

FOR MULTILATERAL AND HUMANITARIAN ORGANIZATIONS

Scenarios, economics, and impact

*Forecasting and impact analysis for organizations whose donors, funders,
and budgets keep shifting.*

We assemble “dream teams” of specialists and data to address complex operational and strategic challenges related to the Red Sea basin and MENA states. Every engagement is informed by one or more analytic frameworks — including bias identification, scenario planning, red-teaming, and environmental and social impact analysis.

HOW WE DO IT

Our biggest asset is our experts — a meticulously-built pool of regional and technical specialists and management leads, each with career experience in-region. A team of lead experts ‘deconstructs’ the challenge at hand, while Big Red™, our proprietary agentic model, mines our experts’ publications and work histories to identify those best equipped to respond to the challenge. It assists with the formation of tailored queries, while drawing on our custom databases and relevant contextual data. The result is an interactive process that creates a constantly improving resource that is available to the client to address future issues.

SAMPLE CLIENT PROFILE

A multilateral body, development finance institution, donor, or humanitarian organization planning against a horizon that keeps moving — donor priorities shifting, new funders entering, a single budget cycle resetting the assumptions under a decade of programming. The perspectives that would test those assumptions sit outside the organization and reaching them in time is the constraint.

EXAMPLES OF RECENT WORK

- 01 A major multilateral organization wanted a nuanced projection of how overseas development assistance might evolve through 2030, and what a changing funding environment would do to its revenue and its operations. One area of particular interest was the evolving role of the Arab Gulf states in development finance and humanitarian assistance, and how the organization could best frame its own history and competitive advantages to generate more impact and more government clients. We created a scenario analysis that relied on our own proprietary agentic model and vetted sources, queried our own pool of experts on the parts of the underlying forecast, and generated a 360-degree analysis for strategy.
- 02 During the Arab Spring, we recruited U.S. teaching hospitals and emergency-medicine capacity into Benghazi, Libya, linking world-class institutions — among them Harvard University, Yale University, and the African Federation for Emergency Medicine — to very difficult logistics problems in the field. We provided the on-the-ground expertise, the connections, and the risk assessment that let outside specialists operate where they otherwise could not. We repeated the model: in Djibouti and Turkey with EyePACS, an organization that diagnosed diabetic retinopathy; and in 2020, in a program linking three UAE hospitals with teaching hospitals in the United States and Libya to share COVID-19 best practices during the pandemic. Convening scarce specialist capacity where it is suddenly needed — in a conflict, for chronic-disease screening, in a pandemic — is the same coordination problem our clients bring us today.

“Red Sea Futures managed — quickly — to obtain deeply relevant external stakeholder, competitor, and analyst perspectives on an existential organizational challenge. A rich scenario analysis that was both unique and immediately actionable.”

DIVISION HEAD • UNICEF

Red Sea Futures marries three capabilities most clients have to buy separately: **research and AI, strategy, and the capacity to implement**. Not every engagement needs all three — clients engage the parts they need.

Bring us your most challenging Red Sea and MENA questions — chorin@redseafutures.com · set up a call at redseafutures.com. All inquiries handled in strict confidence.

THE LEADS**A sample of relevant leads includes:****Dr. Anna Gueorguieva**

An economist and sustainability leader with more than 20 years in climate finance, sustainability data, and ESG strategy. She spent 18 years as a Senior Economist and Task Team Leader at the World Bank, where she established and led its Climate Task Force and directly managed more than \$1.5B in sustainability and infrastructure investments. She later served as Climate Lead at Bridge Investment Group (Apollo), and is now Chief Sustainability Officer at GreeniumDC Consult. She holds a PhD in Environmental and Resource Economics from UC Berkeley.

Sara Olsen

Founder of SVT Group, the first impact management advisory firm of its kind — a certified B Corporation named six times “Best for the World.” For over two decades she has helped governments, investors, and enterprises translate social and environmental dynamics into actionable strategy. SVT has designed impact measurement systems for over \$10 billion in assets across 170+ projects spanning Sub-Saharan Africa, the Middle East, and beyond.

Dr. Sarah Deardorff Miller

An expert on refugee, migration, and humanitarian issues who holds a doctorate in international relations from Oxford and teaches courses on displacement and humanitarian response at Georgetown. She is a senior fellow at Refugees International, where she conducts research and advocacy on labor market access for refugees, internal displacement, and protracted displacement.

Noura Abdi Farah

An international development professional who has led public policy initiatives in environment, health, and sustainable development. She served as Director of Planning and International Cooperation at Djibouti’s Ministry of Health, overseeing national health strategies and managing partnerships with the World Bank and UN agencies.

Dr. Guilain Denoeux

Professor of Government at Colby College and an international development practitioner with over 30 years of public-policy experience. As a consultant to the Millennium Challenge Corporation, the former USAID, and the State Department, he has led policy-oriented field research across MENA, Sub-Saharan Africa, Asia, the Caucasus, and the Balkans, and has authored over 180 field research reports and desk studies for the U.S. foreign policy community. His interests include political risk analysis, applied political economy, conflict and extremism assessments, and program evaluation.

Prof. Robert Springborg

Research Fellow at the Italian Institute of International Affairs and Adjunct Professor at Simon Fraser University, formerly holder of the MBI Al Jaber Chair in Middle East Studies at SOAS and Director of the American Research Center in Egypt. He has consulted on Middle East governance for USAID, the U.S. State Department, UNDP, and UK government departments.

Dr. Ethan Chorin

Founder and CEO of Red Sea Futures; former diplomat and Middle East analyst with more than 25 years working on and in the Red Sea basin for the US State Department, Dubai Ports, Royal Dutch Shell, and Perim Associates. Author of Benghazi: A New History, and a forthcoming history of the Red Sea (Harvard University Press). Ph.D. in Environmental and Resource Economics, UC Berkeley.

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