2013 Annual Report
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One Earth Future is a relative newcomer to the vast community of international NGOs. During its formative years, OEF needed to find its place in the INGO community – already numbering around 58,000 – and develop a framework and core principles that would allow it to grow sustainably. Achieving OEF’s ambitious goals will require a dramatic scaling of the staff in coming years, a task that OEF is now ready to take on.

Put simply, OEF’s goal is to help solve the problems emerging as globalization outpaces governance in the twenty-first century. A more technologically and economically interconnected world is a more prosperous one overall. However, the same forces that have led to such prosperity have also produced considerable governance gaps – areas where systems that operate well at the local and national level are not keeping pace with the unintended consequences of and new problems originating from globalization. These gaps have led to strained resources, economic inequality, and violent conflict.

OEF will help close those governance gaps with the belief that emerging forms of transnational governance will lead to a more peaceful planet. The road will be long and hard. For this reason, OEF is committed for the remainder of this century to improving governance by catalyzing these new systems.

There is room for innovation. In particular, governance systems which promote inclusiveness and collective problem-solving have significant promise. OEF can help increase the efficiency and effectiveness of these emerging systems.

By taking the skills that helped build a successful business – persistence, foresight, and long-term thinking – and using them to help effect change, OEF can contribute to solving this increasingly pressing global problem. In business, success is utterly predicated on attracting and empowering the best people. The same is true at OEF. Institutionally, our job is to provide people a powerful challenge and to furnish them the resources necessary to meet it.

At OEF lasting growth is built on projects, people, and partnerships.

Facilitate agreed-upon goals. As an entity with no pre-existing agenda, OEF sees its primary role as facilitating what others wish to put into place and nurturing the success of governance mechanisms to achieve their goals. When working within a governance mechanism, OEF seeks only to ensure that the mechanism succeeds on its own agreed-upon terms. OEF’s only preferences are to:

○ Arrive at a shared understanding of the problem
○ Develop common metrics for success
○ Rely on the best available evidence
○ Ensure empirically that the emergent system adds value
○ Engage any stakeholder who participates in good faith

Founder’s Letter
Establishing a Framework for Success

OEF’s efforts thus far have taught us important lessons about achieving meaningful and measurable progress. Being honest about these experiences – both good and bad – has led us to develop a straightforward set of animating principles, which together comprise the framework for OEF’s growth. To that end, OEF will:

● Take a broad view of governance. For OEF, any system with the authority to develop rules and the legitimacy to effectively enforce those rules has the ability to add value and can comprise a governance mechanism. Governance, whether in the form of an international institution, a healthy marketplace, or a well-adhered-to custom, will ultimately lead to peace by reducing armed conflict.

● Foster long-term experimentation. OEF works to promote peace through governance by studying problems and working towards solutions through various fields, as well as by tackling discrete issue areas through independent OEF-sponsored projects. The ability foundations have to foster experimentation and to focus on the long term is their most promising structural advantage. By contrast, governments and businesses are encumbered by built-in incentive structures which generally provide narrow mandates and reward short-term thinking.
Establishing a Framework for Success (continued)

OEF is dedicated to the idea that transnational governance should be inclusive, well-coordinated, impact-oriented, and based on the best possible information. Our staff works to promote these values in everything they do. We have already made promising strides in this regard:

Oceans Beyond Piracy

Oceans Beyond Piracy is the only independent NGO member of the Contact Group on Piracy off the Coast of Somalia, a multi-stakeholder initiative set up pursuant to United Nations Security Council Resolution 1851. OBP acts as a trusted advisor, convener, and impartial source of information.

Shuraako

Shuraako is defying the odds by successfully initiating responsible no-interest loans in Somalia, creating sustainable jobs to help alleviate the extraordinary level of unemployment that is a key contributor to piracy and instability.

Core Knowledge

Core Knowledge is contributing to the research surrounding issues of peace and governance. This department also convenes high-level experts to engage in debate and discussion around global governance issues.

We are extremely proud of the work we have accomplished so far. Fortunately, an exciting future awaits OEF. Over the next ten years, OEF’s staff will grow to number in the hundreds. Our number one priority is to ensure that OEF’s growth is sustainable by making sure that for each additional dollar that we invest, we make additional measurable progress. It is as vital to optimize returns in philanthropy as it is in business.

We have a tested framework that will allow OEF to pursue focused and sustainable growth, but that growth must be built on projects, people, and partnerships. OEF must continue to identify and engage with promising global governance mechanisms and help them succeed on their own terms. OEF must continue to hire experts who are leaders in their respective fields, who are dedicated to OEF’s vision, and capable of adding value.

In time, this framework can serve as the basis for making the world better-governed, and therefore more peaceful.

Sincerely,

Marcel Arsenault
Founder
OEF’s Approach

Thus far, mankind has done reasonably well organizing itself without planning on a large scale, preferring to face global challenges once they become urgent; thanks to our capacity for last-minute cooperation when faced with a challenge, this preference has served humanity fairly well.

Today, technology and globalization have combined to create a host of truly complex international issues which appear to be mostly immune to the sort of spontaneous action we have been relying on to date. In the future, effective international governance will be required to address global issues, and developing the necessary systems will almost certainly require both global-scale perspective and long-term planning.

The notion of global planning may appear grandiose or even off-putting at first. Even if government, business, and NGOs could come together to develop such plans, won’t these plans, like most others, fall apart early in implementation? Perhaps.

However, this view of planning misses an important point. OEF believes that regardless of whether a plan is every fully realized, the sheer act of planning has its own important, positive effects. Planning forces planners to de-construct problems and fully understand their root causes. Planning also produces a series of negative scenarios to be avoided, and ideally enables participants to see emerging solutions. At its best, planning generates a working thesis against which real world results can be measured. For OEF, a plan is not merely a set of binding instructions. Planning becomes instead an iterative, collaborative, and organic process which improves over time.

For these reasons, OEF will focus on specific issues affecting global governance, hoping to facilitate the goals of core stakeholders. By doing so, OEF hopes to improve specific governance mechanisms in the near term. At the same time, the process allows OEF to collect and synthesize lessons from stakeholders, holding these lessons up against empirical research to detect patterns that can be used to improve global governance. The best plans will be created by assembling world experts on certain subject matter, which OEF will be doing in the coming decades. It is this ongoing process of informed collection of data, facilitation of expert discussion, and synthesis of expert recommendations that constitutes the ingredients of global planning.

Regardless of whether a plan is ever fully realized, the sheer act of planning has its own important, positive effects.

OEF is committed to improving individual global governance mechanisms on their own terms, with the hope that doing so will result in a plan for solving the most intractable global problems before they reach irreversible crisis proportions. In 2013, we contributed to facilitating a sustainable solution to African piracy, as well as private investment in Somalia. All the while, Core Knowledge contributed to the research on peace and governance and began to synthesize lessons from OEF’s projects.

These early modest efforts are building towards the sort of long-term planning humanity needs to resolve emerging global problems.
Oceans Beyond Piracy

Oceans Beyond Piracy (OBP) is OEF’s flagship initiative whose mission is to connect stakeholders affected by piracy and forge collective action against it. Since its inception in 2010, OBP has established a reputation in the counter-piracy community as both an effective convener of diverse stakeholders and an independent, unbiased source of information. OBP’s provides direct support where others may have been unable to do so. OBP epitomizes OEF’s overall approach to promoting good governance from the inside, with a focus on inclusiveness, coordination, and evidence-based practice.

Now in its fourth year of operation, OBP has expanded its focus beyond Somali piracy to include West African piracy and illegal, unreported, and unregulated fishing. In Somalia, OBP is actively engaged in the transition being made from combatting the symptoms of piracy at sea to tackling the root causes of piracy: a lack of economic opportunities ashore.
The official launch of the Capacity-Building Coordination Platform, which has been adopted by various international organizations as the indispensable tool for the coordination of judicial, penal, and maritime capacity-building activities in the Western Indian Ocean Region.

OBP assisted the Somali members of the Somali Contact Group on Counter-Piracy and Maritime Security (The Kampala Process) in the development of their Maritime Resource and Security Strategy.

This is the only forum where the Federal Government of Somalia and the regions (including Somaliland) sit together to work through issues that affect all Somalis. The strategy was endorsed by the Federal Government of Somalia and regions in September 2013. The Kampala Process has been renewed to widen its mandate and formally report to the Capacity-Building Coordination Platform.

OBP worked with France and the UK to develop the G8++ Friends of the Gulf of Guinea Maritime Capacity Building Platform. It was approved by the G8++ in April 2013 and presented to regional states, including the Economic Community of West African States, Economic Community of Central African States, and the Gulf of Guinea Commission in November 2013 where it was met with wide-ranging support.
Co-sponsored with the Contact Group on Piracy off the Coast of Somalia, the symposium “Creating Economic Opportunities for Somalia” in New York. The symposium brought together leaders on Somali economic development from government, inter-governmental organizations, and the Somali private and non-profit sectors to discuss options and lessons learned regarding job creation and investments in Somalia.

Presented on the “Humanitarian Assistance in Somalia” panel and provided a briefing paper entitled “The Cost of Piracy: Moving from Mitigation to Investment” at the third annual Marine Counter-Piracy conference, hosted by the United Arab Emirates in Dubai.

Presented on a panel and provided a briefing paper entitled “Somali Piracy: Are We at the End Game?” at “End Game! An International Conference on Combating Maritime Piracy,” hosted by Case Western Reserve University’s School of Law.

“Towards a Regional Solution to Somali Piracy: Challenges and Opportunities,” presented at the International Studies Association’s annual convention in San Francisco.

Taught classes at the Maritime Security Centre of Excellence’s second Maritime Security Workshop in Turkey.

Participated in the Contact Group on Piracy off the Coast of Somalia’s 14th plenary session at UN headquarters in New York, and presented the OBP/OEF report “Burden-Sharing Multi-Level Governance: A Study of the Contact Group on Piracy off the Coast of Somalia.”

Participated in the Contact Group on Piracy off the Coast of Somalia’s Counter-Piracy Week event in Djibouti.

Provided support to Economic Community of Central African States, for its presentation at the Summit of Heads of State and Government on Maritime Safety and Security in the Gulf of Guinea, held in Yaoundé, Cameroon.

Presented at Hanson Wade’s Maritime Security Conference in Lagos, Nigeria.

Oceans Beyond Piracy

Publications, fieldwork, & media attention

- Publication of several reports, papers, and brochures, including:
  - “Burden-Sharing Multi-Level Governance: A Study of the Contact Group on Piracy off the Coast of Somalia” written in collaboration with OEF’s research department
  - The third annual Economic Cost of Piracy report
  - The third annual Human Cost of Piracy report
  - “Somali Piracy: Are We at the End Game?” paper
  - “Towards a Regional Solution: Challenges and Opportunities” paper

- Five separate research and presentation missions on the ground in Somalia, involving both the central and regional governments, including an assessment of the Port of Berbera’s high-priority areas for immediate impact on port efficiency

- Contacted for comment and quoted by a number of publications, including Al Jazeera, the BBC, Businessweek, Bloomberg, the Christian Science Monitor, CNBC, CNN, the Guardian, the Economist, the Los Angeles Times, Reuters, the Somalia Report, Voice of America, and the Wall Street Journal among others

Above: Program manager Jim Gray (2nd from left) traveling with Burundian troops from the African Union Mission in Somalia - Mogadishu, Somalia
Right: Lead author Kaija Hurlburt speaks to Al Jazeera television about the Human Cost of Maritime Piracy 2012 report
Oceans Beyond Piracy

Praise from Our Partners

“The Contact Group welcomed and noted with appreciation the valuable contribution of Oceans Beyond Piracy in supporting both the development of the CBCP and ensuring the platform’s ongoing sustainability.”
– Communiqué of the 13th plenary meeting of the Contact Group on Piracy off the Coast of Somalia

“Please allow me to congratulate you on your excellent new report. You have improved upon the already solid foundations provided by the two previous years’ reports; this edition is a valuable contribution to the historical record as well as a credible benchmark against which national governments and industry can evaluate our own assessments of progress. Well done to the entire OEF/OBP team!”

“Outstanding presentation on West African piracy put together by Kaija Hurlburt for West African Heads of State Summit.”
– Commander Loic Moudouma, Economic Community of Central African States Maritime Safety and Security Representative

Looking Ahead

For the past several years, OBP’s most visible effort has been the objective reporting contained in the Economic and Human Cost of Piracy reports. In 2014, Oceans Beyond Piracy’s Cost of Piracy studies will be merging into a larger State of Piracy report to be produced in collaboration with One Earth Future’s Research and Development department. OBP plans to host a plenary side event to discuss its findings alongside the 2013 chair of the Contact Group on Piracy of the Coast of Somalia, the European Union.

Additionally, OBP is widening its focus beyond piracy off the Horn of Africa by expanding its West African piracy program and developing an Illegal, Unreported, and Unregulated Fishing program to combat maritime piracy in line with the goals of the Somali Maritime Resource and Security Strategy.

Now that piracy off the coast of Somalia has moved beyond the initial “crisis phase” of 2009-2012, OBP is advocating a longer-term solution to piracy which involves sustainable levels of effort by international stakeholders, more regional ownership, and addressing issues on shore. OBP is doing its part by identifying areas where counter-piracy stakeholders may wish to contribute to Somali coastal development and working with those stakeholders to facilitate such development.
Shuraako
We believe that healthy markets and good governance mutually support one another. Shuraako, Somali for partnership, is an OEF program whose goal is to facilitate outside investment in promising Somali businesses and social enterprises, fostering a marketplace that supports good governance and stability in Somalia.

Shuraako is not itself an investor in Somalia. Rather, Shuraako acts as a neutral broker, evaluating and reporting on potential investments, creating relationships in all areas of the supply chain, and structuring investments ranging from grants to no-interest loans. In the process, Shuraako hopes to catalyze regional economic development more broadly by expanding markets for goods and services and advocating for investment and trade policies that stimulate job creation. Shuraako believes that these efforts will culminate in stronger Somali banking and credit systems and thus a better-governed Somalia.
Facilitated an estimated $462,000 in program-related investment loans, and term sheets that will soon convert to loans, and thus assisted with the creation of an estimated 446 new, sustainable jobs (i.e., those lasting at least three years) in the last six months of 2013.

Dramatically increased on-the-ground presence, facilitated by the hiring of staff members based in Somaliland and Mogadishu, and culminating in nearly 100 meetings with entrepreneurs from the fishing, honey, light manufacturing, livestock, banking/finance, agricultural, and renewable energy sectors.

Presented at the Somali Trade and Investment event at the Somalia Conference in London hosted by the United Kingdom’s Foreign & Commonwealth Office.

Conducted four outreach events targeting the Somali diaspora in Minnesota, Ohio, the United Kingdom, and Denmark.

Developed and refined Shuraako’s program-related investment framework and loan process.

Produced investment-related research on a number of topics including remittances, telecoms, mobile money, and a range of sector-focused reports (e.g., honey; fishing).

Produced a series of 27 videos profiling successful Somali business and investment initiatives which have been viewed over 30,000 times.

Inset: Connect - Invest - Jobs: Introducing Shuraako, Animation
Shuraako

Praise from Our Partners

“I see Shuraako as a dedicated organization run by a highly professional, sincere and dedicated staff. I owe gratitude to them for helping me secure financial resources and counseling. The free interest loan that I got through the program has made it possible to develop my business that I hope creates wealth and creates job opportunities in Somaliland. Shuraako fills a very much needed financial position in Somaliland where otherwise, it is extremely difficult to get financial support for profitable projects. I congratulate Shuraako for the whole heart support it gives to the Somali entrepreneurs and I hope more aid organizations will emulate its work and working policy.”

- Adam Sultan is the owner and manager of Sultan Agro and Foods Industries (SAFI)

“What I appreciate about Shuraako is that they are actually brokering on-the-ground deals in a challenging, overlooked corner of the world. They are bridging divides where other people have deemed [it] too difficult to attempt.”


Looking Ahead

Shuraako will continue to seek new investment opportunities to supply much-needed capital in Somalia while generating new jobs and expanding businesses. In 2014 Shuraako is seeking to expand with a large participatory fund. The fund aims to drive large-scale foreign direct investment into Somalia to scale opportunities and tackle the larger problems that Shuraako cannot solve alone. Shuraako supports both new investment opportunities and the development and implementation of the fund and will continue to develop partnerships with local businesses, key international development organizations (i.e., non-governmental organizations, inter-governmental organizations, and other multilateral entities), and other key stakeholders within the diaspora.
Responsibility to Protect & Business
Responsibility to Protect & Business

Initiated in 2013, the Responsibility to Protect and Business project is OEF’s newest endeavor. The goal of R2P and Business is to leverage the capabilities and interests of the private sector in preventing, responding to, and rebuilding from mass atrocities. The project’s work applies to both businesses, which face large financial and non-financial risks when widespread violence occurs, and to civilians, who seek good jobs, decent livelihoods, and legitimate institutions as an alternative to participating in, or suffering from, armed violence. When it comes to preventing and responding to mass atrocities, the relationships between multinational corporations, the home countries from which they originate, the host countries where they operate, and the individuals and institutions within the host country are extremely complex. OEF believes that its facilitative approach is particularly suited to address such complexity.

Highlights from 2013

- Participated in a two-day workshop on non-violent strategies in violent contexts held at the Sie Cheou-Kang Center for International Security and Diplomacy at the University of Denver
- Produced three reports in conjunction with the Core Knowledge program: Business and the Responsibility to Protect, The Role of Business in Third Pillar Interventions under the Responsibility to Protect, and Business and the Responsibility to Protect: Mapping the Terrain
- Attended the Professional Training Program on the Prevention of Mass Atrocities at the Montreal Institute for Genocide and Human Rights Studies
- Participated in an informal interactive dialogue hosted by the United Nations on the subject of “The Responsibility to Protect: State Responsibility and Prevention”
Looking Ahead

R2P is publishing a report on business involvement with Kenya’s 2013 general election based on in-country research, which is currently ongoing. This paper will document the systematic and comprehensive efforts the business community undertook to prevent electoral violence.

The R2P project will also publish a report on corporate liability in the context of mass atrocities. Working jointly with OEF Fellow John Forrer, the R2P project will host a workshop on the subject of the private sector and responsibility to protect, aiming to publish an edited volume by the end of 2014.

The R2P project also hopes to open a new avenue of research and implementation surrounding the role of resources and resource management in conflict prevention. The project will focus on two specific areas: the extractives sector and land governance. This project may build on other OEF projects focused on Somalia in order to address land tenure as an important component of conflict mitigation.
Core Knowledge
Research & Development
Core Knowledge

The Core Knowledge program conducts basic research on behalf of OEF as a whole, examining how and why people come together to solve hard problems and avoid violent conflict, as well as how and why they sometimes fail to do so. Core Knowledge uses empirical evidence to support OEF’s ongoing implementation projects and to provide a theoretical basis for considering future projects.

We produce research materials of several types:

- Reports that contribute to the body of research and policy discussion about global governance and the relationship between governance and peace
- Discussion papers that examine perspectives on contemporary issues related to peace and security and present provocative or novel ideas about how peace, security, and governance issues can be developed
- Working papers generated by research presented at conferences, the initial findings of ongoing projects, or the work that informs OEF implementation projects
- Policy papers that distill research lessons into practical recommendations for policy and practice
- Books published externally that dig deeply into specific issues
- Book chapters, also published externally, that extract material from OEF publications
- Journal articles, published primarily in academic periodicals, which serve to support the policy recommendations we make

Above: a still from “Kinship, competition, and the evolution of human cooperation,” a talk given by Daniel Brian Krupp at the Governance and Conflict Research Series at the University of Colorado, Boulder.

Below left: a graph showing rebel social service provision (x axis) and the log average of people killed per militant group attack (y axis), from “Central Violence: Organizational Structure and Terrorist Groups” by Lindsay L. Heger, Danielle F. Jung, and Wendy H. Wong.

Below right: a graph showing inter-regional inequality and the likelihood of civil war, from “Bringing Regions Back In: Territorial Inequality and Civil Conflict,” a forthcoming article by Lindsay L. Heger and Melissa Z. Rogers.
Core Knowledge
Thought Leadership from Research & Development

Impact-oriented and evidence-based research that bridges the division between methodologically rigorous academic work and policy-oriented applications.

Research done in collaboration with other OEF programs

David Cortright, Conor Seyle, and Kristen Wall
Governance, Democracy, and Peace: How State Capacity and Regime Type Influence the Prospects for War and Peace

Tom Weiss
Global Governance: A Philadelphia Moment?

Tom Weiss, Conor Seyle, and Kelsey Coolidge
The Rise of Non-State Actors in Global Governance: Opportunities and Limitations

Fred Krawchuk
Multi-stakeholder Collaboration

Danielle Zach, Conor Seyle, and Jens Madsen
Burden-Sharing Multi-Level Governance: A Study of the Contact Group on Piracy off the Coast of Somalia

Kaija Hurlburt and Conor Seyle
The Human Cost of Maritime Piracy 2012

Victor Owuor, Shuraako
A Market Analysis for Honey Production in Somalia

Victor Owuor, Shuraako
Somalia Banking: Transfers, Challenges and Opportunities

Victor Owuor, Shuraako
A Market Analysis of Mobile Money
In 2014, the Core Knowledge program expects to continue developing projects that bring methodological rigor and quality analysis to applied questions of peace and governance. Strategic initiatives on the horizon include:

- A Global Governance workshop at the United Nations University in Tokyo with the theme “Weak States and Strong Societies,” on how global governance can manage issues.
- A workshop on shared insights from international terrorism research, business, and other international research initiatives on the effectiveness of international systems.
- The One Earth Future Forum, a two-day event that will bring together thought leaders and researchers to discuss the future of peace and trends towards peace or conflict in the 21st century.

Looking Ahead

OEF has been building a well-deserved positive reputation as an active and constructive contributor to innovative research and policy analysis, and improved practice, in matters of global governance. It has shown the sort of flexible, imaginative, yet still carefully grounded intellectual and practical leadership that is the hallmark of the best kind of contribution that can come from global civil society to the development of improved cooperation, coordination and decision-making in global affairs.

-- Dr. Alistair D. Edgar, Executive Director, Academic Council on the United Nations System

Periodical Bylines

Articles by OEF researchers published in outside journals


Inset: Skyline - Tokyo, Japan. In 2014, the city will host the first Weak States & Strong Societies in World Politics workshop designed to support the policy impact of the Global Governance journal.
Financials

Consolidated Balance Sheet

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2013 Expenditures by Department

- Oceans Beyond Piracy: $1,135,000
- Operations: $851,000
- Research & Development: $892,000
- Business and R2P: $218,000
- Shuraako: $625,000
- Special Projects: $67,000
Our Team

“OEF is an organization with an ambitious vision: a world beyond war achieved through new and inclusive forms of global governance. Over the last several years, we have developed a strategy that gives deference to both theoretical and practical aspects of global governance and is able to pursue short-term goals in furtherance of a larger picture. I am excited to see what OEF’s newest initiative, R2P and Business, can contribute to OEF’s already outstanding efforts.”

– Marcel Arsenault, Founder of One Earth Future Foundation

“Shuraako promotes stability and social cohesion through private sector development, addressing the credit gap, with explicit goals on job creation. Through evaluating then matching local small-to-medium size businesses with right-sized capital, Shuraako is directly improving the lives of individual Somali men and women, which in turn improves the governance of Somalia as a whole. Our success is proving that the Somalia of Blackhawk Down infamy is not an accurate impression of the country as it is today.”

– Lee Sorensen, Director of Shuraako

“The fight against piracy has revealed a gap in governance for those areas of the oceans that are outside the control of any nation. Finding a long-term solution is not solely the work of diplomats and international institutions, but must include stakeholders from nations, industry, and civil society. Transnational problems are increasingly being worked out through structures that are less formal and more inclusive; maritime piracy is no exception.”

– Jon Huggins, Director of Oceans Beyond Piracy

“As an institution working to support global policy and practice, OEF’s recommendations must be built on the best available evidence. Research and Development ensures that this is the case by authoring joint reports with OEF projects, developing theoretical underpinnings and empirical support for OEF’s work, and acting as a clearinghouse for the diverse set of lessons OEF learns through its efforts. This dual focus on basic and applied empirical research positions OEF to make a valuable contribution to our vision of peace through governance.”

– D. Conor Seyle, Associate Director of Research and Development

2013 Staff
Eamon Aloyo
Kelly Backens
Jonathan Bellish
Anna Bowden
Janice Boyd
Kelsey Coolidge
Bonnie Doty-Hernández
Jeffrey French
Abdikarim Gole
James Gray
Christopher Hall
Lindsay Heger
Jon Huggins
Kaija Hurlburt
Maurice Janssen
Liza Kane-Hartnett
Matthew W. King
Daniel B. Krupp
Jean-Pierre Larroque
Benjamin Lawellin
Tracie Ware
Jens V. Madsen
Carolyln Munoz
Theresa Musumhi
Jami Nelson-Nuñez
Victor Odundo Owuor
Maisie Pigeon
Amit Sarkar
Timothy Schommer
D. Conor Seyle
Lee Sorensen
Roberta Spivak
Urmila Venugopalan
Matthew Walje
Angela Weinell
Alexandria Wise
Scott Wisor

Interns
Kellie Brandt
James Burman
Thaddeus Cummins
Micah Dolcort-Silver
Andrew Higdon
Kyleanne Hunter
Patrick James
Bridget Jankovsky
Laura Mackay
Anjuli Manrique
Kellie Lynn Roy
Michael Smith

Members of OEF's staff volunteering in Lyons, Colorado after flooding ravaged the state in September.
The One Earth Future foundation (OEF) was founded in 2007 with the belief that a world beyond war can be achieved through new and inclusive forms of governance. OEF works to realize its vision through a combination of theory and practice.

Theory and empirical evidence are at the heart of OEF’s work, as demonstrated by OEF’s Research and Development department, which generates Core Knowledge through basic and applied research, provides intellectual support to OEF’s implementation projects, and synthesizes the lessons learned from those projects over the long term.

OEF’s implementation projects – Oceans Beyond Piracy, Shuraako, and R2P & Business – focus on emerging issues of global governance that require cooperation among governments, businesses, and civil society to achieve equitable and effective solutions. Each implementation project acts primarily as a convener and facilitator, ensuring that stakeholders agree about the nature of the problem, develop common metrics for success, and work cooperatively to achieve their goals.

OEF is committed to improving global governance by acting at the intersection of theory and practice, helping stakeholders solve specific problems in real time, contributing to the broader research literature, and working to detect patterns and lessons about governance as they emerge.