

2023-2028


# STRATEGIC PLAN



one earth  
FUTURE



# CALL TO *Action*



In too many places, leaders and communities continue to choose armed conflict over peaceful approaches to resolving disputes, as we can see in both Great Power conflict and internal struggles around the world. This type of violence feeds off of deficient governance, which is exacerbated by a lack of inclusion. And it's leaving millions of people behind: according to the World Bank Lab, by 2030, more than 75% of people

living in extreme poverty will be living in fragile and conflict-affected settings, triple the number from 2000.

While the modern aid sector has made great strides around the world, it has struggled to sustainably meet the needs of those in fragile and conflict-affected settings.

**Ensuring peace and prosperity for all will require more flexibility than the current system allows for, both to iterate towards solutions for communities in conflict and to acknowledge the profound interdependence between development and security.**





# Sustainable Peace Is Possible

One Earth Future incubates innovative peacebuilding programs, working hand-in-hand with communities affected by conflict to eliminate the root causes of war.



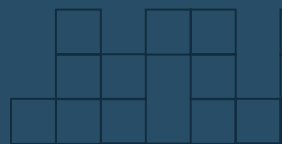
As an operating foundation, OEF leverages its core funding and overseas development assistance to achieve the flexibility and scale needed to solve problems in places suffering from fragility and seemingly inescapable conflict. We engage stakeholders up front and operate using adaptable timelines, helping develop a deep understanding of stakeholder needs and design tailored solutions.

Over the past decade, OEF has honed a suite of competencies that address the root causes of armed conflict at local, national, and international levels.

We have demonstrated our ability to build trust with communities and governments, and created strong, locally-driven, and globally diverse teams. We have also developed a process for co-design, monitoring, and evaluation that allows us to partner with donors, communities, and governments to develop solutions that work.

**OEF is committed to designing integrated solutions for the hardest to reach places and toughest conflicts in the world.**

**Unless we gain traction on the problems that today seem intractable, the risk of armed conflict will continue to rise for all 8 billion people on our one earth.**





## Vision

We envision a future where humanity chooses peaceful solutions over armed conflict



## Mission

One Earth Future prevents armed conflict and promotes stability through creative and inclusive problem-solving



## Values

1

### We Strive for Excellence

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

3

### 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.

2

### We Are Relentlessly Empirical

While solutions may be visualized, real progress is confirmed by evidence of success. We innovate and iterate.

4

### We Solve Problems By Engaging Stakeholders

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


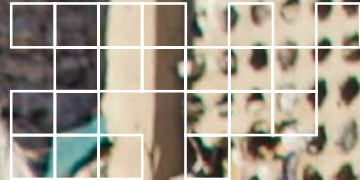


# OUR *Strategy*



Over the next five years, OEF will complete the migration from self-funded program incubator to competency-based partner of choice for institutions and individuals working to end armed conflict and build stable communities.

OEF aspires to achieve enduring results at scale by collaborating with funders and partner organizations on projects, programs, and activities that advance our common interests and accelerate progress towards OEF's mission.



OEF believes that the pathway to sustainable peace is collaborative, adaptive, and holistic. Because we know that armed conflict never comes from a single cause, OEF will combine and build upon its proven competencies to deliver value and address underlying drivers of conflict and instability in fragile and conflict affected settings around the world.



# CORE *Competencies*

In 15 years incubating programs as a self-funded operating foundation, OEF has developed best-in-class capacity in a range of competencies relevant to our mission of preventing armed conflict and promoting stability in fragile and conflict-affected settings:



**Design and management of innovative financial solutions**



**Public and private sector capacity building**



**Stakeholder engagement and partnership facilitation**



**Conflict risk modeling and analysis**



**Peace negotiation and diplomatic engagement**



We know that every conflict is unique; a one-size-fits-all approach does not lead to sustainable peace.

For this reason, OEF works alongside governments, local stakeholders, and experts before any new project to determine how we can best contextualize and apply our competencies in a given region.

In some places, this means creating economic opportunities for migrants or facilitating access to finance for marginalized groups. In others, it means working to build diplomatic bridges or better understand large-scale conflict escalation risk factors.

We believe this tailored approach is our greatest strength and the most viable path to peaceful solutions.



# FUNDING *Model*



Beginning in 2023, OEF will increase its strategic collaborations in pursuit of new funding sources with aligned partners to scale our impact.

We anticipate seeking new resources from private, public, bilateral, and multilateral funding sources, and are increasing the capacity of our business development team to do so.

Over the life of this plan, OEF will continue to receive \$11 million in annual core support from its founder, enabling us to test new ideas, co-design with donors and partners, take a long-term view, and handle the inherent unpredictability of working in fragile and conflict-affected settings.

OEF is positioned to serve as a lead agency or a sub-recipient of a consortium, and we will deploy a combination of partnership models to broaden the number of funding opportunities relevant to our vision and mission.

As we grow, our top business development priority will be to align OEF's resourcing strategies with our competencies and the needs of a conflict, keeping our mission at the forefront of everything that we do.





---

# ORGANIZATIONAL *Goals*

Within the next five years, OEF will...

- Diversify funding sources and grow OEF's annual operating budget to \$31 million.
- Be recognized by donors and implementers working on armed conflict prevention, de-escalation, and stability as the partner of choice in our core competencies.
- Apply a combination of OEF's proven competencies in 8 countries experiencing armed conflict and fragility.
- Enhance OEF's operational infrastructure to effectively and efficiently support the delivery of complex programming.

---

# CROSS CUTTING *Initiatives*

- Evolve governance model to strengthen board oversight, clarify roles and responsibilities, increase transparency, and establish donor trust in OEF.
- Solidify leadership position in existing competencies, including extensive and sustained outreach effort to donor and development community.
- Test opportunity markets/evolve program models into new areas based on conflict realities and government priorities.
- Create a culture and structure that supports organizational success, prioritizes knowledge sharing, and facilitates cross organizational work and program delivery.



---

## IMPACT *Goals*

Over the next five years, OEF aims to achieve the following impact in the places we work:



## 1. Reduce all forms of armed conflict and transform attitudes and beliefs about its usefulness.



### We will accomplish this by:

- 1 Building trust between and among local communities, government institutions and other stakeholders to strengthen social cohesion.
- 2 Facilitating the establishment and use of locally-owned dispute resolution mechanisms.
- 3 Hosting opportunities for bilateral and multilateral engagements between governments, citizens, and other stakeholders.
- 4 Providing training on alternative dispute.

### We will hold ourselves accountable by:

- 1 Measuring the proportion of individuals we work with who believe violence is sometimes necessary to achieve their goals.
- 2 Keeping track of the use of and results from formal and informal dispute resolution mechanisms.
- 3 Assessing changes in the level of people's perceived safety in the places we work, especially that of vulnerable and marginalized populations.



## 2. Improve governance outcomes as experienced by citizens and communities.



### We will accomplish this by:

- 1 Facilitating the establishment of cooperative resource management agreements between government and local community leadership.
- 2 Supporting governments to establish accountability and grievance reporting mechanisms.
- 3 Supporting the establishment of mechanisms to enable citizen participation in governance decision-making and training citizenry on civic engagement and non-adversarial advocacy.
- 4 Building the capacity of government institutions to leverage and manage resources, engage constituents and improve service delivery.

### We will hold ourselves accountable by:

- 1 Measuring changes in levels of citizens' trust in government and perceptions of inclusiveness and fairness.
- 2 Documenting changes in government entity decisions that respond to citizen priorities.
- 3 Examining the results of citizen-government engagements and dialogue.



### 3. Enhance access to sustainable economic opportunities and finance, especially for women, youth and other marginalized groups.



#### We will accomplish this by:

- 1 Building the capacity of small-scale producers, business owners and cooperative members so they are able to manage better, sell more, and save more.
- 2 Facilitating access to finance to locally-owned small and medium enterprises.
- 3 Fostering sustainable and environmentally-friendly production practices.
- 4 Training individuals on technical and vocational skills so they have access to opportunities for decent jobs and entrepreneurship.
- 5 Deploying supply chain improvements that enable small-scale producers to gain access to new markets.
- 6 Brokering commercialization agreements with national and international buyers.

#### We will hold ourselves accountable by:

- 1 Measuring changes in people's livelihoods, particularly their income, savings capacity and food security.
- 2 Monitoring changes in poverty in the areas we work.
- 3 Tracking the number and type of jobs created by enterprises as a result of access to finance.
- 4 Documenting incremental sales by the producers, businesses and cooperatives we work with.
- 5 Demonstrating that financing opportunities benefit women- and youth-owned businesses.



## 4. Empower governments and key decision makers to prevent and reverse the escalation of conflict.




### We will accomplish this by:

- 1 Advocating for peaceful solutions in armed conflict escalation scenarios.
- 2 Engaging key decision makers in governments and influential institutions with actionable information for conflict prevention or deescalation.
- 3 Enabling public and civil society to advocate for peaceful solutions by increasing conflict escalation risk awareness and combating mis- and dis-information.
- 4 Producing credible and transparent open source information and intelligence products utilizing conflict escalation risk models.

### We will hold ourselves accountable by:

- 1 Describing instances in which our recommendations or information are used in conflict decision-making.
- 2 Monitoring the impact of our engagement on government positions (doctrines, policies, statements, etc.).
- 3 Tracking engagement with key institutions and civil society over time.
- 4 Monitor the presence of OEF publications in public discourse.
- 5 Ensuring quality of information, products, and models utilized in conflict escalation analysis.



# Theory of Peace

---

**OEF believes that no violent conflict comes from any one cause. Whether considering conflict within or between countries, or internationalized conflict where external governments inflame conflict within another country, there are always multiple pressures leading people to choose to engage in violence. These include pressures at the level of key decision-makers as well as across society. This means that sustainable peace will always require working across multiple different issues.**

# CONTACT

## US



one earth  
FUTURE

[oneearthfuture.org](https://oneearthfuture.org)  
[info@oneearthfuture.org](mailto:info@oneearthfuture.org)

Headquarters:  
525 Zang Street  
Broomfield, CO USA

Offices in



USA



Austria



Colombia



Somali Region