

# IPCS Strategic Plan 2021–2025



Making IPCS a Knowledge Hub in the Horn of Africa in the Year 2025 Remains the Core Objective of this Strategy.

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## FOREWORD

In the last five years (2016–2020), the Institute for Peace and Conflict Studies (IPCS) has completed much of its intended work aimed to expand its influence in the Horn of Africa and to widen its engagement. This is the second strategic plan of IPCS and it intends to provide the Institute with comprehensive strategic guidance for the coming five years (2021–2025). It also articulates the continuation of the IPCS's desire to become a leading institution of higher education in peace and conflict studies and research in the Horn of Africa.

This strategic plan aims to contribute to the Institute's international academic profile and enhance its international recruitment and partnership development, in line with the University's internationalization strategy and the nation's national development priorities and strategies. It is also designed to enhance financial and operational plans, by identifying resources needed for developing the Institution's strengths, managing its programs through knowledge transfer between and among academic and non-academic users, and through research intended to identify an appropriate mechanism for change.

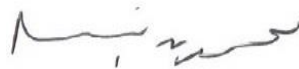
We believe that the existence of a dedicated Institute for Peace and Conflict Studies in Somaliland will enhance the promotion of peace and conflict studies within the country and regionally by contributing to the critical analysis of the drivers of peace and conflict in Somali contexts and elsewhere. Therefore, this strategic plan sets out the IPCS's aspirations, goals, and objectives as they are envisioned to be

fulfilled during the proposed strategic development period. To realize this strategy, the IPCS and University management are dedicated to effectively implementing this strategic plan to move forward.

I call upon the University of Hargeisa community to support this important institution. I urge the Institute's management to adopt and implement this strategic plan in full within the set period. Furthermore, I urge the government, private sector, and civil society to support IPCS in meeting the priorities of the plan. Finally, I call upon the international partners of the Institute to support IPCS's priorities and to align their strategies and interventions with the Institute's major priorities and strategic goals.

I wish to express my deep appreciation to all those, without whose valuable support, it would not have been possible to prepare and finalize this crucial strategic plan.

Mohamoud Yusuf Muse (Ph.D)  
President  
University of Hargeisa



## ACKNOWLEDGEMENTS

IPCS recognizes the valuable support that it has received from all of those who have contributed to the preparation process of this strategic plan. We thankfully acknowledge the technical support received from IPCS's friends who have generously drafted and helped during the entire formulation process of the plan.

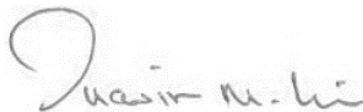
We are grateful to the University of Hargeisa faculty who attended the consultative and brainstorming meetings, which were held during the preparation and finalization stages. These meetings enabled IPCS to garner a wider representation of views and important insights of key stakeholders' expectations for the strategy developed.

Furthermore, the meetings provided IPCS with a diverse range of experiences, valuable information, and an in-depth understanding, which are all reflected in the strategy document. IPCS also recognizes the valuable contributions of those who drafted this plan; without having these individuals on board, it would not have been possible to draft and prepare this impressive document. Also, many thanks go to the reviewers of this document, as their contributions have enriched the content. We are also very thankful to the IPCS team, who worked determinedly and coordinated the process from the preparations to the completion of this strategic plan.

Nasir M. Ali (Ph.D)

Director

Institute for Peace and Conflict Studies

A handwritten signature in black ink that reads "Nasir M. Ali". The signature is written in a cursive style with a large initial 'N'.

## VISION, MISSION, AND CORE PRINCIPLES

### IPCS Vision

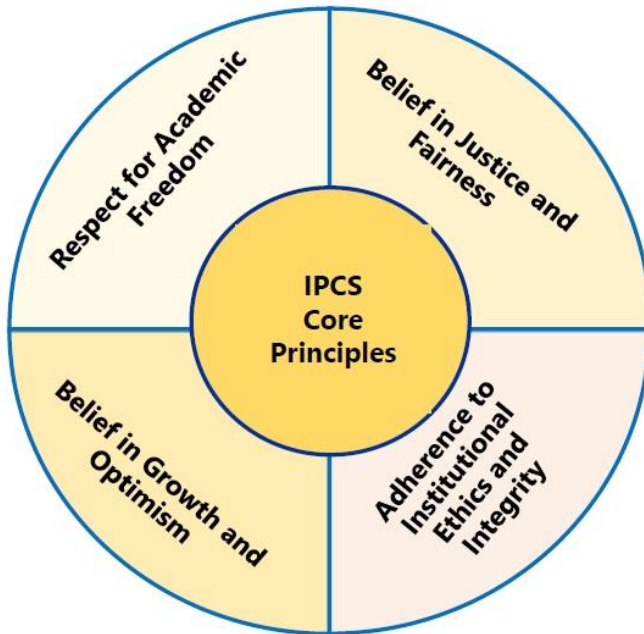
The Institute strives to become a leading institution for higher learning and research in the areas of peace and conflict studies in the Horn of Africa.

### IPCS Mission

The IPCS mission is to enhance the essence of peace and conflict studies through quality teaching, research, and advocacy, and to disseminate knowledge in Somaliland and the wider Horn of Africa region.

### IPCS Core Principles

The Institute has four core principles that are guided by the policies and strategies of IPCS. These four core principles are shown in the figure below:



## IPCS HISTORY

The Institute for Peace and Conflict Studies (IPCS) is a teaching and research center at the University of Hargeisa, Somaliland. It was established in January 2008 by the University of Hargeisa and Eastern Mennonite University in the United States of America to provide a multidisciplinary approach to understand and address conflict and violence in the Horn of Africa. The Institute was the first of its kind to engage in teaching and research in the areas of peace and conflict studies and remains the only one in the Somali-speaking region, in the Horn of Africa. IPCS provides interested scholars, institute members, and students with the opportunity to engage in intensive interdisciplinary study and research on Somaliland and Somali-inhabited regions in the Horn of Africa.



The central objective for the establishment of IPCS was to institutionalize and transform Somaliland's indigenous conflict resolution mechanisms into a field of study and to bring those mechanisms to public domains. Additionally, IPCS has the aim to disseminate Somaliland's indigenous knowledge to similar international higher education institutions. Lastly, IPCS was established with the purpose to blend this indigenous knowledge with liberal peacebuilding principles and procedures.

Somaliland's peacebuilding approaches challenge the top-down and one-size-fits-all methods that external actors impose on African countries, which neither bring peace, reconciliation, stability, nor the transformation of the conflicts that ravage many parts of the continent. Therefore, improving the service delivery of IPCS remains a core principle of this strategic plan; particularly in the areas of research and knowledge production, teaching, and access to library resources.

Within the context of this broad mission, the Institute envisions its work within three interrelated divisions: academic teaching, research, and outreach and development. Outreach and development activities take place, both at a local and a community level, to enhance the IPCS's impact on stability at home as well as at regional and international levels. This engagement also acts to support the creation of extensive collaboration and mutual learning networks for peace and conflict research with the world's leading universities and research institutions.

## IPCS WORK

In tandem with its vision to become a reputable center of excellence – offering multidisciplinary courses on peace and conflict studies – the foundational program of IPCS, a one-year postgraduate diploma in peace and conflict studies attracted considerable interest across various sectors of the community from 2008 to 2015. In this period, 212 students from different backgrounds and specialties enrolled at the Institute. In the academic year of 2015/2016, the Institute started an MA program in peace and conflict studies by expanding the already existing postgraduate diploma to a Master's level where 111 students enrolled from the 2015/2016 to the 2019/2020 academic years.

The two-year MA program is designed to address the growing demand in the region to understand and investigate peace and conflict-related issues. This program includes a dissertation component and incorporates theories, methods, and other contemporary issues in the field of peace and conflict, such as conflict analysis, research ethics, security, human rights, governance, media, etc.

The MA aims to develop a deeper understanding of the rich indigenous knowledge regarding peacebuilding and conflict resolution in Somaliland, enhance empirically grounded research in peace and conflict studies, build the capacities of specialists in peace and conflict-related issues for the growing number of domestic and global organizations, and nurture local expertise in theoretical and practical dimensions of peace and conflict studies.

In addition to the above, the ultimate goal of the Institute is to be a leading and renowned research organization in Somaliland, and in the Horn of Africa in general. In line with this, the Institute is dedicated to the production and dissemination of knowledge about Somaliland's peacebuilding and conflict prevention processes through the promotion of research and outreach activities to partnering institutions, international institutions of higher education, and beyond. More importantly, the Institute not only focuses on Somaliland but also includes the mission to investigate and further understand pressing issues that have a common impact on human and state securities in the wider region of the Horn of Africa. Some of these issues may include conflict and instability, development endeavors, political violence, violent extremism, governance and democracy in post-conflict settings, peace education, migration, climate change, pastoralism, and security.

In addition, the Institute hosts a *Public Seminar Series*. This is a regular platform intended to critically discuss and circulate ideas on issues related to Somaliland and the surrounding region. IPCS is particularly interested in organizing workshops and seminars to present ideas on topical issues for Somaliland as well as other important regional issues. This platform is also intended to provide an opportunity to Somaliland's intellectuals and opinion leaders to discuss their views and thoughts on the past, present, and future direction of Somaliland before a much wider audience.

Furthermore, the Institute has established a Resource Center to enhance its capacity, attract both local and international researchers, and to serve as a hub for Somaliland's peace and reconciliation archives. The IPCS Resource Center is intended to be a leading,

reputable, and respected Resource Center in Somaliland that documents the indigenous methods of conflict resolution and transformation. This Center assists those wanting to conduct quality research on peace and social stability in Somaliland and may help them to understand how Somaliland developed from state-sponsored rubble and ruins.

The IPCS Resource Center is designed to enable visitors in exploring the numerous historic photos available at the Institute, which in turn, assists with expanding influence in the wider region – the Horn of Africa. The Center contains one of the most fascinating collections of photographs depicting Somaliland’s history. These historical artifacts help build the knowledge and capacity of the students who enroll in the peace and conflict program. In this way, students experience and spread relevant ideas concerning the contributions of the Elders of Somaliland, sharing the light from one candle of peace to another. This will help international scholars and researchers better understand how this state has risen from the debris of the collapsed state of Somalia.

#### CRITICAL GAPS IDENTIFIED

The challenges and hurdles are part of the problems that face both well-established and emerging institutions. At IPCS, three key interrelated challenges are identified. The biggest challenge is the limited qualified teaching staff at the Institute; therefore, most of the professors come from abroad thus putting a critical financial burden on the Institute. Another very critical challenge preventing IPCS from becoming the most premier research center in Somaliland and East Africa is limited resident researchers. Also, limited financial resources

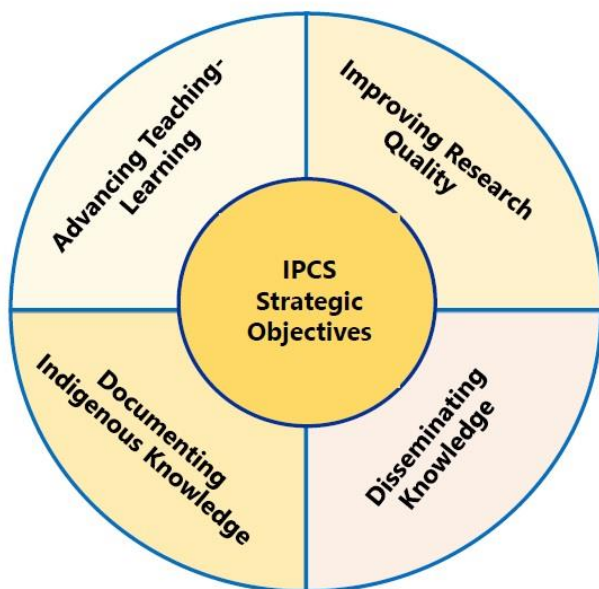
hamper the Institute’s strategic objective and its long-term vision to be a center of excellence in teaching and research in the areas of peace and conflict studies. Addressing these critical gaps identified in this strategy requires commitment from both the Institute and the University’s management.

## OVERALL STRATEGIC GOAL

At IPCS, building and strengthening capacity are long-term key priorities and focusing on capacity-building requires more attention in institution-building endeavors. With that said, by the end of 2025, IPCS intends to become a knowledge hub and a leading institution of higher education in the areas of peace and conflict studies and research in the Horn of Africa.

## IPCS STRATEGIC APPROACH

The Institute was founded in 2008 with the objectives to institutionalize Somaliland’s indigenous conflict resolution mechanisms, bring those mechanisms to public domains through teaching and research, and to compare them with other liberal peacebuilding mechanisms and approaches. The Institute strives for the realization of its strategic objectives in the near future by improving upon the quality of the major pillars of the Institute: teaching-learning; research; knowledge dissemination; and the resource center. IPCS’s approach focuses on four key priorities as shown in the below figure:



**Advancing Teaching-Learning:** The Institute’s major objective is to educate Somaliland citizens through quality teaching that will enable change within the nation. Improving the quality of service delivery remains a priority through the Institute’s teaching-learning program.

**Improving Research Quality:** The Institute undertakes research financed by the University and others in partnership with international institutions. IPCS research aims to inform policies and decision-making in Somaliland. For this reason, increasing the quality of research is an important component of this plan.

**Disseminating Knowledge:** Research cannot change and inform society if it is not shared with citizens or decision and policymakers. The *IPCS Public Seminar Series* is a regular platform that aims to

inform society experiencing the change. Increasing public awareness to reach a wider audience is a crucial component of this strategic document.

Documenting Indigenous Knowledge: One of the privileges and unique features of Somaliland is the traditional and indigenous approaches it used in the past to settle conflicts and confrontations within the community. One of the major objectives of the Institute is to document the traditional conferences held and sponsored by Somaliland citizens without international engagement or involvement. The Institute began work on documentation and aims for completion within the lifespan of this strategic plan.

## MAKING IPCS A KNOWLEDGE HUB IN THE REGION

### IPCS Strategic Objectives:

This strategic plan has four overarching objectives as part of its approach, each of which advances one or more of the Institute's wider goals:

#### 1. Advancing Teaching-Learning

The quality of teaching-learning and improving upon it remains the major priority of the Institute's 2021-2025 strategy. The Institute admits around 15 to 20 students each year, who satisfy the Institute's admission requirements. Students take eight (8) courses required to qualify for graduation in addition to a dissertation. In this regard, six of eight professors who deliver those courses come from outside the country. The critical shortage of qualified permanent faculty and

research staff at the Institute hampers its ambitions. In other words, since its establishment in 2008, the Institute has been relying on foreign professors who regularly visit the Institute and deliver the courses needed, which disturbs the teaching schedule and is financially burdensome. Therefore, recruiting in-resident or local professors with specializations in areas of peace, governance, security, and human rights is necessary. This will transform the image of IPCS and contribute to its evolution and development as well as the long-term sustainability of the Institute.

Therefore, over the next five years IPCS will:

1. Produce and increase the number of highly qualified professionals and critical thinkers through the Institute's teaching program.
2. Recruit qualified local and international resident professors, committed to IPCS Core Principles and Strategic Objectives, who will teach and engage the Institute's other intellectual activities.
3. Increase the teaching and research resources available to the IPCS community.
4. Improve teaching facilities at the Institute with updated teaching and research technologies.
5. Design, develop and deliver new integrated and interdisciplinary graduate programs in security studies and peace education, conflict, and peacebuilding.
6. Design, develop and deliver a Ph.D program in peace and security studies.
7. Develop a locally grown module *"Pedagogy of Somaliland Peacebuilding"* to be delivered throughout Somaliland



universities and also exported to other regional universities delivering similar peace and conflict study programs.

8. Expand student admission from the wider region of the Horn of Africa.
9. Support and facilitate intensive courses on peace education and security through existing related centers (e.g. Nugaal Center for Conflict Analysis and Peacebuilding).
10. Advocate and mainstream peace education in Somaliland's school curriculum, at all levels.

## 2. Improving Research Quality

The aim of becoming a leading and credible research institution in the region has been one of the major strategic goals of IPCS. Resource limitations remain a critical challenge and going forward requires more financial investment in permanent research staff. Therefore, the limitation of available professional researchers to develop and build the Institute's capacity for conducting quality research remains a challenge. The Institute has been industriously breaking through barriers and achieving a lot with meagre resources based on the efficiency principle. For example, despite having limited access to qualified resident researchers at IPCS, the Institute has managed to publish high-quality research papers backed by funding from the Institute's partners and the University of Hargeisa itself. IPCS is part of the University of Hargeisa, the largest public university in Somaliland, and is dependent on the university financially and logistically.

*IPCS Papers* and the *Somaliland Peace and Development Journal*, an annual peer-reviewed academic journal with an editorial and

international advisory board published by IPCS, have received a wide audience and appreciation both nationally and abroad. Additionally, IPCS has been developing other promising avenues as well. For instance, the Institute has built global partnerships and networks to enhance research capacity. These partnerships will help IPCS build its internal research capacity to eventually conduct research independently. However, immediate responses and interventions are needed to address the challenges facing the Institute.

Therefore, over the next five years IPCS will:

1. Build the capability of the research department staff by recruiting qualified resident researchers.
2. Increase access to relevant bodies of knowledge in peace and conflict studies through subscriptions to international academic journals for teaching staff, students, and researchers.
3. Advance its technological capabilities that would allow access to foreign research funds and opportunities, which would help build the IPCS financial stability.
4. Conduct rigorous and evidence-based research on local and regional strategic security issues, conflict analysis and produce regular reports.
5. Researching and disseminating new knowledge on Somaliland's indigenous conflict resolution processes.
6. Recruit and empower young researchers to build individual research talent and the Institute's capacities. The new researchers could be mentored by overseas professors engaged with IPCS to help build their international profiles, provide opportunities, expand their networks, etc.

7. Maintain, improve, and expand the *Somaliland Peace and Development Journal* audience globally through DOI access for the journal.
  8. Increase the efficiency of research staff by equipping the Institute and its community with qualitative and quantitative data analysis software.
  9. Create a digital repository platform to capture, collect, preserve, and disseminate IPCS scholarly productions in collaboration with partnering institutions in the areas of teaching and research.
  10. Design and carry out conflict monitoring and documenting initiatives.
  11. Review and identify gaps in peacebuilding and peacekeeping initiatives and propose ways to bring the community into providing sustainable solutions.
3. Disseminating Knowledge

The Institute has been organizing public forums under the *IPCS Public Seminar Series*. This platform is aimed at giving opportunities to Somaliland intellectuals and leaders to share their views and thoughts on the past, present, and future direction of Somaliland. These forums have helped to solicit and consolidate linkages and networking between Somaliland citizens and Government.

Therefore, over the next five years IPCS will:

1. Accelerate the activities of the existing IPCS public forum and organize meetings, workshops, and

discussions/dialogues to generate ideas that can reach the public.

2. Organize virtual knowledge-sharing forums and invite guests to reach more audiences in issues relevant to the scope and interests of the Institute.
3. Organize training in conflict transformation and management as well as security, which would be aimed at building the capacity of local stakeholders.
4. Design and implement comprehensive Information Education and Communication (IEC) activities on peacebuilding, security and avoiding violent conflicts.

#### 4. Documenting Indigenous Knowledge

One of the very impressive achievements of the Somaliland State is how the leaders adopted the approaches and traditional mechanisms to solve their differences. Through a series of national conferences, Somaliland has applied its indigenous mechanisms that are deeply rooted in the culture and tradition of the society to develop its political institutions. It is important to note that this approach has not only produced sustainable peace, security, and stability but also generated sturdy, robust, and resilient institutions with a viable and flourishing economy today.

Therefore, over the next five years IPCS will:

1. Establish a technologically advanced studio to capture, edit, store, and safeguard indigenous oral and written histories, paintings, documents, and audios.

2. Document Somaliland peacebuilding conferences and the resolutions adopted at those conferences.
3. Design, develop, and teach modules on enhancing documentation and preservation of Somaliland indigenous knowledge.
4. Share the indigenous knowledge and approaches with international teaching and research institutions, so that they may learn from them and internationalize Somaliland's indigenous peacebuilding and conflict resolution mechanisms.

## STRATEGIC ENABLERS

IPCS identifies four strategic enablers to successfully achieve this five-year strategic plan for change. These four enablers will serve as the driver of the Institute's transformation in making it a knowledge hub in the Horn of Africa and beyond. These enablers are shown in the figure below:



## 1. Infrastructure and Governance

Challenges and obstacles always emerge for institutions in the developing and underdeveloped world. One major challenge for IPCS, however, is that it cannot enhance the quality teaching-learning, research, community outreach, and documentation of the indigenous knowledge unless the facilities of the Institute are improved. The facilities need to be maximally expanded in order to achieve the strategies outlined in this document.

One of the major priorities of the 2016–2020 IPCS Strategic Plan was to solve the shortage of space at the Institute. During the implementation of that 5-year strategic plan, the Institute realized its vision and completed building the IPCS facility consisting of offices,

a state-of-the-art classroom, and a resource center (library). However, the Institute aspires to expand its infrastructure to become a full-fledged teaching-learning and research institution with all the necessary facilities and tools.

Therefore, over the next five years IPCS will:

1. Build and equip a state-of-the-art Conference Hall which can accommodate over 100 persons on the rooftop of the current IPCS building.
2. Procure IPCS-owned vehicles for fieldwork and data collection.
3. Build an IPCS multimedia studio for scenario analysis.

In addition to infrastructure, developing the Institute's governance structures is equally important for sustainability. Therefore, in the coming five years the Institute will develop:

1. Research ethics policies.
2. Health and safety policies.
3. Anti-bribery and anti-corruption policies.
4. Scientific misconduct policies.
5. Risk management policies.
6. Communication policies.

## 2. Human Capital

It is a reality that a shortage of human capital hampers any nation's road to development and economic prosperity. It is not different for any other institution, be it private or public. For the development and advancement of an institution, building the capacity of its

human capital is essential, and without doubt, an investment in their human resources is key to the progress and achievement of an institution.

At IPCS, a shortage of qualified teaching and professional research staff based at the Institute remains a major challenge. Therefore, while the Institute's core objective is to be a center of excellence in teaching and research in the Horn of Africa, addressing these challenges requires a commitment from all parties concerned: the IPCS team and University management. In this regard, unless the capacity of the staff can be improved, the realization of these policies and strategies will remain ineffective.

Therefore, over the next five years IPCS will:

1. Build the capacity of administrative, research, and academic staff to expand the IPCS operations and create alliances with institutions within the region.
2. Continuously provide training and capacity-building courses to the IPCS staff. For example, IPCS would offer training related to financial management, project management, funds management, and procurement systems, to name a few.
3. Facilitate learning tours for similar institutions in the region and beyond.
4. Recruit skilled administrative and academic staff and volunteers.
5. Institutionalize staff performance appraisal procedures. This will help the Institute stay organized and productive.



### 3. Financial Resources

Limited financial resources have been and remains the greatest challenge to the Institute's development and expansion. This means that the Institute has no financial sustainability; it mainly relies on the fees collected from students. This constant challenge stifles the realization of short and long-term strategies and disturbs the Institute's programs and schedules. Therefore, limited financial resources hamper the Institute's main strategic objective to be a center of excellence in teaching and research.

The Institute has served as a driver for social transformation and sustainable peace by training peace and stability stakeholders. The achievement of these goals has not been without challenges, as multiple hurdles are combined in relation to both human resources and financial dimensions.

Therefore, over the next five years IPCS will:

1. Develop and implement a comprehensive fundraising strategy and income generation action plan.
2. Create other sources of revenue which are beyond the fees collected from the students, such as increasing cooperation projects with international teaching and research institutions to generate revenue.
3. Develop special courses offered by overseas professors to attract and coordinate with other universities in the region in sending their students to IPCS; to participate in courses taught by professors from world renowned universities.

4. Manage the IPCS funds and budget in a way that serves its short and long-term interests.

#### 4. Partnerships

Building the image of the Institute at domestic, regional, and international levels has been and remains one of the strategic objectives of the Institute since its establishment. Significant progress has been made for the last 5-year strategic plan (2016-2020) where the establishment of new partnerships and winning multiple projects with international teaching and research institutions that span across the globe were achieved.

The Institute established relationships with the Institute for Peace and Security Studies (IPSS) at Addis Ababa University (Ethiopia); United Nations-University for Peace Africa Programme (Ethiopia); Haramaya University (Ethiopia); the Protestant University of Central Africa (Cameroon); Africa University (Zimbabwe); Obafemi Awolowo University (Nigeria); the University of Sussex (UK); University of Durham (UK); University of Birmingham (UK); the Royal Holloway, University of London (UK); the International Centre for Climate Change and Development (Bangladesh); the Center for Migration Research and Development (Sri Lanka); Liberation War Museum (Bangladesh); the United Nations Office on Drugs and Crime (UNODC) (Austria); and the Institute for African Studies (Russia).

In the next five years, IPCS will:

1. Expand its networks across the continent and other parts of the world to enhance the University's internationalization strategy.

2. Continue to build great trust and confidence among projects' sponsors and international partners to maintain its status as a credible research institution.
3. Develop a mechanism for collaborating and communicating with external stakeholders and partners.
4. Create mutual learning networks for peace and conflict research with the world's leading universities and research institutions.

## MONITORING AND EVALUATION FRAMEWORK

Without a strong monitoring and evaluation framework, institutions are not sustainable and vulnerable to failure and collapse. IPCS has a monitoring and evaluation framework aimed to demonstrate its commitment to the real needs of the Institute. This framework implies that each activity or project developed and implemented by IPCS will have its own M&E system. The M&E Manual will describe the procedures and how monitoring and evaluation will be implemented. Therefore, the Institute will ensure that activities listed in this document are implemented accordingly.

To effectively implement IPCS's strategic plan, operational planning will be accomplished through departmental and organizational annual operations planning processes, which account for changes in the environment and availability of resources. The Institute will establish and maintain a robust Strategy Monitoring and Evaluation System and adjust the programs' indicators and targets following the baseline and experience gained. The M&E system will be based on clear intervention logic that plainly indicates the inputs, activities, outputs, outcomes, and impact. These will be derived from the strategic objectives, outcomes, outputs, and actions. Each project

will have an M&E system benchmarked from the organizational M&E system. The Institute will strengthen the governance and leadership including but not limited to developing and maintaining all the relevant organizational systems, policies, and control mechanisms.

At the end of the year, IPCS will:

1. Examine whether the plans outlined in the document are implemented effectively and efficiently by using its own assessment and evaluation procedures.
2. This assessment will inform the Institute's management by outlining how the lessons learned from the operation can be materialized.

## IPCS GOVERNANCE STRUCTURE

As part of the 2016–2020 strategic plan, the Institute developed the major departments of the Institute: academic, research, administration and operations, outreach and development and the resource center. Each department has an assigned member who is responsible for managing it (e.g., the director is responsible for the Institute and manages the academic division as well, there is also an administration and operations manager, research manager, and forums manager). In total, there are approximately nine (9) members based at and/or associated with the Institute who serve as management, researchers, and assistants (volunteers). The roles and responsibilities of each department are outlined below:

**Director:** The Director is the leading figure and is entrusted with the day-to-day management of the Institute. Also, all the departments

of the Institute fall under the auspices of the director. In addition to that, the director is mandated to actively search for sources of funding for research consistent with the Institute's mandate as well as facilitate the production and circulation of working papers and research reports produced by IPCS.

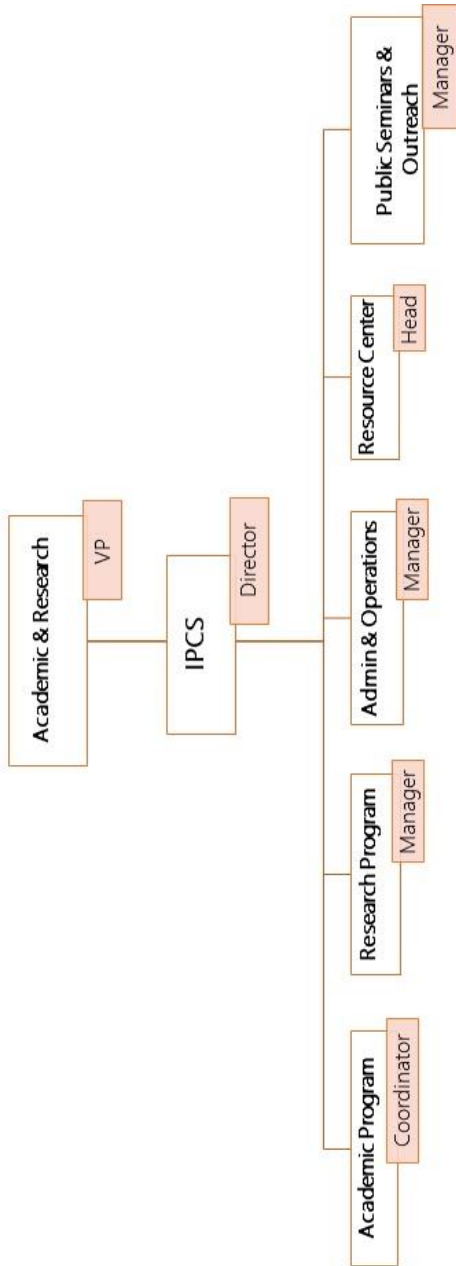
**Academic Program:** The academic program is responsible for all education and teaching-related activities, including class arrangements. The department is also responsible for preserving the quality of education and all teaching staff at the Institute.

**Research Program:** The research program manages all research and projects of the Institute. It also accommodates the Institute's publications wing, which is responsible for publishing original works that fall within the IPCS's mandate, areas of interest, and are of scholarly merit.

**Administration and Operations:** The administrative and operations department is necessary for the efficient functioning of the Institute. It manages all administrative activities and financial matters of the Institute under the auspices of the director.

**Resource Center:** The IPCS has established a Resource Center to enhance the capacity of the Institute, attract both local and international researchers, and serve as a hub for Somaliland's peace and reconciliation archives. This Resource Center is intended to be a leading, reputable, and respected Resource Center in Somaliland that documents the indigenous methods of conflict resolution and transformation.

Public Seminars and Outreach: The Institute has a Public Seminar Series (IPSS) which is a regular platform intended to critically discuss and digest issues and ideas related to Somaliland and the wider region. Public forums are essential instruments in transforming societies. Therefore, the Institute is particularly interested in organizing workshops or seminars to present ideas on topical issues related to Somaliland as well as important regional matters.





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