term solutions at sea and on shore, and sustainably deterring piracy based on the rule of law. OBP continues to grow. In 2014, OBP considerably expanded the number of stakeholders involved in its West Africa program and further developed its approach to ensuring a long-term solution to the problem of piracy in East Africa.

East Africa
No successful pirate attacks on commercial vessels occurred off the coast of East Africa in 2014. Oceans Beyond Piracy believes that Somali pirates and their financiers continue to possess both the intent and capability to resume their illegal activities, given the right circumstances, and that Somalia-based piracy therefore remains a threat to vessels transiting the Western Indian Ocean. OBP is working to minimize the chances of piracy resurging by continuing to engage with governments, civil society, and industry to address piracy’s root causes. It is also working to maximize the chances of the response being effective in the event of a resurgence by acting as a repository for lessons learned and a source of institutional memory for past successes.

West Africa
Maritime crime off the coast of West Africa remained a threat to vessels transiting the Gulf of Guinea in 2014. As demonstrated in OBP’s “State of Maritime Piracy 2013” report, the need for work to stem maritime crime continues to increase. Rates of violence against seafarers continue to be high, while protections for seafarer welfare remain minimal. Further, the variety of stakeholders from West African nations, industry, and the international community requires continuous coordination to foster unity of effort. OBP’s work to pull stakeholders together in a West Africa Working Group is one step in the important process of streamlining efforts to address seafarer issues and support the rule of law, regional leadership, and vessel self-protection.
Oceans Beyond Piracy

2014 Highlights

Panels and Presentations

Among the meetings OBP hosted or co-hosted in 2014 were:

- Two Maritime Situational Awareness meetings for Working Group I of the Contact Group on Piracy off the Coast of Somalia (CGPCS): London
- Side event to the CGPCS Plenary Meeting (co-organized with the EU and INEGMA) on “The Private Sector’s Role in Coastal Development, and Counter-Piracy Lessons Learned and Way Ahead”: New York City
- 5th and 6th OBP West Africa Working Groups: New York City and London
- Maritime Crime Seminar during Danish Maritime Days (co-hosted with Risk Intelligence and the Danish Shipowners’ Association): Copenhagen

In 2014, OBP staff attended and presented at a total of eight different meetings:

- Meeting on the future of the Somaliland Coast Guard: Hargeisa, Somalia
- The Jakarta International Defense Dialogue: Jakarta
- CGPCS Plenary Meeting and Working Groups: New York City
- The 15th IHEDN Forum on the African Continent: Paris
- SHADE (Shared Awareness and Deconfliction) meeting: Bahrain
- CGPCS Plenary Meeting and Working Groups: Dubai
- UAE Counter-Piracy Conference: Dubai

Partnerships


In May, OBP published its fourth iteration of a report detailing the human and economic costs of piracy. “The State of Maritime Piracy 2013” included the first-ever in-depth analysis of the costs and impacts of violent maritime crime off West Africa. This was included in the United Nations’ “Report of the Secretary-General on the situation with respect to piracy and armed robbery at sea off the coast of Somalia.”
Oceans Beyond Piracy

OBP collaborated on the following initiatives to further capacity building and continued commitment to stopping maritime crime in East Africa:

- Creation of East Africa Capacity Building Goals for CGPCS Working Group 1
- Law of the Sea training provided to Somali Counter Piracy Focal Points with the UN Office on Drugs and Crime, the International Maritime Organization, and EUCAP NESTOR, March, Addis Ababa
- Facilitation of three meetings of the CGPCS Technical Sub Group on Maritime Situational Awareness for the Working Group on Capacity Building and the Working Group on Counter Maritime Piracy and Mitigation Operations to establish mapping of ongoing and planned MSA initiatives in the Western Indian Ocean region and for consideration of information-sharing requirements
- Production of a video to open the CGPCS Plenary Meeting in May, featuring Barkhad Abdi, the Academy Award-nominated actor from Captain Phillips
- Writing of a chapter titled “The CGPCS: the evolution of multilateralism to multi-stakeholder collaboration” for the EU Institute for Security Studies’ CGPCS Lessons Learned report

In West Africa, OBP collaborated on:

- An information-sharing mapping project for the Gulf of Guinea
- G7++ Friends of Gulf of Guinea Maritime Capacity Building Platform
  - 57 new users granted access in 2014
  - 45 new projects added in 2014
- The mapping of maritime security protocols and jurisdictions off the coast of Nigeria, with the Security Association for the Maritime Industry
Support to the Contact Group on Piracy off the Coast of Somalia

The CGPCS is a unique cross-sector cooperation mechanism that includes stakeholders from governments, international organizations, the maritime industry, and civil society aiming to facilitate the discussion and coordination of actions among states and organizations to suppress piracy off the coast of Somalia. Not only does the CGPCS address the symptoms at sea, they also address the root causes of piracy on shore. OBP continues to support the CGPCS through meetings and working group attendance, as well as with technical and facilitation assistance.

Seafarer Issues

OBP has partnered with seafarer welfare groups in order to better protect seafarers and understand the human cost of violent maritime crime. Seafarers who are subject to pirate attacks frequently experience physical violence and psychological trauma that impact them for years afterwards. In 2014, OBP helped to facilitate an agreement from the flag states of Liberia, the Marshall Islands, Panama, and St. Kitts and Nevis, as well as seafaring nations India and the Philippines, to commit to reporting the human cost of maritime crime off West Africa to the International Maritime Bureau.
Looking Ahead

Violent maritime crime such as piracy and armed robbery of ships poses a threat to the world’s seafarers and fishermen and local and international economies, and ultimately presents an impediment for economic growth, especially in countries without strong capability to carry out maritime law enforcement operations. The initial rise and recent reduction in Somalia-based maritime piracy and the persistently high levels of incidents in the Gulf of Guinea are signs that coordinated action is not only needed but is also effective as a way to address these threats.

In 2015 OBP will continue to gather incident information from signatory flag states and seafarer nations, which will report through a survey developed by OBP and the International Maritime Bureau. OBP will analyze the long-term impacts of violent maritime crime faced by seafarers off the coasts of East and West Africa and South-East Asia. The findings will inform policymaking in regional working groups.

Finally, as the primary mechanism for bringing together all relevant stakeholders working on a sustainable and long-term solution to Somalia-based piracy, OBP believes that it is crucial to carry forward the efforts of the CGPCS in 2015. A premature collapse of the CGPCS structure would be detrimental to the overall international counter-piracy efforts. OBP remains committed to continuing our support of the CGPCS and of efforts to sustain the work of the international community to fight maritime crime and achieve greater maritime security for all.
Secure Fisheries

Collecting, analyzing and sharing data about Somalia’s fisheries | Facilitating cooperation to combat Illegal, Unreported, and Unregulated (IUU) fishing in the Indian Ocean
Secure Fisheries, OEF’s newest implementation program, works toward helping Somalia safeguard its fisheries, a crucial natural resource and a driver of the region’s future economic prosperity.

Secure Fisheries was launched in 2014 as a project of OBP. The project utilizes OBP’s work in Somalia, such as the Somali Maritime Resource and Security Strategy, and their strong partnerships throughout the region, to support sustainable management of fishery resources in Somali waters and the greater Indian Ocean. Additionally, Secure Fisheries coordinates with Shuraako on sustainable investments while gaining firsthand insight into the current state of Somalia’s fisheries.

Although committed to developing a sustainable maritime economy, Somalia faces many challenges in its mission to secure sustainable fisheries and reduce illegal fishing, including the absence of strong fisheries management, a lack of scientific data on fisheries resources, and an inability to monitor and protect their maritime domain. Secure Fisheries is working toward helping Somalia overcome these challenges by:

- Conducting a science-based assessment of marine resources;
- Promoting best practices in fisheries management; and
- Enhancing Monitoring, Control, and Surveillance (MCS) and enforcement capabilities that reduce Illegal, Unreported, and Unregulated (IUU) fishing.
Secure Fisheries

2014 Highlights

- Secure Fisheries hosted a working group meeting on Somalia’s challenges with IUU fishing with participation from the Pew Charitable Trusts, the World Wildlife Fund, NOAA Fisheries, Adeso: African Development Solutions, and the Marine Conservation Institute. This meeting helped lay the foundation for future partnerships with these organizations and identify the key topics that the Secure Fisheries program should address.

- The Food and Agriculture Organization in Somalia invited Secure Fisheries to participate in and help facilitate their first working group meeting. The meeting culminated with a Communiqué on the declaration of the Somali Exclusive Economic Zone, establishment of a Fisheries Authority, and fisheries licensing.

- To promote coordination and information sharing, Secure Fisheries compiled and published online an overview of key organizations involved in combatting IUU fishing in the Western Indian Ocean, with a specific focus on Somalia.
Looking Ahead

Secure Fisheries will continue to support sustainable fishing in Somalia and the Western Indian Ocean. Its 2015 report on the state of Somalia’s marine fisheries will deliver previously-unavailable data and analysis on legal and illegal fishing, the economic value of fisheries to Somalia, and environmental sustainability to Somali policymakers and international organizations. The report will create an international “call for action” on the protection of Somalia’s marine resources and assist MCS efforts to reduce illegal fishing.

Secure Fisheries will also work with governments and communities in Somalia and throughout the Indian Ocean to strengthen fishery management by increasing the attention paid to overfished species, aiding in sustainable fisheries expansion, and guiding investment opportunities.
Shuraako

Conducting on-the-ground due diligence | Facilitating investment capital to businesses | Convening Somali entrepreneurs and investors

Shuraako Field Manager Mahad Awale (2nd from right) working with clients (all Shuraako photos by Abdikarim Gole)
Shuraako believes that healthy markets and good governance mutually support one another. Shuraako, Somali for “partnership,” facilitates investment in promising Somalia-based businesses, which fosters 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

2014 Highlights

- Facilitated $972,668 in Program-Related Investment (PRI) loans, which are projected to create 257 new full-time jobs. Facilitated investments in 2014 expanded into four new sectors: healthcare, hospitality, renewable energy, and waste management, thereby doubling the sectors in which Shuraako has a presence.

- Approved 23 new Somali businesses for financing, which represents an approval rate of 7.6% of all businesses that initiated the investment application process. For businesses that were approved, Shuraako successfully managed the outstanding portfolio with a Portfolio At Risk measurement of 30 days or greater at 6.5% at the end of 2014.

- Established a permanent local presence throughout the country with Shuraako offices now in Hargeisa, supporting Somaliland clients, and in Garowe, supporting businesses in Puntland and South-Central Somalia.

- Expanded Shuraako's partnership with external funding by entering into an MOU with outside impact funds and becoming the fund manager for a matching grant to a diaspora investment fund.

- Shuraako supported other private sector initiatives including a carbon offset program (which planted 30,108 trees in Somalia) and the first market test of a US-based solar lamp with an embedded credit mechanism. This test assisted in determining the market viability for microcredit in individual renewable energy products.

- Shuraako provided expert speakers to numerous panels on the topics of job creation in post-conflict states, the role of the private sector in reducing conflict, and specific opportunities for growth in Somali sectors.
Business Highlights

Golis Solar Energy

• Golis Solar Energy is the dominant retailer, installer, and servicer of renewable energy infrastructure in Somaliland.

• Shuraako secured a credit facility for Golis to expand an in-store credit line, which Golis piloted, for renewable energy products. Now more customers have the ability to purchase their own solar panels.

• This was Shuraako’s first-ever facilitated credit line and first-ever renewable energy deal. Shuraako is proud to support and improve access to renewable energy systems, which also reduces energy costs.

Somali Marine Products Cooperative

• The Somali Marine Products Cooperative (SMPC) is a fishing cooperative in Mogadishu that supplies fresh and frozen fish to domestic and international markets. They source from numerous fishermen to filet, package, and freeze fish on-site.

• Market demand was outstripping their ability to produce fresh and frozen fish as SMPC had limited refrigeration and freezer capacity. Shuraako’s facilitated investment allowed the company to expand their cold chain capacity and meet market demand.

• This was Shuraako’s first facilitated investment into Mogadishu.

Mohamed’s Mixed Farm

• Mohamed Hassan Adan has a 22-acre farm in Puntland that produces numerous cash crops. For 20 years, Mohamed has been a pioneer in the local farming community and remains a leader today.

• To ensure a year-round water supply, Shuraako facilitated an investment to dig and outfit a borehole. Access to a consistent year-round water supply increased his crop and honey yields and his livestock rearing capacity, and has allowed him to expand into new crops.

• This was Shuraako’s first facilitated investment into agriculture in Puntland.
Shuraako

Looking Ahead

In addition to the highlights below, during 2015 Shuraako will engage in an effort to enhance Somali banking governance by working with the local financial institutions to promote compliance, information sharing, an interbank and check clearinghouse, and other voluntary standards.

Somali Investment Forum: Returning Capital for Growth

Shuraako and the US Embassy in Nairobi are co-hosting a two-and-half day event that will convene entrepreneurs, investors, sector experts, business development experts, and other stakeholders—all of whom are focused on Somalia—to discuss the Somali private sector and to make investment deals. The forum will culminate in a pitch ring where Somalia-based businesses will pitch directly to investors who have pledged capital.

Somaliland Youth Enterprise Fund

The Somaliland Youth Enterprise Fund is a $550,000 fund intended for Somaliland entrepreneurs between the ages of 18 and 35. Shuraako will refer businesses to the fund, conduct the due diligence, and provide technical assistance to Kaaba Microfinance, the fund operator. Kaaba and three other investors will fund a total of more than 130 youth-owned businesses with loans between $1,000 and $25,000.

Somali AgriFood Fund

Shuraako is the fund manager of the $2,275,000 Somali AgriFood Fund, which promotes agricultural and food security in Somalia. The fund aims to reach 15–20 businesses and has three components: $910,000 in investment from diaspora or other investors, $455,000 in contributions from local business owners, and $910,000 in grant funds provided by the International Fund for Agricultural Development (IFAD), which will be matched to the diaspora and other investments. As the fund manager, Shuraako will conduct the due diligence, prepare investments for the IFAD investment committee, administer and disburse the grant, and monitor the performance of funded businesses.
Collecting and analyzing data about systems that promote good governance | Convening academics and practitioners in support of evidence-based practice | Ensuring that One Earth Future continuously improves
Core Knowledge OEF’s research program, explores how governance systems and structures can be leveraged to reduce conflict and create conditions for sustainable peace. Core Knowledge produces research and policy recommendations based on multifaceted empirical evidence. The program develops arguments and evidence to help shape governance systems in ways that improve performance and increase the possibility of peace. The research generally promotes evidence-based policymaking and includes both original research supporting OEF core arguments and stakeholder-driven policy research supporting implementation projects and external partners. The Research and Development department hosts the Core Knowledge program, and is also responsible for strategic research as well as monitoring and evaluation for OEF as an organization.
Core Knowledge

2014 Highlights

• 2014 saw the launch of the OEF/Academic Council of the United Nations System Global Governance series at the UN. In two meetings hosted by the Singaporean and Canadian Missions to the United Nations, OEF connected authors of articles in *Global Governance* with practitioners who worked on the same questions. Initial feedback suggests that both researchers and practitioners found the conversations to have been stimulating and to have offered new insights for analysis and practice.

• A March workshop at the University of Toronto brought together researchers and practitioners from a variety of fields to talk about what lessons could be learned about institutional structure by comparing the structures of international non-state actors. This resulted in the conference report “A Common Framework for Understanding Non-state Organizations,” released in May of 2014.

• A report released in Nairobi in support of OEF’s Responsibility to Protect and Business program documented the role the private sector in Kenya had in supporting peace following 2007–2008 election violence. This report was released in partnership with the Kenyan Private Sector Association, and sparked discussion within Kenyan civil society and the private sector about how to build peace. Lessons from this report were carried over to a June workshop hosted by the US Institute of Peace, George Washington University, and OEF on how the private sector can prevent atrocities.

• In December, a piece by OEF Fellow Andrew Mack, co-authored with Steven Pinker and titled “The World is Not Falling Apart,” was published on *Slate*, making the case that the world is in fact becoming more peaceful over time. The report remained one of the most-read articles on *Slate* throughout the week.

• OEF co-hosted the first workshop of an annual series in partnership with the journal *Global Governance* and the United Nations University in Tokyo, Japan. This workshop focused on “Weak States & Strong Societies in World Politics.”

• OEF’s Associate Director of Research, Lindsay Heger, presented “Human Security in Today’s Context” at the Denver Council on Foreign Relations. The talk highlighted what factors predict conflict, how practitioners can manage conflict, and what they should do during post-conflict reconstruction.
While OEF believes that peaceful systems work better than violent ones, we also understand that, in a complex and changing society, it takes more than an appreciation for the benefits of peace to make it flourish. The inaugural OEF Forum brought together noted thinkers to discuss research on trends in violent conflict, the key drivers affecting global stability, and what individuals and institutions can do to diminish violence and promote peaceful alternatives. All acknowledged that warfare has deep and complex origins, but despite varying degrees of skepticism among participants, an overall sense of optimism and hope for peace endured. The event was mentioned in the Colorado Independent, the Denver Post, and RealAspen.

Contributions and presentations to conferences and workshops

Throughout 2014, Core Knowledge staff contributed to international conferences and workshops on a variety of topics. Some highlights include:

• “NATO Advanced Research Workshop: Building trust to enhance maritime security”
• “Measurement of Security Progress: Politics, Challenges and Solutions,” a workshop co-sponsored by the Knowledge Platform Security & Rule of Law and the Netherlands Permanent Mission to the UN
• The Hague Institute for Global Justice “E-Consultation group on Cyber Security, Justice, and Governance”
• The annual Human Behavior and Evolution Society meeting
• The International Studies Association’s Annual Conference in Toronto
• Presentation at the University of North Carolina, Chapel Hill’s Water and Health Conference sponsored by the UNC Water Institute
Core Knowledge

OEF Publications:
2014’s impact-oriented and evidence-based publications connect academic work with policy. Many of these publications have corresponding Policy Briefs.

Joint Publications:

The New Power Politics: Networks and Transnational Security Governance by Deborah Avant and Lindsay Heger

A Common Framework for Understanding Non-State Organizations by Lindsay Heger, Danielle Jung, Sarah Stroup, and Wendy Wong

A Gap Exists! (But it is Smaller and More Specific Than You Might Think), by Lindsay Heger

External Publications:


“Investing in Stability” by Victor Odundo Owuor in Business, Peace and Sustainable Development; No 3: 115-130(16)

Cooperation and Competition in Large Classrooms, by Daniel Brian Krupp and colleagues (Higher Education Quality Council of Ontario)

“Votes and violence: Pursuing terrorism while navigating politics,” by Lindsay Heger in the Journal of Peace Research

“The Role of Business in the Responsibility to Protect,” by Conor Seyle and Eamon Aloyo in The Responsibility to Protect and the Third Pillar (New York: Palgrave MacMillan)
Core Knowledge

Looking Ahead

Human Security Report

In 2015 OEF and the Human Security Research Group will jointly launch the next Human Security Report. The Report examines the achievements of the post-Cold War revolution in global security governance which has been associated with a major decline in the number and deadliness of wars around the world. It also examines the challenges this emergent system has confronted -- and continues to confront.

OEF Forum Report

This report is based on the discussion held at the 2014 OEF Forum. It will argue that a world without war can be achieved. Achieving such a world will require sustaining the gains made in human development internationally, increasing women’s equality in economic and political life internationally, and combating violence-supporting beliefs.

Shuraako Reports

OEF will support Shuraako’s 2015 Somali Investment Forum by producing two papers, one on the role of business associations in promoting private-sector activity and one on the availability of renewable energy in Somalia.

Weak States, Strong Societies

The first book in an OEF/ACUNS Global Governance series on good governance is an edited volume that discusses several different ways that states with weak central governments but strong sub-state or traditional forms of governance have developed, and how international institutions have supported or failed to support peace in these areas.
Financials

Consolidated Balance Sheet and 2014 Expenditures
**Financials**

### Consolidated Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$19,735,000</td>
<td>$14,395,000</td>
</tr>
<tr>
<td>Securities</td>
<td>$11,913,000</td>
<td>$18,163,000</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>$224,000</td>
<td>$485,000</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>$9,110,000</td>
<td>$12,960,000</td>
</tr>
<tr>
<td>Partnership Investments</td>
<td>$2,391,000</td>
<td>$1,274,000</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$43,373,000</td>
<td>$47,277,000</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$508,000</td>
<td>$404,000</td>
</tr>
<tr>
<td>Long Term Liabilities</td>
<td>$154,000</td>
<td>$428,000</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$662,000</td>
<td>$832,000</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$42,712,000</td>
<td>$46,445,000</td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td>$43,373,000</td>
<td>$47,277,000</td>
</tr>
</tbody>
</table>

### 2014 Expenditures by Department

- **Oceans Beyond Piracy**: $1,459,000
- **Operations**: $1,230,000
- **Research & Development**: $1,068,000
- **Shuraako**: $688,000
- **Special Projects**: $440,000
- **Business & R2P Initiative**: $143,000
Our Team

OEF’s talented professionals bring a diversity of expertise to some of the world’s most complex issues.

2014 Full-Time Staff

Mahad Awale
Anna Bowden
Jon Bellish
Jay Benson
Janice Boyd
Kellie Brandt
Kayla Brooks
Gregory Clough
Kelsey Coolidge
Christopher Cyr
Mark Forward
Sarah Glaser
Abdikarim Gole
James Gray
Lindsay Heger
Bonnie Hernandez
Jon Huggins
Kaija Hurlburt
Andrea Jovanovic
Liza Kane-Hartnett
Hillary Kellogg
Dina Klimkina

Daniel Krupp
Ben Lawellin
Jean-Pierre Larroque
John Linton
Jens Vestergaard Madsen
Robert Mazurek

Theresa Musumhi
Jami Nelson Nuñez
Victor Odundo Owuor
Maisie Pigeon
Paige Roberts
Amit Sarkar

Timothy Schommer
Conor Seyle
Lee Sorensen
Roberta Spivak
Michael Stadulis
Matthew Walje

Interns

Tracie LeRoux Ware
Kelly Webb
Angela Weinell
Saskia Westhoff
Alexandria Wise
Scott Wisor

Kyle Best
Ambika Chawla
Peter Kerins
Noah Lombardo
Emma Luker
Megan Matthews
Tyler Maybee
Matt Millman-Pilon
Kathryn Pitcher
Benjamin Purser
Heather Randall
Kellie Roy
Stacy Smydo
Jennifer Yu
OEF is an organization which leads initiatives aimed at improving systems that prevent armed conflict.

Our areas of focus include:

Enhancing maritime cooperation: Oceans Beyond Piracy works to facilitate such cooperation around maritime piracy, and Secure Fisheries brings attention to global trends around illegal, unreported, and unregulated fishing.

Creating sustainable jobs in fragile economies: Shuraako vets small- and medium-sized enterprises in Somalia and works to connect them with no- or low- interest capital so they can grow their business and hire more employees.

Actively contributing to thought leadership in global issues: OEF’s research focuses on systems that solve global problems. OEF’s approach is flexible, imaginative, and yet carefully grounded in intellectual and practical analysis that informs policy-oriented applications.

OEF provides active operational, research, and strategic support, allowing our programs to focus deeply on complex problems and create constructive alternatives to violent conflict.