

Heritage Institute for Policy Studies



Annual Report 2013

Table of Contents

About HIPS	1
Message from the Director	2
2013 in Numbers	3
Programs	4
Impact	8
Feedback	9
Lessons Learned	10
Financial Highlights	11
Partnerships	12
Outlook	13
Appendices	14
<i>Staff & Fellows</i>	14
<i>Board of Advisors</i>	15

About HIPS

The Heritage Institute for Policy Studies (HIPS) is an independent, nonpartisan, nonprofit policy research and analysis institute based in Mogadishu, Somalia.

Vision

To advance peace, the rule of law, and a culture of learning in Somalia

Mission

To inform public policy by providing independent empirical research and analyses, and creating an enabling environment for inclusive dialogue

Guiding Principles

1. Independence, integrity and impartiality

In all its activities, HIPS will honor and uphold the independence and integrity of the Institute. The focus of work is on issues of concern to peace and the rule of law in Somalia, both as challenges and opportunities. HIPS is a non-partisan organization driven by impartial and empirical research and analyses.

2. Diversity and equal opportunities

HIPS promotes human rights and encourages diverse voices to be heard by harnessing a broad range of ideas and perspectives on critical issues for Somalia.

3. Transparency and accountability

In all its activities HIPS strives for openness and responsibility. The website allows for easy access to all its work. The Annual Report provides an account of progress of work, finance, and management. Social media (Facebook and Twitter) presents an avenue for interactive and open communication. HIPS management is accountable to its Board of Advisors.

4. Excellence

HIPS strives for high quality and rigor in all its activities and products. To reach this goal, HIPS welcomes constructive and critical feedback on its activities from interested parties.

5. Do no harm

As an independent institution promoting a culture of learning in Somalia, HIPS will address critical issues for the purpose of advancing peace and the rule of law, including, when relevant, in the context of the Horn of Africa. It will not shy away from expressing constructive criticism when so warranted by empirical evidence. However, throughout its work, HIPS will caution not to inadvertently cause harm in the fragile situation of Somalia and its neighbourhood.

Message from the Director

In January 2013, with the goal of 'harnessing the power of ideas for a better Somalia', HIPS quickly went to work on its year-one research agenda. Thanks to the support of funders, fellows, and the Somali people, and to the determination of our committed staff members and consultants, HIPS is now recognized as a capable and credible research institute.

We have published 6 policy briefing papers and 3 research reports. We have discussed in our publications, among other things, the New Deal Compact for Somalia, and humanitarian access to Al-Shabaab-controlled areas. We have held 9 Forum for Ideas events in Somalia and a further two events in Kenya, covering a spectrum of issues and attended by policymakers, business leaders, and civil society actors.

We recognize the fundamental importance of reaching out to both Somalis and the international audience. Our publications are freely available in both English and Somali. By developing partnerships with local and international institutions we have been able to extend our outreach further. In our first year we have secured grants in partnership with a number of internationally recognized institutions. The enthusiasm of established institutions to work with HIPS is testament to the strong reputation we have built in this short time.

Our greatest asset has been our team: staff, backers, and members of the Board of Advisors. Staff have demonstrated extraordinary commitment to the mission and vision of the organization despite the difficult working environment. Much needed guidance and support has also come from the Board of Advisors. Their support at critical junctures has been invaluable.

Despite significant progress in our first year HIPS still faces many challenges. Security remains our greatest obstacle. The security situation in Mogadishu in the latter half of 2013 affected access to our most important stakeholders, the Somali people. Securing sustainable funding remains another key challenge. One of our key priorities moving forward will be to source core funding enabling us to continue our mission and expand with confidence.

As we enter our second year, we look forward to facing these challenges and building on the strong foundations we laid in 2013. We are keen to commission new research, recruit new talent, build more partnerships, and take on more projects. Given the overwhelming support we have received domestically and internationally, and the dedication of our team, we are confident in our ability to do so.



A handwritten signature in black ink, appearing to read 'Abdi' followed by a stylized flourish.

Abdi Aynte,
Director of the Heritage Institute for Policy Studies

2013 in Numbers

Since relaunching in July, the HIPS website has received more than **17,000** visits from almost **12,000** unique visitors. We have received visitors from **123** different countries – from Somalia to Singapore, from Kenya to Kyrgyzstan.

We currently have almost **2500** subscribers to the HIPS mailing list and receive on average **12** new subscribers every month.

Our @HIPSINSTITUTE Twitter account currently has **5,094** followers and is featured on **54** lists.

We have **1,884** 'likes' on our Facebook page. Since joining on 3 December, our Somali National Library Facebook page has **1162** 'likes'.

We have held **9** Forums for Ideas in our first year attended by almost **700** participants of which at least **30%** were female and **20%** were youth.

We have released **9** publications in 2013 including **6** Policy Briefings and **3** Research Reports.

We have offered quarterly internships to **3** outstanding recent graduates.

Programs

Forum for Ideas

Our flagship program, the Forum for Ideas, was devised as a platform to foster dialogue and debate on important policy issues among civil society, and between civil society and government. The gatherings, scheduled approximately once every two months to discuss particular developments or host special guests, have been attended by almost 700 participants. Approximately 30% of all participants to have attended Forums were women, and almost 20% were youth. Senior officials and policymakers have attended all HIPS Forums, allowing citizens to engage their leaders and hold them to account.



Forums held since January 2013

1. U.S. Recognition of the Federal Government
2. The First 100 Days of the Federal Government
3. The Somalia-Somaliland Negotiations
4. Transparency, Accountability, and Reform
5. A Special Forum with Speaker of Parliament Jawaari
6. The Role of the International Community
7. The New Deal Compact
8. The Draft Media Law (with InterNews)
9. Youth: Access and participation in social transformation

Policy Briefing

The U.S. Recognition of Somalia: Implications and the Way Forward

HIPS

NOVEMBER 2012

Policy Briefing

Reviewing the Somali Government's First 100 Days

HIPS

NOVEMBER 2012

Policy Briefing

The Somalia – Somaliland Negotiations

HIPS

NOVEMBER 2012

Policy Briefings

HIPS Policy Briefings, published approximately once every two months, are designed to offer quick, concise, and easily digestible analysis of policy issues in Somalia. Our Briefings in our first year have demonstrated the Institute's commitment to provide an impartial analysis of, and objective policy recommendations to, all actors involved in the advancement of peace and the rule of law in Somalia. Since launching the Institute in January we have published six Briefings, all published in both English and Somali, and covering a broad range of issues. Briefings are disseminated through our extensive mailing list and freely available to our Briefings at our website. Printed copies of our Briefings are freely distributed at our Forums.

Briefings Published in 2013

1. The U.S. Recognition of Somalia: Implications and the Way Forward
2. Reviewing the Somali Government's First 100 Days
3. The Somalia – Somaliland Negotiations
4. The Kismaayo Crisis: Options for Compromise
5. International Engagement in Somalia: The Day after the New Deal
6. The Consequences of Political Infighting

Policy Briefing

The Kismaayo Crisis: Options for Compromise

HIPS

NOVEMBER 2012

Policy Briefing

International Engagement in Somalia: The day after the New Deal

HIPS

NOVEMBER 2012

Policy Briefing

The Consequences of Political Infighting

HIPS

NOVEMBER 2012

The U.S. Recognition of Somalia: Implications and the Way Forward

The U.S. recognition of the transitional government on 17 January 2012 is a gift and yet also represents that the country has taken a step towards a unified political space. Such a move, however, is not an end in itself. It is a step that must be followed by a series of actions that will ensure that the country is able to move forward in a way that is consistent with the interests of the Somali people.

These leaders, however, need to be equally understood and treated. The U.S. recognition should not be seen as a reward for what they have done, but as a recognition of what they have done. It is a recognition of their role in the process of building a new Somalia. It is a recognition of their role in the process of building a new Somalia. It is a recognition of their role in the process of building a new Somalia.

The Context

The Somali state is a complex one. It is a state that has been built on a foundation of tribalism and clanism. It is a state that has been built on a foundation of tribalism and clanism. It is a state that has been built on a foundation of tribalism and clanism.

Reviewing the Somali Government's First 100 Days

In a 2012 report, Human Rights Watch found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

Foreign Policy

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

Economic and Political Views

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

The Somalia – Somaliland Negotiations

The recent dialogue between the transitional government and Somaliland is a significant development. It represents a step towards a unified political space. Such a move, however, is not an end in itself. It is a step that must be followed by a series of actions that will ensure that the country is able to move forward in a way that is consistent with the interests of the Somali people.

These leaders, however, need to be equally understood and treated. The U.S. recognition should not be seen as a reward for what they have done, but as a recognition of what they have done. It is a recognition of their role in the process of building a new Somalia. It is a recognition of their role in the process of building a new Somalia.

Background

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

Conclusion

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

Policy Briefings

HIPS Policy Briefings, published approximately once every two months, are designed to offer quick, concise, and easily digestible analysis of policy issues in Somalia. Our Briefings in our first year have demonstrated the Institute's commitment to provide an impartial analysis of, and objective policy recommendations to, all actors involved in the advancement of peace and the rule of law in Somalia. Since launching the Institute in January we have published six Briefings, all published in both English and Somali, and covering a broad range of issues. Briefings are disseminated through our extensive mailing list and freely available to our Briefings at our website. Printed copies of our Briefings are freely distributed at our Forums.

Briefings Published in 2013

1. The U.S. Recognition of Somalia: Implications and the Way Forward
2. Reviewing the Somali Government's First 100 Days
3. The Somalia – Somaliland Negotiations
4. The Kismaayo Crisis: Options for Compromise
5. International Engagement in Somalia: The Day after the New Deal
6. The Consequences of Political Infighting

The Kismaayo Crisis: Options for Compromise

The Kismaayo crisis is a significant development in the ongoing process of building a new Somalia. It represents a step towards a unified political space. Such a move, however, is not an end in itself. It is a step that must be followed by a series of actions that will ensure that the country is able to move forward in a way that is consistent with the interests of the Somali people.

These leaders, however, need to be equally understood and treated. The U.S. recognition should not be seen as a reward for what they have done, but as a recognition of what they have done. It is a recognition of their role in the process of building a new Somalia. It is a recognition of their role in the process of building a new Somalia.

Background

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

The Publics

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

International Engagement in Somalia: The day after the New Deal

The day after the New Deal is a significant development in the ongoing process of building a new Somalia. It represents a step towards a unified political space. Such a move, however, is not an end in itself. It is a step that must be followed by a series of actions that will ensure that the country is able to move forward in a way that is consistent with the interests of the Somali people.

These leaders, however, need to be equally understood and treated. The U.S. recognition should not be seen as a reward for what they have done, but as a recognition of what they have done. It is a recognition of their role in the process of building a new Somalia. It is a recognition of their role in the process of building a new Somalia.

Checked out

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

Conclusion

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

The Consequences of Political Infighting

The consequences of political infighting are a significant concern. They represent a step towards a unified political space. Such a move, however, is not an end in itself. It is a step that must be followed by a series of actions that will ensure that the country is able to move forward in a way that is consistent with the interests of the Somali people.

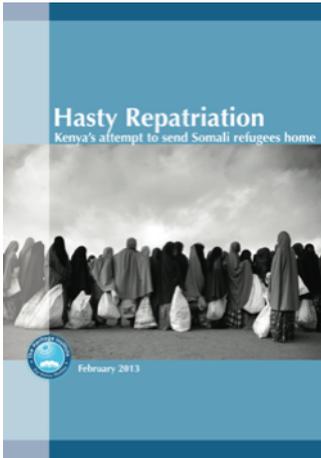
These leaders, however, need to be equally understood and treated. The U.S. recognition should not be seen as a reward for what they have done, but as a recognition of what they have done. It is a recognition of their role in the process of building a new Somalia. It is a recognition of their role in the process of building a new Somalia.

Context

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

Conclusion

The report also found that the transitional government's performance over the first 100 days of its tenure was mixed. While there were some positive developments, there were also significant challenges. The government's performance over the first 100 days of its tenure was mixed.

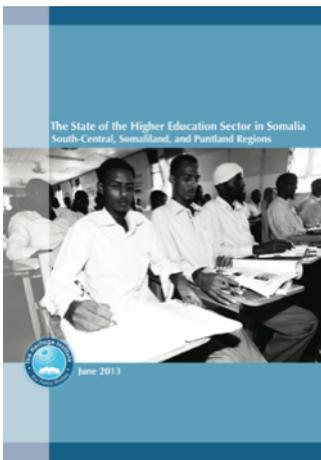


Research Reports

HIPS Research Reports are based on extensive empirical research on important issues currently affecting Somalia. HIPS is one of the first institutions to be conducting social research in Somalia since the collapse of the state in 1991. Increasingly, HIPS is working with internationally-recognized academics and a growing cadre of young, trained Somali research assistants to inspire a new generation of social scientists working for the advancement of peace and the rule of law in Somalia.

Hasty Repatriation

Our first research project focused on the growing demands of Kenyan politicians to repatriate Somali refugees. Primary research involved more than 40 interviews - conducted in Nairobi and the Dadaab refugee complex in Kenya - with Somali refugees, representatives of the United Nations High Commission for Refugees (UNHCR), and Kenyan and Somali officials. The report highlights the dangers faced by returning refugees before security has been consolidated in Somalia, and the importance of coordination between the parties involved - Kenya, Somalia, and the UNHCR - to ensure voluntary and safe repatriation.



The State of the Higher Education Sector in Somalia

44 higher education institutions were surveyed by a team of enumerators throughout all regions of Somalia for our second research report. Comparisons were drawn between Somaliland, Puntland, and South-Central Somalia with some surprising results. Our findings demonstrated, however, that throughout Somalia the unregulated growth of the sector has compromised the quality of education provided and that effective regulation should be introduced to improve the standards of education being received by the country's future leaders.

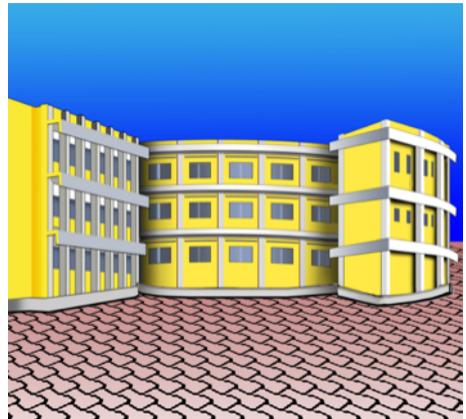
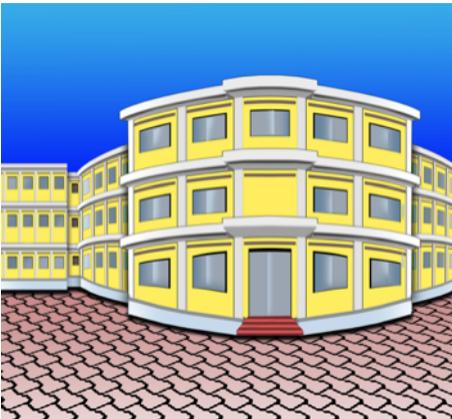


Talking to the Other Side

Drawn from more than 80 interviews with former al-Shabaab officials, aid workers, and civilians, this research details the difficulties faced by aid agencies attempting to operate in al-Shabaab controlled areas during the 2011 famine. The joint report from the Humanitarian Policy Group of the Overseas Development Institute (ODI) and HIPS highlights the obstacles humanitarian organizations face when trying to deliver desperately needed life-saving assistance.

The Somali National Library

In order to address one of our core missions - to promote a culture of research, learning, and inquiry - HIPS is playing a leading role in the restoration of Somalia's National Library in Mogadishu. The task of reconstructing the dilapidated three-storey building has been our most challenging yet. HIPS has successfully raised funding by mobilizing the business community and government agencies in a public-private-partnership. As a government-owned building, HIPS has established a Board of Trustees comprised of nine highly respected individuals including two women, government officials, academics, civil society actors, and representatives of the business community. The initiative to rebuild the Somali National Library was launched at a public event on 19 December. Given the overwhelming support we have received we are confident that restoration will be completed in 2014.



Impact

Perhaps the most tangible impact of our outputs during the first year was demonstrated with the signing of the Jubba Agreement in August between the Federal Government of Somalia and the Interim Jubba Administration. In June, following several weeks of hostility between the two sides, HIPS released a Policy Briefing offering options for compromise. The agreement reached between the government and the Jubba administration in August corresponded broadly with the recommendations given in our June Briefing.

The easing of the international arms embargo, likewise, followed shortly after our recommendation for the same in our first Policy Briefing on U.S. recognition of the federal government. We suspect the decision by the UN Security Council had been considered carefully and extensively before our recommendations were released but are confident that our recommendations provided reassurance of the wisdom of the easing of the embargo.

In October, HIPS Director, Abdi Aynte testified before the United States Senate Foreign Relations Committee on Security and Governance in Somalia. He was the only Somali present at the hearing among a handful of internationally recognized experts.

HIPS Research Reports have also had an impact, both within Somalia and beyond its borders. Our first report, *Hasty Repatriation*, was launched in Nairobi with a panel including Mohamed Ali Nur 'Americo' (Somali Ambassador to Kenya), Jacqueline Parlevliet (Assistant Representative of the UNHCR), and Laetitia Bader (Somalia Researcher for Human Rights Watch). HIPS researchers were subsequently invited to participate in several high-level consultations with the Federal Government of Somalia, local and international NGOs, and the UNHCR.

Our second report, *The State of Higher Education in Somalia*, received significant attention within the country and has sparked a national debate on educational priorities in Somalia. HIPS researchers were invited to participate in the National Education Conference held in Mogadishu in June and the United Nations Educational, Scientific and Cultural Organization (UNESCO) contacted the Institute to discuss future programming in Somalia.

Our third and final report of the year, *Talking to the Other Side*, published in December in partnership with the Overseas Development Institute, has stimulated an international debate on humanitarian aid operations and ethics beyond the borders of Somalia. The report has been discussed on international news channels including the BBC, Al Jazeera, and Voice of America.

Our efforts to restore the Somali National Library have also received wide international support. Since announcing the project we have been inundated with offers of assistance. Congressman Keith Ellison from Minnesota in the United States has helped us secure 22,000 books from Books for Africa, and the prominent scholars of Somalia, Professor Lee Cassanelli and Professor Ken Menkhaus, have joined a growing roster of national and international 'Friends of the Library'. Somali parliament speaker Mohamed Osman 'Jawaari' and Mogadishu mayor Mohamud Nur 'Tarsan' are also Friends of the Library.

Feedback

Not all feedback on our outputs has been positive. HIPS Policy Briefings have been met with disapproval among some audiences. Our March Briefing, for example, focusing on the negotiations between Somalia and Somaliland, prompted strong condemnation from pro-Somaliland independence groups who accused HIPS of adopting an anti-Somaliland bias. A Somaliland Diaspora umbrella organization released a strong rebuttal and the Deputy Speaker of the Lower House of the Somaliland Parliament criticized the Briefing on the BBC Somali Service. Organizers of the Hargeisa International Book Fair rescinded an invitation for HIPS to participate. The Institute has taken tangible measures to address a perception of anti-Somaliland bias. Representatives of the Institute went to Hargeisa to reassure officials and civil society actors that HIPS does not harbor an anti-Somaliland agenda. HIPS publications have commended the significant achievements Somaliland have made in securing relative peace and stability in the region.

Our December Briefing, focusing on the dismissal of the Prime Minister in the same month, was broadly critical of the federal government's lack of achievement in its first year. The Briefing, apportioning blame to the executive and parliament alike, was not well received among many political stakeholders in the current administration. As an independent, nonpartisan policy think-tank, the Institute is committed to offering candid assessments of government's current trajectory. HIPS has commended certain efforts being made by the federal government in previous Briefings and the comment section of our website offers an opportunity for those that disagree with our findings to express their positions publicly provided they adhere to our same standards of empirical analysis.

Lessons Learned

The security situation in Mogadishu, where HIPS is headquartered, has been a challenge. It has restrained our movement and ability to engage with civil society, government officials, and members of the international community. In post-conflict environments such as Somalia, insecurity is always a distinct possibility and HIPS must be able to quickly adapt to changing circumstances.

Operating as a policy-based think tank and research institute in a country with such fragile political institutions has also been demanding. Clan and sectarian views remain entrenched in politics and wider society. Navigating an independent, nonpartisan path through our first year, amidst such a polarised and fragile political environment was another significant challenge.

Various political actors in Somalia seemed initially to expect HIPS to offer unmitigated support. Armed groups, including al-Shabaab, have dismissed HIPS as a foreign-backed entity working on behalf of their enemies. Somali and non-Somali rumour mongers have accused HIPS of following others' agendas if it doesn't suit their own. The Institute will not please all people, all of the time but we will remain loyal to the Vision, Mission and Principles guiding our work.

Nonetheless, HIPS has developed effective working relations with a variety of stakeholders including policymakers, representatives of the business and religious communities, and civil society actors. We have been humbled by the vigor and sincerity of civil engagement in Somalia. The Federal Government has mostly embraced our outputs. Our relations with senior officials remain intact despite our candid approach and occasional tensions.

The HIPS approach would not be tolerated by governments in many countries, both on the African continent and beyond. Our ability to operate as we do stems from an acknowledgement and appreciation, among senior government officials, of the fundamental rights and duties of the citizen as laid down in Chapter 2 of the Provisional Constitution of Somalia.

To uphold the commitments of the Institute we must constantly evaluate our outputs to ensure they remain impartial and continue to offer constructive criticism and support, where and when it is due, for the advancement of peace and the rule of law in Somalia.

Financial Highlights

HIPS was established with financial support from the Somali business community. The intention was to establish a Somali policy think tank and research institute, by Somalis, for Somalis, and with the support of Somalis. Having self-funded almost all of our first year activities HIPS, like many other similar institutions, is now seeking external grants to sustain its operations.

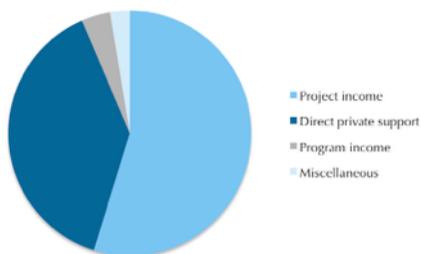
In its first year HIPS has secured funding from various sources - including the United States Institute for Peace and the Norwegian Research Council - and in partnership with various like-minded organizations - including the Rift Valley Institute and the Peace Research Institute Oslo. To fill the gap between income and operating costs we have also undertaken a number of consultancies for international organizations though not when these have conflicted with our guiding principles.

From the beginning we adopted international accounting procedures and financial best practices. Our finance officer has received training from professional accountants and from respected international institutions. We take transparency and accountability seriously.

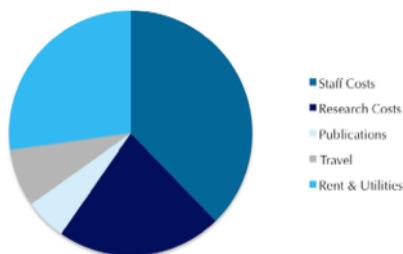
As a result, we successfully passed an external audit conducted by an international firm based in Nairobi, Kenya. Our Board of Advisors have reviewed and approved the 2013 financial statement.

Funding remains a key challenge for the Institute. In 2014 we hope to be able to secure core funding to help cover our direct costs enabling us to spend less time fundraising and more time committed to the Institute's mission.

HIPS Income Distribution



HIPS Expense Distribution



Partnerships



Internews



Partnership and collaboration are key to success for all research organizations. To realize its potential HIPS has sought strong relationships with similar entities in the region and across the world. In October we were invited to join the **Somali Research and Education Network (SomaliREN)**, the most prestigious education and research umbrella organization in the country. In their admission letter, SomaliREN noted “the extraordinary research energy, capacity, and agility that Heritage Institute have injected into Somalia despite its young age.” Membership provides us with access to both human and material resources from donors, as well as credibility among the research and education community in Somalia.

We are solidifying a partnership with the **Peace Research Institute Oslo (PRIO)** with three joint-funded projects examining the role of diaspora Somalis in Somalia, issues of returning refugees and internal displacement, and women’s engagement in Somali politics. We are also formalizing our ties with the **Rift Valley Institute (RVI)** after securing funding for a project examining land disputes in Mogadishu. We are strengthening ties with the **Overseas Development Institute (ODI)** after co-publishing a report as part of their Humanitarian Policy Group series. We are in the process of establishing formal relations with the **Institute for Security Studies (ISS)**, the largest think tank in Africa. In September, HIPS and ISS jointly organized a well-attended one-day workshop in Nairobi, assessing the Somali government’s first year in office. HIPS also held a joint event focusing on the new proposed media legislation with **Internews** in October. Finally, we have been fortunate enough to receive the support of **Books for Africa** in restocking a restored National Library.

Outlook

Thematic Research

As we enter 2014 we will consolidate our research agenda under broad thematic areas that will help define our project aims in line with our overall Vision and Mission.

1. Inclusive Politics

Inclusive Politics has been identified as an essential peacebuilding goal. We believe that the first priority for Somalia as it emerges from prolonged disorder is to consolidate a political system that promotes national reconciliation and lays the foundation for peaceful and democratic development.

2. Security & Justice

The importance of building strong and disciplined national security institutions able to ensure non-State armed groups are not able to compromise progress cannot be underestimated. As the situation in Somalia improves, fair and capable justice systems will be required to address historical grievances and promote the rule of law.

3. Human Rights

The global human rights narrative has largely passed Somalia by since long before the collapse of the state in 1991. Suffering has occurred throughout the country on an unthinkable scale for many years. Generations have grown up without access to health and education services. Somalia lies at the bottom of many human development indices.

Libraries & Training

The Somali National Library renovation is due for completion in mid- to late-2014. Upon completion there are plans to use the venue of the National Library to start a Mogadishu International Book Fair, an annual event promoting a culture of reading, writing, and research in line with our mission.

HIPS will continue to offer at least three internships each year providing equal opportunity to local and diaspora Somalis seeking experience in a research environment.

In partnership with the Rift Valley Institute HIPS will offer its first research methodology training course in 2014, in which it will develop a standard syllabus for future courses.

Appendix 1: Staff & Fellows

Staff

Abdi Aynte	Director
Abdirashid Hashi	Deputy Director
Zakia Hussen	Program Manager / Researcher
Anab Nur	Researcher (until January 2014)
Zainab Hassan	Project Director, Somali National Library
Sadia Nur	Finance and Administration Officer

Fellows

Dr. Abdirashid Ismail	University of Helsinki, Finland
Prof. Abdulwahid Sheikhosman Qalinle	University of Minnesota, U.S.
Hassan Abukar	Author
Jason Mosley	University of Oxford, UK
Dr. Laura Hammond	School of Oriental and African Studies, UK
Dr. Mohamed Dahir Afrah	Author

Appendix 2: Board of Advisors

Abdinasir Abass Amin	Senior Technical Specialist at ICF International in Nairobi, Kenya
Marika Fahlen (Chair)	Former Ambassador and Special Envoy for the Horn of Africa at the Ministry for Foreign Affairs in Stockholm, Sweden
Mohamud Hussein Khalif	Director of the ICIEC, a member of the Islamic Development Bank Group, in Jeddah, Kingdom of Saudi Arabia
Mohamed Omar Arteh	Consultant. Former Director of the Centre for Public Policy in Hargeisa, Somaliland
Ufuk Ulutaş	Director of the Foreign Policy Studies at SETA Foundation in Ankara, Turkey

In 2014 HIPS looks forward to welcoming two more members to the Board of Advisors.

