

Heritage Institute for Policy Studies



Annual Report 2014

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Message from the Executive Director

Thanks to the collective efforts of our dedicated team, 2014 was an exciting year for the Heritage Institute for Policy Studies (HIPS). Building on the previous year's achievements, and the strategic vision set out in the last board meeting, HIPS embarked on a multi-pronged strategy of informing public policy with evidence-based output and fostering genuine discourse on key national issues.



Our work on decentralization was the highlight of 2014. The HIPS team traveled to and organized dialogues on federalism in five cities across the country as part of our National Dialogue on Federalism project. Although enshrined in the Provisional Constitution, federalism is poorly understood in Somalia. This has created an environment conducive to conflict among communities. We were guided by the firm belief that enhancing public understanding of federalism, and fostering greater national debate on the issue, is vital for peace and stability in Somalia. In the process we also cultivated important relationships with other institutions across the regions.

We continued to foster debate between key policymakers and the Somali public through our flagship program, the Forum For Ideas. President Hassan Sheikh, former Prime Minister Abdiweli Sheikh Ahmed and UN Special Envoy Nicholas Kay all participated in HIPS forums this year.

An important component of our policy-oriented research and analysis is the ability to measure public opinion. In 2014, HIPS developed the capacity to conduct large-scale polling and surveys. With support from our partners, we conducted two major polls in Mogadishu, both of which became the basis for widely circulated policy briefs.

Dissemination is key to informing policy. Not only did our mailing list grow exponentially in 2014, but we also introduced a monthly e-newsletter highlighting our activities. Our publications are also now cross-posted on some of the most visited Somali and regional news websites. We have also bolstered our multimedia capabilities with video clips and fully-fledged documentaries becoming integral parts of our output.

2014 also came with many risks and challenges. In pushing for political, economic, judicial, and social reform in Somalia, HIPS is not short of enemies, and our staff faced a perpetual security threat. Due to our visibility in the national and international media, and our equally visible outputs, we take considerable security precautions and are forced to continuously strengthen our ability to operate in this environment safely.

Sustainable funding also remains a challenge. Although some progress was made in securing both private and public funding in 2014, with an overall decline in donor funding we continue to rely on project income for a substantial part of our operating budget.

Looking ahead, 2015 is full of potential for HIPS. Building on our 2014 research agenda, we aim to focus our attention on national elections, which Vision 2016 says should take place in the summer of 2016. It's increasingly clear, however, that planning for such elections has been poor, and alternative options are necessary. We intend to contribute to, and facilitate, the national debate on this issue.

Our ambitious plans require enhanced institutional capacity. To that end, we recruited new talents in research, administration and communications. Two new members are joining our Advisory Board in early 2015, strengthening its oversight role and enabling further interaction between the board and staff.

Last but not least, in late January 2015, director of HIPS Abdi Aynte accepted an offer from the Prime Minister to serve as a Minister of Planning and International Cooperation. In his two years of stewardship, Abdi helped our nascent think tank to become a highly-productive, highly-respected and highly-visible policy institute that injected into the national discourse evidence-based policy ideas and lucid analyses. We will be forever grateful for Abdi's contribution and wish him every success.

It is very clear to us at HIPS that Abdi's role in government will affect neither our objectivity nor our determination to hold decision makers accountable. HIPS will fervently maintain its core values of impartiality, objectivity and evidence-based research.

To conclude, I would like to thank our partners, funders and supporters, without whom we could not operate. Their continuing confidence in HIPS pushes us to achieve more as each year passes.

Abdirashid Hashi
Executive Director of the Heritage Institute for Policy Studies

Programs

Forum For Ideas

It was a busy and important year for our flagship program, the Forum For Ideas. A total of 10 forums were held over the course of the year, one more than in 2013. These included three special forums with prominent actors in Somali politics. In September, President Hassan Sheikh Mohamud highlighted the achievements made in the first two years of his administration. In August, former Prime Minister Abdiweli Sheikh Ahmed provided a frank assessment of the challenges that lay ahead for the Federal Government of Somalia (FGS), and in May, UN Special Envoy Nicholas Kay expressed the international community's pleas for political harmony within the FGS.



Forums held since January 2014

1. Decentralization options for Somalia
2. Kenya's mass arrests and deportation of Somali refugees
3. Roundtable discussion with UN Special Envoy Nicholas Kay
4. Continuing political crisis: Costs and considerations (with the then US Ambassador, now Prime Minister, Omar Abdirashid Ali Sharmarke)
5. Special forum with the Prime Minister of Somalia
6. Special forum with the President of Somalia
7. Perceptions of security and justice in Mogadishu (with the Observatory of Conflict and Violence Prevention)
8. Lessons learned from the 2011 famine (with the Rift Valley Institute and Tufts University)
9. Use of the Somali language in the Somali media (with InterNews)
10. Attitudes toward elections and democracy in Mogadishu

Policy Briefings

We published fewer policy briefs this year as we shifted attention away from in-house political analysis to more objective, survey-based research findings, requiring significantly greater resources and time as well as summaries of our longer-term research projects.

Our first brief dealt with the steady return of the Somali diaspora in recent years and was conducted with the Peace Research Institute Oslo (PRIO) and the University of Minnesota's Humphrey School of Public Affairs. It was launched in June at the Global Somali Diaspora Conference in Istanbul where the author, Maimuna Mohamud, presented findings from the research.

The second brief was based on a large-scale survey conducted by the Observatory of Conflict and Violence Prevention (OCVP) in Mogadishu and focused on perceptions of security and justice in the city. The brief, which provided analysis of the OCVP's findings, presented in four separate reports, gained widespread attention from international media outlets.

Our third brief analyzed the findings of a survey led by HIPS, with the support of Interpeace, on attitudes toward elections and democracy in Mogadishu. All HIPS policy briefs are published in English and Somali and are disseminated via our growing mailing list and are freely available to download from the HIPS website.

Briefing Published in 2014

1. Diaspora Return to Somalia: Perceptions and Implications
2. Perceptions of Security and Justice in Mogadishu: Interpreting results of the OCVP Conflict and Security Assessment
3. Attitudes towards elections and democracy in Mogadishu

Diaspora Return to Somalia Perceptions and Implications

Key Messages

- The return of the Somali diaspora in 2011-2012 was a significant event in the country's history. It was the first time since the 1990s that a large number of Somalis returned to their home country.
- The return of the diaspora has had a significant impact on the country's economy and society.
- The return of the diaspora has also led to a number of challenges, including the need for housing and employment opportunities.
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Background
The return of the diaspora in 2011-2012 was a significant event in the country's history. It was the first time since the 1990s that a large number of Somalis returned to their home country.

Perceptions of Security and Justice in Mogadishu Interpreting results of the OCVP Conflict and Security Assessment

Key Messages

- The OCVP Conflict and Security Assessment (CSA) provides a comprehensive overview of the security and justice situation in Mogadishu.
- The CSA findings indicate that there are significant challenges in the areas of security and justice.
- The CSA findings also indicate that there are opportunities for improvement in the areas of security and justice.

- The CSA findings also indicate that there are opportunities for improvement in the areas of security and justice.

Background
The OCVP Conflict and Security Assessment (CSA) provides a comprehensive overview of the security and justice situation in Mogadishu.

Attitudes towards elections and democracy in Mogadishu

Key Messages

- The study indicates that there is a strong desire for democracy and elections in Mogadishu.
- The study also indicates that there are significant challenges in the areas of democracy and elections.

Background
The study indicates that there is a strong desire for democracy and elections in Mogadishu.

Conclusion
The study indicates that there is a strong desire for democracy and elections in Mogadishu.

Research reports

HIPS published two research reports in 2014 with a third being prepared for publication in early 2015. Research has continued throughout the year on several other long-term projects that we hope to finalize for publication in the first half of the coming year. As with our policy briefs, HIPS research reports are available in English and Somali on the HIPS website.

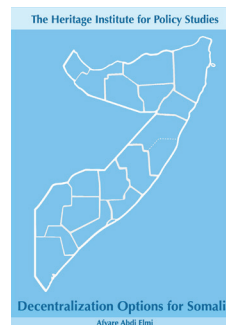
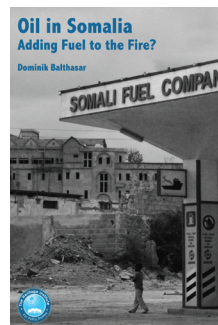
Decentralization options for Somalia

This report, authored by the Somali academic Dr. Afyare Abdi Elmi, marked the start of a series of outputs by HIPS on the topic of decentralization – a topic that has been hotly debated in Somalia for the past decade. Following the collapse of the military dictatorship in 1991, few Somalis openly advocate for the return to a centralized authoritarian state that monopolizes power in Mogadishu. For many, some form of decentralization is necessary and federalism has been the form advocated by many, though the practices of some politicians suggest otherwise. After publishing the report, HIPS embarked on a series of dialogues throughout Somalia soliciting public opinion on the on-going process of federalism, the role of the federal government of Somalia and the sharing of natural resources. Individual accounts of these dialogues are published in the comment section of the HIPS website, and a full report synthesizing the findings is due for publication in 2015.

Oil in Somalia: Adding fuel to the fire? As the latest frontier region of hydrocarbon exploration and production in East Africa, Somalia remains one of the most promising and challenging potential oil exporting countries. Apart from numerous technical obstacles, including scant infrastructure for transport and processing, Somalia boasts a host of challenges, including political volatility, institutional fragility, physical insecurity and ambiguous property rights. In this report, Dr. Dominik Balthasar, a development policy fellow with HIPS, examines the likelihood that the quest for oil will catalyze an already tense political situation and increase the chances for renewed conflict in Somalia. The report also forms part of our strategy to draw policy makers' attention to fiscal federalism and the country's natural resource endowments.

Addressing land disputes in Mogadishu

Research for this project was carried out throughout the year in partnership with the Rift Valley Institute (RVI). The final report, still in the peer review phase as the 2014 drew to a close, is our longest report to date and the first to be co-published with the RVI.



Internships

HIPS internships have become a coveted and prestigious placement for Somali students, with many competing for each of the four annual openings. The University of Minnesota gave our last intern a full postgraduate degree credit for working and training at HIPS. To ensure both Somalis in the country and those from overseas all benefit from this unique training and networking opportunity, we recruit both from the diaspora as well as from inside the country. Within Somalia, the institute gives special consideration to top students from SomaliREN member institutions, further cementing our collaboration with institutions of higher learning in the country but also supporting their highest achieving students.



“I had been following the work of HIPS nearly a year before I started my graduate studies. Thus, interning with them was indeed a dream come true. But it was hard to convince family and friends in Regards. To my decision of traveling across Continents to simply do internship while many organizations specializing in education in much “safer” cities were willing to give me an opportunity. However, one thing was certain: my desire to come and experience Mogadishu overpowered the lack of safety.

One of the highlights of my time in Mogadishu is my interview with Prime Minister Abdiweli Sheikh Ahmed, a graduate of the recently reopened Somali National University. I was deeply humbled when the PM accepted my request for an interview while attending a HIPS Special Forum for Ideas, where he was the guest speaker.

Unlike many diaspora Somalis, I didn’t come to Mogadishu to “change” it. To the contrary, the city changed me drastically. I received practical perspectives on life, war and peace. I no longer believe in the media narrative, which depicts the city as irrecoverably violent and its people as beyond repair. I will forever be grateful to the HIPS family for taking a leap of faith in me, and for inspiring and encouraging me to harness the power of ideas for a better Somalia”.

University of Minnesota Faculty of Education student Saida Hassan was a HIPS summer intern

The Somali National Library

Rehabilitating the Somalia National Library was the most ambitious project undertaken by HIPS to date. The building lying in the heart of the nation's capital was looted and destroyed in the early 1990s. It has remained a scar on the city's landscape, and a ghostly symbol of the lack of educational facilities available to the nation's youth, ever since. HIPS assumed responsibility for the monumental task of rebuilding and restocking the National Library when we were first established in early 2013. Seven prominent and influential individuals were appointed to a board of trustees for the project, and a project director was recruited to lead the process.

The scale of the task at hand — the considerable costs of renovating such a large dilapidated building and the volume of materials required to sufficiently stock it — quickly became clear. Raising the sums required to move the project forward, while

concurrently securing funds to conduct research activities as Somalia's first think tank, was ultimately beyond our capacity, despite the best of intentions.



Following extensive consultation with the donor community, various international organizations and government officials, it grew increasingly apparent that responsibility for this project should be assumed by the Ministry of Culture and Higher Education. The project has now officially been handed over to the ministry. The board of trustees established by HIPS remains in place and the project director currently serves as a senior advisor to the ministry.

We are honored to have initiated a process that will likely take several years, and we feel confident that the ministry is committed to the success of the project. We will continue to provide our support to the National Library and campaign for further support from friends and partners around the world.



Research, Analysis and Development Evaluations (RAADE) Group

The ability to collect information in Somalia deteriorated years before the government's collapse in 1991. Since then, various agencies have had limited success in collecting comprehensive and reliable information. Even Somalia's current population remains an educated guess.

History has demonstrated time and again in Somalia that policies and interventions cannot be assumed to produce the positive impact intended and in fact sometimes produce negative consequences. Indeed humanitarian interventions aimed at preventing famine arguably fuelled the rise of Somalia's warlords and the gatekeeper phenomenon immediately prior to and following the collapse of the government. Military interventions aimed at pacifying the threat of militant Islam in the Horn of Africa arguably fuelled the rise of al-Shabaab and other radical groups.

Moreover, Somalia represents a clear example of institutional amnesia on the part of the international community. Failures are repeated; successes are easily forgotten; and organizations plagued by high turnover rates all too often do not learn from their own mistakes. The intended beneficiaries of development projects seldom have access to information about them or have the opportunity to provide feedback.

Measuring the impact of development or humanitarian interventions, and indeed government policy, relies on the availability of existing reliable data and/or the collection of new data. It also requires genuine engagement with beneficiary communities to understand whether targeted interventions are addressing their needs effectively and efficiently and what lessons can be learned from past mistakes.

In late 2014, HIPS secured funding from the Somalia Stability Fund (SSF) to establish a local research team dedicated to monitoring and evaluating development projects in Somalia. In the beginning, the Research, Analysis and Development Evaluations (RAADE) Group will focus only on SSF projects. In time, however, the RAADE Group will offer monitoring and evaluation services throughout Somalia, acting as a semi-independent wing of HIPS and helping to generate income for further research activities.

IMPACT

Our activities focusing on decentralization and federalism arguably had the greatest impact on the national political scene in Somalia in 2014. The Options for Decentralization report published in January thrust this long-running debate into the limelight and our subsequent series of dialogues on the issue throughout Somalia has kept it there.

The HIPS team was invited to present at various international conferences on the issue including the three-day Conference on IGAD Economies and Federalism in Somalia, held in Addis Ababa and attended by senior officials from all IGAD member states. HIPS was also invited to join the New Deal Peacebuilding and Statebuilding Goal Working Group on Inclusive Politics — made up of representatives of the federal government, members of parliament, civil society and donors.

Our policy brief on diaspora engagement in Somalia was shared with major policymakers in Oslo, Minneapolis, Washington and Mogadishu. The author of the report was subsequently invited to speak at the 12th Somali Studies International Association Congress in Finland in 2015. Following publication of the brief, HIPS was also asked to serve on an independent panel of experts that helps formulate diaspora policy at the federal government's Ministry of Foreign Affairs.

Our policy brief based on research conducted by the OCVF and focusing on perceptions of security and justice in Mogadishu received the most international media attention of all briefs published to date. The HIPS and OCVF teams met with federal government and AMISOM security officials to discuss the study's outcomes and address some of the key concerns of Mogadishu's residents. Following our recommendations, the federal government and AMISOM established daily, rather than weekly, security coordination mechanisms.

At the launch event of our last policy brief of the year, exploring Mogadishu residents' attitudes toward elections and democracy, the Deputy Mayor of Mogadishu and the Chairman of the Parliamentary Committee on Elections stated they would carefully consider recommendations put forward for local Benadir elections in 2015. Indeed, the Chairman of the Parliamentary Committee pledged to promote evidence-based decision-making within the committee as it prepares to draft a national electoral policy and acknowledged that our brief made an important contribution to this new way of working.

Feedback

Throughout 2014 there was growing recognition of our input into policy discussions throughout the Somali regions. HIPS researchers were generally welcomed by authorities in Kismayo, Baidoa, Garowe and Galkacyo for our series of federalism dialogues. Our commitment to impartial and objective analysis, however, has at times prompted tensions. The trip to Garowe, for example, was delayed by authorities in Puntland concerned — following accusations from elements of civil society and the Puntland media — that we were promoting an anti-federalism agenda. After engaging in frank discussions with government officials, including the President, HIPS was authorized to hold the dialogue, which proved to be a great success.

Our policy brief looking at perceptions of security and justice in Mogadishu drew criticism that it served as a public relations campaign for the capital city. The tried and tested methodology used for the study, conducted by the OCPV, has been used throughout Somalia. No exceptions were made in Mogadishu, and while the study pointed out that residents generally feel safer than in recent years, the challenges facing the regional security apparatus remain considerable. With our headquarters in Mogadishu, we are only too aware of ongoing insecurity in the city and have raised this issue repeatedly in our outputs. As a young organization working in a challenging environment, we continue to welcome feedback and constructive criticism.

Lessons learned

Our growing audience and influence corresponds with increased pressure not to challenge political authorities. At the same time, the ever changing political and security situation in Somalia forces us to constantly evaluate and revise our modus operandi. In 2014, HIPS' outputs have become less reactive to particular political events and more proactive, attempting to examine structural political problems and to explore durable solutions.

We have also adopted a more modest approach to our outputs, no longer making specific recommendations but instead raising policy considerations. We have started to consult with policymakers before publishing such considerations, offering an opportunity to explain whether our ideas have already been thought about or discussed.

We believe that this more modest, consultative process is a better way of achieving our ultimate goal of informing and influencing policy and promoting evidence-based decision-making. Still, as has been our intention from the start, we will not shy away from criticizing policymakers if they are clearly at fault.

Partnerships

2014 was a year of partnerships — of strengthening existing relationships and forging new ones. Widening our pool of in-country partners has greatly enhanced our ability to operate throughout Somalia. Our membership with the **Somali Research and Education Network (SomaliREN)**— an umbrella organization for Somalia’s top universities —particularly has facilitated unprecedented geographical access while also connecting us to some of the country’s most knowledgeable academics and brightest students. Our links with the **Observatory of Conflict and Violence Prevention (OCVP)** have grown stronger throughout the year, culminating in one of our most widely discussed policy briefs to date. HIPS looks forward to further strengthening this partnership in 2015.

In early 2014, HIPS signed a tripartite agreement with Interpeace and the Banadir Regional Administration to provide assistance on the democratization plan for the Banadir region. HIPS went on to conduct citywide polling aimed at understanding residents’ views on democratization and elections.

HIPS also signed memorandums of understanding with the International Institute for Policy Studies (IIPS), based in Oslo, and the **Centre for Security Governance (CSG)** at the University of Guelph in Canada, to collaborate on research themes of mutual interest.

Following the success of our report on humanitarian negotiations with al-Shabaab during the famine, with the Overseas Development Institute (ODI) in 2013, we have embarked on a second joint research initiative exploring the impact of humanitarian efforts by the **Organization of Islamic Cooperation (OIC)**.

Our relationship with the **Peace Research Institute Oslo (PRIO)** continues to flourish. In 2014, HIPS embarked on its longest-term research project to date, focusing on women’s engagement in politics in Somalia. **The Gender in Politics in Somalia (GENSOM)** project is now well underway with a policy conference on the issue planned in Nairobi in early 2015.

A project conducted with another long-term partner organization, the Rift Valley Institute (RVI), was drawing to a conclusion as the year ended. Our longest report to date, exploring the issue of land disputes in Mogadishu to be co-published with the **RVI**, is due to be released in early 2015.



Financial Highlights

Overall, HIPS is in a much better financial state than last year. We are courting a diverse set of donors, and our rising profile is attracting more project funding and partnerships that support the institutional base. Securing sustainable funding, enabling us to focus efforts exclusively on outputs remains elusive, however.

HIPS continued to receive funding from old and new donors and partners and also attracted direct private support. We believe that domestic funding is vital to maintaining our credibility and legitimacy internally, though we recognize the limitations of local funding.

2014 saw a slight dip in the income received through direct private support. However, there was a significant rise in project income as more donors and partners were willing to work with HIPS on specific projects.

The annual audit was successfully completed, and the auditors once again expressed their positive opinion about our financial status and the overall stewardship of the financial resources. In 2015, HIPS will put in place suitable cost accounting methods to ensure project-related costs are properly absorbed by the respective projects.

2015-2017 Strategic Plan and Thematic Research Programs

As HIPS enters its third year, becoming more mature, we have put in place a strategic plan to guide our work until 2017. A cornerstone of this plan will be thematic research programs paying particular attention to issues such as inclusive politics; justice, security and rights; and aid and development.

Inclusive Politics Program

Inclusive politics has been identified as an essential peace building goal in Somalia. 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. The Somali Compact lists inclusive politics as the first of five peace and state building goals, including dialogue between the federal government and sub-national administrations, social reconciliation, implementation of a permanent constitution and democratic elections. HIPS maintains a broad definition of inclusive politics and our ongoing series on decentralization in Somalia represents the first of many projects that fall under this category.

In 2014, HIPS published a report, authored by Dr. Afyare Abdi Elmi, on the Options for Decentralization in Somalia. We also published a report by Dr. Dominik Balthasar on the likely consequences of the discovery of commercial quantities of oil on national reconciliation. HIPS conducted a series of dialogues on decentralization and federalism throughout Somalia in late 2014. Key findings from all dialogues will be synthesized into a comprehensive report on national attitudes towards options on decentralization.

The importance of including women in politics in Somalia cannot be underestimated. In partnership with PRIO, HIPS embarked upon an ambitious two-year project (GENSOM) focusing on gender and politics in Somalia, with sub-projects dedicated to the history of women's involvement in Somali politics, women's access to politics and their political influence. Future projects under the Inclusive Politics Program under consideration by HIPS include:

Approaching 2016: It is increasingly likely that the federal government will not be able to fulfill its promise of holding free and fair general elections in Somalia in 2016. HIPS intends to investigate alternative options for a peaceful and legitimate transition of power to a new government.

Fiscal federalism: While administrative federalism has been the focus of decentralization efforts in Somalia, debate around fiscal federalism is nonexistent, in particular sharing both national and natural resources.

Security, Justice and Rights Program

The importance of building well functioning, accountable and disciplined national institutions capable of sustaining stability and progress in Somalia cannot be underestimated. As the situation in Somalia improves, fair, capable and independent justice systems will be required to address historical grievances and promote the rule of law. In the meantime, mechanisms must be enacted to safeguard citizens' constitutional human rights.

In 2014, HIPS co-authored, in partnership with the RVI, a comprehensive report looking at the issue of land and land disputes in Mogadishu. The project focused on the weakness of the current justice systems and the rights of internally displaced populations within the city who have historically been marginalized by successive governments. Future projects under the Security, Justice and Rights program being considered by HIPS include:

Reviewing justice systems in the Benadir region: The focus on the justice system in Mogadishu during the land project highlighted the need to conduct a comprehensive justice mapping exercise within the Benadir region to systematically identify areas of particular weakness and possible interventions. Based on the success of this pilot project, further justice mapping studies in other locations will be considered.

AMISOM exit strategies: Currently the federal government of Somalia largely depends on AMISOM's presence for its protection. AMISOM cannot be expected to stay in the country indefinitely. Ultimately, Somalia will need to be able to provide its own security and protect its citizens. HIPS has already held discussions with an internationally recognized expert on peacekeeping about a project focusing on possible exit strategies for AMISOM from Somalia and the full transfer of security responsibilities to Somali state authorities.

Aid and Development Program

Somalia's prolonged humanitarian crisis is unparalleled in modern history. The failed United Nations and United States-led missions of the early 1990s ultimately changed the nature of international humanitarian interventions. Today, Somalia has one of the world's largest internally displaced and refugee populations.

The 2010-12 famine was broadly considered the world's worst in the past 25 years. In 2014, the United Nations Office for the Coordination of Humanitarian Affairs estimated that two million people in Somalia— representing a fifth of the total population — continue to live in a state of stress.

Our first report in early 2013 focused on the Kenyan government's attempts to repatriate Somali refugees — some who had been in refugee camps in Kenya since 1992 — arguing that security conditions in Somalia remained insufficient for large-scale returns.

HIPS has continued to monitor refugee and IDP resettlement developments closely and intends to produce regular updates on the unfolding situation. In late 2013, in partnership with the Humanitarian Policy Group (HPG) of the Overseas Development Institute (ODI), HIPS published a report on humanitarian negotiations with al-Shabaab during the recent famine in Somalia. This sparked debate on international media channels, including the BBC, Al Jazeera, and the Voice of America. In 2014, HIPS co-authored with ODI a report focusing on the extent and impact of humanitarian assistance led by the Organization of Islamic Cooperation (OIC) in Somalia. In October, HIPS was invited to the preparatory consultations in Pretoria for the 2016 World Humanitarian Summit. Future projects under the Aid and Development Program being considered by HIPS include:

Understanding Turkey's aid and development approach: Turkey's relatively recent engagement in Somalia — a country known for its natural suspicion of foreign interference — has received widespread support. We are conducting a study that explores what sets the Turkish approach apart, the problems associated with it and what other donors can learn.

Resettlement challenges: As Somalia continues to stabilize, sustainably re-housing an enormous displaced and refugee population will grow increasingly challenging. Based on comparative experiences from other countries, HIPS will explore the options available to the government and international donors for creating a sustainable solution for all Somalis.

About HIPS

HIPS is an independent, nonpartisan, non-profit policy research and analysis institute based in Mogadishu, Somalia. Established in January 2013, our vision is to advance peace, the rule of law and a culture of learning in Somalia, while informing public policy by providing independent empirical research and analyses and creating an enabling environment for inclusive dialogue.

Guiding Principals

- **Independence, integrity and impartiality**

In all its activities, HIPS will honor and uphold the independence and integrity of the institute. The focus of our work is on issues of concern to peace and the rule of law in Somalia, both as challenges and opportunities.

- **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.

- **Transparency and accountability**

In all its activities HIPS strives for openness and responsibility. The website allows for easy access to all our work. The annual report provides information on our progress, finances and management. Social media (Facebook and Twitter) presents an avenue for interactive and open communication. HIPS management is accountable to its Board of Advisors.

- **Excellence**

HIPS strives for high quality and rigor in all our activities and products. To reach this goal, we welcome constructive and critical feedback from interested parties.

- **Do no harm**

As an independent institution promoting a culture of learning in Somalia, HIPS addresses critical issues for the purpose of advancing peace and the rule of law, including, when relevant, in the context of the Horn of Africa. We will not shy away from expressing constructive criticism when so warranted by empirical evidence. However, HIPS will take care not to inadvertently cause harm in a fragile country and region.

Statutes

The Heritage Institute for Policy Studies (HIPS) is registered and has its headquarters in Mogadishu, Somalia. HIPS may establish offices or have representatives in other parts of Somalia or abroad.

- A Board of Advisors, in adherence to established rules and procedures, will oversee the performance, priorities, and management of the Institute. The Board will approve key documents pertaining to the activities of the Institute, including work plans, annual reports and budgets, and financial statements.
- HIPS management consists of an Executive Director, his/her Deputy and such technical expertise and support staff that are required and affordable.
- HIPS directors will be responsible for preparing and presenting to the Board of Advisors an annual consolidated financial statement of the income and expenditures of the Institute. Annual financial accounts will also be independently audited.
- HIPS will adopt a zero tolerance attitude towards fraud and corruption. Strict internal measures will ensure high standards of institutional integrity are maintained.
- The safety and security of HIPS staff and associates is paramount. HIPS will continually monitor security developments wherever it operates to ensure their safety and security.
- HIPS shall raise funds for its work both within and outside Somalia, from bilateral and multilateral entities and from both public and private sources. All funding will be consistent with these Statutes, as well as the Institute's Vision, Mission and Guiding Principles.
- HIPS will seek partnership with various entities sharing its values and objectives both within and outside of Somalia.

Appendix 1: Staff and fellows

Staff

Abdi Aynte	Director
Abdirashid Hashi	Deputy Director
Daud Osman	Senior Researcher
Maimuna Mohamud	Researcher
Mahad Wasuge	Associate Researcher
Abdirahim Amin	Program Coordinator
Sadia Nur	Finance and Administration Officer

Fellows

Dr. Abdirashid Ismail	University of Helsinki, Finland
Prof. Abdulwahid Sheikhosman Qalinle	University of Minnesota, US
Dominik Balthasar	European Union Institute for Security Studies
Hassan Abukar	Author
Jason Mosley	University of Oxford, UK
Dr. Laura Hammond	School of Oriental and African Studies, UK
Dr. Mohamed Dahir Afrah	Author
Dr. Abdirashid Elmi 'Ainan'	Kuwait University, Kuwait
Dr. Mohamed Kassim	Seneca College, Toronto

Appendix 2: Board of Advisors

Marika Fahlen (Chair)	Former Ambassador and Special Envoy for the Horn of Africa at the Ministry for Foreign Affairs in Stockholm, Sweden
Abdinasir Abass Amin	Senior Technical Specialist at ICF International in Nairobi, Kenya
Mohamud Hussein Khalif	Director of the ICIEC, a member of the Islamic Development Bank Group, in Jeddah, Kingdom of Saudi Arabia
Mohamed Omar Arteh	Director of the Centre for Public Policy in Hargeisa, Somaliland
Abdulkareem H. Jama	Executive Vice President and Provost, City University, Mogadishu
Dr. Khadar Bashir Ali	Education Sector Coordinator and Advisor

