



**LAAS GEEL**  
Academy of International Relations

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# The Five Years Strategic Plan 2025–2029



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## Director's Statement

The Laas Geel Academy of International Relations is a world-class academic and research institution dedicated to advancing excellence in teaching, training, and policy analysis, with a core focus on international relations, diplomacy, and security. Based in Somaliland, the Institute aims to empower local scholars, practitioners, and policymakers to engage meaningfully in global dialogue and decision-making, driving progress for Somaliland, the Horn of Africa, and beyond.

This five-year strategic plan (2025–2029) outlines a bold vision to position the Institute as a premier hub for education, research, and strategic analysis in its fields of focus. By fostering innovative scholarship, cultivating international partnerships, and amplifying Somaliland's voice in global policy debates, the Institute seeks to elevate its regional and global impact while contributing to sustainable development and stability. Key priorities include strengthening academic rigor, expanding research output with global relevance, enhancing the recruitment of diverse talent, and deepening collaborations with institutions worldwide.

Central to this vision is the Institute's ambition to become a globally recognized center of excellence, showcasing Somaliland's intellectual contributions and shaping solutions to pressing regional and international challenges. Through this plan, the Institute commits to nurturing future leaders, advancing policy-relevant research, and fostering cross-border cooperation in diplomacy and security.

We call upon the Institute's leadership to champion this strategic roadmap with urgency and dedication. Equally, we urge partners—local, regional, and international—to join hands in supporting the Institute's mission. Together, we can amplify its capacity to inspire transformative change and solidify its role as a beacon of knowledge, innovation, and leadership in international affairs.

Hargeisa, May 2025

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Director, Laas Geel Academy of International Relations (LGIR)

## **Acknowledgements**

The Laas Geel Academy of International Relations extends its heartfelt appreciation to all participants in the strategic plan development process for their time, expertise, and invaluable contributions. Their active engagement and commitment were pivotal to the successful formulation of this plan. The Institute also wishes to recognize the many colleagues and partners who, though unable to attend the meetings in person, provided essential guidance and support, ensuring the plan's depth and rigor. This achievement reflects the collective dedication of all contributors, and we are profoundly grateful for the collaborative spirit that brought this vision to fruition.

## Situational Analysis

The contemporary international system is a predominantly complex inter-state system established by member states to avoid war and enhance cooperation among world communities. Hence, acquiring appropriate knowledge and skills about the interconnected and interdependent globalized world would enable state and non-state actors to thrive, advance, and claim their interests, which place them in the international system.

The Republic of Somaliland, the former British Protectorate in the Horn of Africa, gained independence from the United Kingdom of Great Britain as the State of Somaliland on 26 June 1960. However, this independence did not last long. In fact, it disappeared after five days when Somaliland merged with the Italian colony of Somalia, which gained its independence from Italy on 1 July 1960. This hasty and unplanned unification between two different political entities from two different colonial powers served as the embryonic stage of Somalia's conflicts and crises and finally led the Somali state to collapse and cease to exist as a state in 1991.

From the rubble and ruins of the state, Somaliland reclaimed its sovereignty in May 1991. Though not officially granted recognition by the UN Member States, Somaliland's successive governments for more than three decades have conducted sporadic international engagements with immediate and distant actors under the auspices of the Somaliland Ministry of Foreign Affairs and International Cooperation to advance its national interest, although its foreign policy is not yet clearly defined. In addition, Somaliland partnered with the global coalition spearheaded by the United States and contributed its part in fighting terrorism in the sub-region, leveraging its strategic location along the Gulf of Aden, the Red Sea, Indian Ocean, and showcasing its democratic governance and relative peace amidst the complexities of a conflict region.

The Laas Geel Academy of International Relations (LGIR) is the answer, and the purpose of establishing it is to address the growing demand for knowledge and skills that would enable students and trainees to critically understand, interpret, and analyze inter-state and intra- state conflicts and cooperation among diverse actors at different levels so as

create development opportunities, reduce conflicts, and enhance peace and cooperation among nations. It also enables students and trainees to understand and appreciate international conventions, laws, and norms that bind inter-state relations.

Furthermore, and very importantly, it explores the multifaceted political dynamics and challenges that impact the security and well-being of individuals and communities across the region and the African continent. By critically examining historical, socio-economic, and geopolitical factors, the institute prepares students and trainees for a comprehensive understanding of the complex interplay between political structures, governance mechanisms, and the broader concepts of international relations, foreign policy, diplomacy, and security in the region.

### **Strategic Plan Rationale**

The Five Years Strategic Plan (2025–2029) is a breakthrough in development and improvement for the Laas Geel Academy of International Relations. This strategic plan outlines the priorities of the Institute for that five-year period, and its major goal remains to make the Institute a leading institution for international relations and diplomacy, and a custodian of in-depth policy analysis in Somaliland and the wider region. This goal remains a demanding commitment not only from the Institute’s management group but also from the Institute’s Board of Trustees. It calls upon the Government, international partners, the private sector, and civil society to support the Institute in meeting its strategic priorities and aspirations for the coming five years.

In addition, building the image of the Institute at domestic, regional, and international levels and broadening its research and teaching scope remain one of the Laas Geel Institute’s strategic objectives. The Institute, therefore, strives to realize that goal, and a significant achievement should be realized by winning cooperation and partnerships with different higher education and research institutions in Africa, America, Asia, and Europe. The realization of those partnerships remains one of the most important goals of the 2025–2029 plan, albeit with challenges and shortcomings.

More importantly, the major rationale for establishing the Institute and the teaching program is to train informed, ethical, politically conscious, and rational thinkers who are proficient in the analysis of national and international systems; leaders who play their part in building sustainable foreign policy architectures in line with the country's development plan and showcasing the vibrant democracy, sustainable peace, and security amidst conflict zones; the aspiration of the people to gain *de jure* recognition; and address rapidly growing human security threats such as international terrorism, piracy, and migration, the proliferation of small arms and light weapons as a result of state fragility and vulnerability in the Horn of Africa; the expansion of transnational organized crime in tandem with globalization involving human trafficking, money laundering, drug dealing, etc.

These and other related security issues necessitate going beyond traditional academic disciplines, e.g., law or sociology, and establishing specialized and multidisciplinary programs such as the Advanced Certificate in International Relations, which the Institute desires to run. Moreover, there is a high and increasing demand for the program, as can be seen in the inquiries coming from government offices, in particular, those engaged in foreign policy and international relations.

Institutions in developing countries face challenges that affect the long-term survival of those institutions. The Laas Geel Academy of International Relations faces formidable challenges, including but not limited to a limited qualified teaching staff, limited competent researchers, and limited space to run the institute. Addressing these challenges observed in the SWOT analysis requires commitment from the Institute management to overcome them. Having said this, this strategic plan is the leeway to address the challenges and obstacles identified in this plan.

## **Mandate Analysis**

The Laas Geel Academy of International Relations strives to enhance the capacity of Somaliland citizens in areas of international relations, foreign policy and diplomacy, political economy, peace, and security-related issues with a view to leading the Somaliland nation and the region to better development and prosperity. The ability of the Institute to achieve its strategic aspirations depends upon the quality and integrity of the academic work that its staff and students perform. Academic freedom is the core and can flourish only in a community of scholars that recognizes that intellectual integrity, with its accompanying rights and responsibilities, lies at the heart of its mission. Observing basic honesty in one's work, words, ideas, and actions is a principle to which all members of the community are required to subscribe and adhere.

Having said this, the Institute's educational philosophy is to provide students with intellectual depth and the necessary tools to think independently, to question and criticize, to engage in collaborative work, and to be open-minded about alternative points of view. The Institute adopts an interdisciplinary perspective and a multidimensional approach to the accumulation of knowledge.

Not only on the teaching front, but also building the research profile of the Institute and the competencies of the graduates and the Institute staff is another mandate that deserves mention. Research competencies include conducting professionally accepted research on current issues in the field, using appropriate technologies to conduct professional studies, producing research papers within a given time, and considering ethical elements (such as deception, subjectivity, confidentiality, etc.) in conducting research in the field, to name but a few.

In addition, building the capacity of the citizens remains the mandate of this institute and will eventually lead to the production of well-rounded, competent, responsible, and confident graduates equipped with an international relations and diplomacy knowledge and skills who can research and promote the national interest of Somaliland through education, research, and professional development in line with the vision and mission of the Laas Geel Academy of International Relations and that of the country.

## **Vision, Mission, and Values**

### **Vision**

To become a leading institution for international relations and diplomacy and a custodian of in-depth policy analysis in Somaliland and the wider region.

### **Mission**

To produce high-quality professionals whose primary objective is to serve the nation, preserve the national interest of the Republic of Somaliland, and deliver multidisciplinary research and strategic solutions in infrastructure, climate change, migration, geopolitics, and regional security to meet the country's development and social stability aspirations.

### **Values**

1. Excellence
2. Inclusiveness
3. Integrity
4. Respect
5. Commitment

## **The Institute**

The Laas Geel Academy of International Relations is a premier institute in Somaliland dedicated to world-class teaching, training, and research in international relations, diplomacy, and security. Through innovative research, the Institute produces strategic research papers, briefings, and in-depth analyses on key political, economic, and security issues to offer actionable insights to Somaliland's policymakers. By fostering international collaboration through dialogues, workshops, and seminars with global partners, the Academy fosters cross-cultural exchange and elevates Somaliland's voice in global discourse. Committed to excellence, integrity, and inclusiveness, its mission is to cultivate skilled professionals and deliver multidisciplinary research on critical areas such as climate change, migration, geopolitics, infrastructure, and regional

security, thereby serving as a beacon of knowledge, innovation, and development for Somaliland and the wider Horn of Africa.

## **Organizational Structure**

The Laas Geel Academy of International Relations has a clear and strong organizational structure. The structure includes a Director, Deputy Director, Department Heads, and a Board of Trustees, who provide sustained leadership and strategic oversight of the Institute's activities. The Head of the Department of Research and the Academic Head, the Administration and Operations Head, together with the Director and the Deputy Director, form the Management Group of the Institute. As a Somaliland higher learning and research-intensive institute, the Laas Geel Institute of International Relations is guided by the laws and regulations of the Republic of Somaliland.

## **SWOT Analysis**

A SWOT analysis was carried out to identify key internal strengths and weaknesses, as well as external opportunities and threats of the Institute. The SWOT analysis was prepared following the brainstorming sessions conducted by the members of the Institute and other stakeholders, along with desk reviews. Accordingly, the analysis has identified the following key areas:

### **Strengths**

1. Full registration with the government through the National Commission for Higher Education, the Office of the Attorney General, the Department of Justice, and the Ministry of Trade and Tourism.
2. Good reputation of its founders.
3. Established neutrality among all Institute stakeholders.
4. Uniqueness in providing international relations, diplomatic protocol, and etiquette courses and training.
5. Established a network with local, regional, and international institutions that work in areas of international relations and diplomacy.
6. Established operational and financial systems in place.

7. Strong and committed management.
8. Availability of highly qualified management, teaching, and research staff.
9. The existence of a publication platform for knowledge dissemination.
10. The Institute has all the policies and regulations needed by an institution.
11. The Institute has a well-developed and strong organizational structure.

### Weaknesses

1. There is inadequate office space and equipment.
2. Limited administrative, teaching, and research staff.
3. Limited funding and revenue sources.
4. Weak external communication mechanisms.
5. Limited teaching and research material resources.
6. Lack of a well-developed organizational strategic plan.

Therefore, to maximize strengths and minimize weaknesses, the following strategies are needed:

1. Develop and create an environment that is conducive to learning and research.
2. Recruit skilled administrative and academic staff and volunteers.
3. Develop and implement a comprehensive fundraising and income generation action plan.
4. Develop the Institute's asset base.
5. Develop a mechanism for communicating with external stakeholders.
6. Develop an organizational strategic plan.
7. Enhance the organization's visibility.

### Opportunities

1. Increased interest by society when it comes to international relations and diplomacy.
2. Potential for more excellent research being conducted in Somaliland.
3. Increased academic freedom.

4. Interest from those involved in international relations and diplomacy.
5. Technology for advocacy and innovation.
6. Weak links between research and academic units/institutes and government bodies.

## Threats

1. Global, regional, and country financial crises, which may hinder funding opportunities.
2. High levels of unemployment.
3. Social unrest emanating from the youth bulge and environmental challenges.

Therefore, to maximize opportunities and minimize the threats, the following strategies are needed:

1. Closely observe the political and security dynamics of the country and the region.
2. Strengthen the Institute's partnership with the government and other related local institutions.
3. Expand the Institute's international partnerships, alliances, and friendly institutions.
4. The Institute will continue with its neutrality and non-partisan policy.
5. Dedicate tailored research projects on emerging issues in international relations, security, and governance-related issues to generate revenue and more income for the institute.

## **Overall Strategic Objective**

By the end of 2029, the Laas Geel Academy of International Relations wants to become the center of excellence in international relations and diplomacy in Somaliland and the Horn of Africa.

## **Thematic Axes, Objectives, and Strategies**

The Institute exists to address the urgent and growing problems of Somaliland's foreign policy and strategy, and its role is to provide modern and relevant education programs; independent, innovative research; real-world engagement and application in society; and communication to the public about the future of this great nation.

### **1. Education**

The mission and goal of the Institute are to produce competent and confident graduates with an Advanced Certificate in International Relations who can research and promote international relations and diplomacy of Somaliland among African societies and beyond through education, research, and professional development in line with the vision and mission statement of the Institute. Thus, the Laas Geel Institute works toward this mission by producing quality professionals. With a solid academic core, the Laas Geel Academy will deliver on the fundamental promise of a world-class teaching institution – to teach students and to pioneer the international relations and diplomacy of learning. This is transformative knowledge – for the individual and, collectively, for the nation and the region in which we live and work. Therefore, the Institute is committed to managing its activities and achieving success in the goals set out in this strategic plan.

Over the next five years, the Institute will:

1. Provide a world-class education and innovative learning experiences.
2. Spearhead education and research in international relations and diplomacy.
3. Recruit qualified teaching staff.

4. Provide teaching and research material resources to the Institute community.
5. Launch a Diploma in International Relations.
6. Launch a BA in International Communications.
7. Launch a BA in Political Science and International Relations.
8. Introduce an institute management software system to automate the Institute's daily operations and escalate the productivity of the Institute.
9. Introduce and equip staff, faculty, and students with teaching technologies.
10. Provide short-term training courses in qualitative and quantitative research methods, diplomatic protocol and etiquette, security, international relations, and diplomacy.
11. The Institute will address challenges through solutions-oriented education and research.

To realize these objectives and ensure success, the Institute will monitor its progress, make changes as necessary, and share updates on at least an annual basis. Therefore, mobilizing knowledge to maximize impact is at the core of the Institute's mission.

## 2. Research

The Laas Geel Academy aspires to become a world-class research-intensive and policy analysis ecosystem in Somaliland and in the Horn of Africa region. International relations, geopolitics, regional security, human security, political instability, environmental change, migration, elections and electoral politics, and development discourses remain at the heart of any discussions concerning the Horn of Africa region. The Institute will fill that gap and engage in in-depth analysis, thus producing reports that will inform the policy and decision-making circles and contribute to the country's foreign policy strategy and safeguard national security. Furthermore, the Institute will involve collaborative research projects and partnerships with like-minded institutions across the world to raise the profile of excellent research being conducted in Somaliland.

The Institute's strategic vision provides the central support team with a blueprint, ensuring their efforts and resource deployment align with and

propel the Institute’s research objectives. Through these strategies, the Institute further solidifies its role as a preeminent national hub for research and education while elevating its global reputation for impact. Therefore, the research themes of the Institute drive its ambition to tackle the complex local, regional, and global challenges and empower the Institute’s researchers to drive solutions with impact.

Therefore, over the next five years, the Institute will:

1. Deepen its commitment to research excellence, groundbreaking innovation, and transformative interdisciplinary collaboration—propelling new frontiers of knowledge.
2. Develop institutional research, policy briefing, and analysis guidelines.
3. Establish a regional and international network for publications.
4. Subscribe to international academic journals.
5. Conduct demand and evidence-based research on the local and regional strategic issues such as international relations and diplomacy, strategic studies, geopolitics, regional security, development infrastructure, and environmental challenges.
6. Recruit young researchers to build both their individual and institutional capacities.
7. The Institute will provide more opportunities for interdisciplinary research.
8. Generate evidence-based results to inform government decision-making and policy development.
9. Improve Somaliland visibility via research.
10. Conducting research in an objective manner, utilizing the highest standards for accuracy in methodology, data quality, and the presentation of findings with professionally responsible interpretation.
11. Grant writing, launching research projects, and managing them.
12. Offer cutting-edge training in computational social sciences while maintaining excellence in other research methods.

Therefore, we can use our experience and knowledge to build a global research reputation.

### 3. Dissemination and Outreach

Laas Geel Academy researchers work to improve the social well-being of Somaliland citizens and safeguard their national security and sovereignty through research and policy analysis. The Institute will continue to advance pathways to improve access to research outputs and products and promote awareness among the local people.

The core objective for establishing the Institute is to engage people at the grassroots level through the organization of public forums in the form of workshops, seminars, debates, and community dialogue regarding the social, security, and economic issues affecting the state and society together. The platform also hosts regional and international conferences on the thematic areas of the Institute. This will provide opportunities for the various segments of the local community to inform policy and decision-making. As a result, it will help construct linkages and networks between citizens and with the Government institutions.

Therefore, over the next five years, the Institute will:

1. Disseminate the Institute research outputs globally through academic publications and public outreach.
2. Create and maintain a database of research, reports, policy briefings, and other outputs from within and outside the Institute.
3. Secure membership in regional and international networks.
4. Empower the knowledge dissemination unit of the Institute.
5. Establish an International Relations Journal.
6. Develop a policy briefing outlet to attract more regional and international relations and diplomacy scholars and experts.
7. Get DOI and ISSN codes for the journal and the ISSN for the policy briefing.
8. Organize advocacy meetings, workshops, and discussions/dialogues with local, regional, and international partners.

Therefore, we are committed to mobilizing knowledge to remove barriers and empower individuals to become informed citizens.

## Plan's Strategic Enablers

Several key enablers have been identified to facilitate the delivery of the Institute's vision and the priorities within this strategy and serve as the drivers of the Institute's transformation by making the Laas Geel Institute of International Relations the center of excellence in international relations and diplomacy. These enablers are:

### 1. Governance and Infrastructure

The Institute wants to build its own facility and infrastructure within the lifespan of this strategic plan and develop the policies and guidelines needed by the Institute. Therefore, over the next five years, the Institute will:

1. Build an Institute facility and equip it.
2. Create a library space to support Institute teaching, innovation, and research.
3. Build a restful lounge for the staff and students' cafeteria.
4. Build a mosque for the staff, students, and Institute community to perform their prayers.
5. Develop new or review the existing policies of the Institute.
6. Modify its governance and organizational sustainability.
7. Enhance its operational support and transparency.

### 2. People and Capacity Building

Human resources are the engine room of any institution. At Laas Geel Institute, there are limited academic and research staff. Therefore, while the Institute's central objective is to become a center of excellence in international relations and diplomacy in the Horn of Africa, addressing these challenges requires a commitment from the Institute management.

Therefore, over the next five years, the Institute will:

1. Build the capacity of administrative, research, and academic staff to expand the Institute operations and create alliances with institutions in the region.

2. Continuously provide training and capacity-building courses to the Institute staff.
3. Institutionalize staff performance appraisal procedures. This will help the Institute stay organized and productive.

### 3. Effectiveness and Financial Sustainability

Limited funding and alternative sources of revenue remain one of the formidable hurdles that the Institute faces. While the Institute strives to become a leading institution in international relations and diplomacy, limited financial resources challenge the Institute's strategic objectives to become a center of excellence in international relations and research. In addition, how we manage and use finances and available resources is key to our achievement and realizing our strategic aspirations. In this regard, it is important to maximize the effectiveness of the Institute's work and utilize the opportunities and resources available.

Therefore, over the next five years, the Institute will:

1. Develop and implement a comprehensive fundraising strategy and income-generation action plan.
2. Create alternative sources of revenue, such as increasing cooperative projects with international teaching and research institutions to generate revenue.
3. Develop special courses and training delivered by experts both from the region and beyond to generate revenue.
4. Manage the Institute funds and budget in a way that serves its short and long-term interests.
5. The Institute will secure new revenue to help ensure long-term financial sustainability.

### 4. Building Partnerships

Building a long-term relationship and collaboration with local, regional, and international institutions remains the Institute's top priority. This kind of collaboration serves as a breakthrough for the Institute's cooperation and a gateway to future collaborations between the Institute and other like-minded institutions. The collaboration will raise the profile of excellent research being conducted in Somaliland.

In the next five years, the Institute will:

1. Encourage international research programs and partnerships.
2. Expand the Institute's networks across the region and other parts of the world.
3. The Institute fosters trust and confidence among international partners, reinforcing its standing as a credible and respected global leader in teaching and research institutions.
4. Develop a mechanism for collaborating and communicating with external stakeholders and partners.
5. The Institute will engage locally, nationally, and globally to scale up its impact.
6. The Institute will refine its external communications mechanisms and channels.
7. It Deepen its commitment to work with the government and local organizations on solutions for risks that may face the nation.
8. Develop national and international partnerships to foster innovative learning and research opportunities through collaboration and cooperation.

### **Plan Implementation, Monitoring, and Evaluation**

This strategic plan sets out Laas Geel's aspirations, goals, and objectives that are aimed at being implemented throughout the lifespan of this strategic period. The Institute will ensure that the activities listed in this strategic plan are implemented accordingly. Moreover, the Institute will engage in an intensive implementation process that turns strategic objectives into actions in order to achieve the vision and mission it has developed in collaboration with staff, students, academics, and partners. For the plan to be implemented, monitored, and evaluated, the Institute will engage in the best practices pertaining to:

1. Communicating with the Institute's partners and stakeholders to implement this strategy.
2. Managing the plan's strategic enablers – governance, people, and resources.
3. Creating clear ownership and accountability for strategic initiatives.

4. Empowering implementers with authority, responsibility, and developing the tools required.
5. Aligning the Institute's budget with the strategy.
6. Integrating the strategic plan with the Institute's day-to-day activities.
7. Reviewing the implementation plan and its progress regularly.

## Strategy Implementation Plan

### 1. INSTITUTIONAL CAPACITY DEVELOPMENT

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection Tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
<b>Impact</b> The Laas Geel Institute is capable of discharging all the mandates for which it was established.	Evidence of international relations and diplomacy-related contributions enjoyed by all interested groups	-	-	Document Review (internal & external) Auditing reports Survey	Document Review Checklist Interviews and questionnaires Organizational assessment tools (CAT)	Ministry of Foreign Affairs Embassies Research institutions	LG director and other Institute staff	Every 5 years	5-year strategy evaluation report  Program evaluation report
<b>Outcome</b> Increased Laas Geel organizational and institutional capacity.	% increase of LG staff developed and equipped with infrastructure and space.	0	100 %	Document review	Document review checklist  CAT	LG documentation	Administration Head	Annually	Annual reports
	% increase of policies, legislation, and procedures.	0	100 %	Document review	Document review checklist	LG documentation	Administration Head	Annually	Annual reports
<b>Output</b> LG units and departments' capacity enhanced.	% of LG units capacitated.	0	100 %	Survey  Document reviews	Questionnaire	Staff	Administration Head	Quarterly	Quarterly reports

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection Tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
					Document Review Checklist	LG's documentation			Progress/ monitoring reports
<b>Activities</b> Conduct organizational capacity assessment.	# of LG situation analyses conducted.	0	5	Survey and interviews	Questionnaire Interview Guide Questionnaire Document Checklist	Staff and other stakeholders	External consultants	Once each year	LG Report
Build LG administration building and equipment.	# of square meters of office space and classrooms constructed.  # of offices and classrooms equipped.	0	576	Physical Count	Count Sheets	Administration	Administration Head	Once	LG 5 Year Report
Develop LG fundraising strategy	Amount of funds raised	0	500,000	Document Reviews	Document Reviews	LG Units	Administration Head	Annually	LG Annual Report
Build LG multimedia studio for scenario analysis	# of multimedia studios that is/ are operational	0	1	Physical Count	Count Sheets	Administration	Administration Head	Once	LG 5 Year Report

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection Tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
Procure vehicles for the fieldwork	# of vehicles purchased	0	2	Physical Count	Count Sheets	Administration	Administration Head	Once	LG 5 Year Report
Develop bylaws to enhance institutional governance. <ul style="list-style-type: none"> <li>Articles of Association</li> <li>Financial Policy and Procedures</li> <li>Human Resources Policy</li> <li>Communication Policy</li> </ul>	# of laws and governance documents produced.	0	30	Survey  Document Reviews		Director  Administration Staff	External consultants	Once	LG Report
Build the capacity of management and staff.	# of training and development programs conducted # of management and staff trained.	0  0	10  20	Survey  Document Review	Questionnaire  Document Review Checklist	Director  Teaching and Research Staff	Teaching Head  Research Head	Annually	Project reports

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection Tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
Expand the LG operations and create alliance institutions within the region.	# of alliances established and operational.	0	15	Survey Reviews	Questionnaire meetings/ workshops agenda	Alliance	Community Outreach Officer	Annually	Project reports
Develop and maintain a website.	# of websites, social media pages operational	0	6	Survey Reviews	Questionnaire meetings/ workshops agenda	Community Outreach	Community Outreach Officer	Annually	LG Annual Report
<b>Input</b>	Staffing/ human resources Equipment and materials. Funds and budgets: <ul style="list-style-type: none"> <li>▪ Financial management software, project management software,</li> </ul>	Considered under organizational development							

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection Tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
	funds management software, procurement systems.								

## 2. TEACHING-LEARNING AND RESEARCH DEVELOPMENT

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
<b>Impact</b> Somaliland citizens are in a better position to understand international relations and diplomacy.	Increase in the number of institutions, individuals, and other stakeholders who are either professionals or are aware of international relations and diplomacy-related matters.	-	-	Consultation workshops Document Review	Meetings/workshop agendas  Document Review Checklist	Government institutions  Research institutions  Media institutions  Parliament	LG director and other LG staff	Every 5 years	5-year strategy evaluation report  Program evaluation report.
<b>Outcome</b> An environment that is conducive to learning is established.	# Increase in those who are benefiting from LG international relations and diplomacy courses.		100	Document Review	Document Review Checklist	LG documentation	Academic Head	Annually	Annual reports
An environment that is conducive to research is established.	% increase in the number of organizations,	0	100	Document Review	Document Review Checklist	LG documentation	Academic Head	Annually	Annual reports

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
	individuals, and stakeholders informed.								
<b>Output</b> Professionally trained human resources in international relations and diplomacy.	# Number of professionals trained in international relations and diplomacy experts.	10	100	Document reviews	Document Review Checklist	LG's documentation	Academic Head	Annually	Annual reports
Develop LG's capacity-building framework and a training model.	# of models produced.	0	1	Teaching staff consultation	Meetings/workshop agendas	Staff	Academic Head	Once	Project reports Training reports
Evidence-based international relations and diplomacy produced and published.	# of research produced and published.	2	10	Document reviews	Document Review Checklist	LG's documentation	Academic Head	Annually	Quarterly reports Progress/monitoring reports
<b>Activities</b> Conduct curriculum review of LG program	# of curriculums reviewed.	1	2	Document Reviews	Document Checklist	LG teaching documentation	Academic Head	Once	LG Report
Recruit qualified teaching staff	# of qualified PhD teaching	0	3	Document Reviews	Document Checklist	LG teaching	Academic Head	Once each year	LG Report

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
	and Research Staff Recruited and hired.					documentation			
Provide teaching and research material resources to the LG community	# of hard books secured	0	500	Document Reviews	Document Checklist	LG Library Documentations	Library Officer	Once	LG Annual Report
	# of soft books secured	0	2000						
	# of e-libraries subscribed	0	1						
Launch a Master's degree program in international relations	# of programs launched	0	1	Document Review	Document Review Checklist	Director	Director	Every 5 years	LG 5 Years Report
		0	20						
Assessment	# of assessments conducted	1				Professionals and academics	Director	Once every two years	
Provide short-term training on international relations	# of Training Provided on International Relations and Diplomacy	1	7	Document Review	Document Review Checklist	Teaching Head LG Document ation	Academic Head	Annually	LG Annual Report

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
	# of Participants in the Training	20	100						
Provide short-term trainings on diplomatic protocol and etiquette	# of Number of Training provided on diplomatic protocol and etiquette  # of Participants in the Training	1  20	7  100	Document Review	Document Review Checklist	Teaching Head LG documentation	Academic Head	Annually	LG Annual Report
Provide short-term training courses on qualitative research	# of Number of Training provided on qualitative research  # of Participants in the Training	0  20	8  100	Document Review	Document Review Checklist	Teaching Head	Teaching Head	Annually	LG Annual Report

<b>Narrative Summary</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Target</b>	<b>Data collection methods</b>	<b>Data collection tools</b>	<b>Sources of Data</b>	<b>Who will collect data?</b>	<b>Frequency of data collection</b>	<b>How data will be reported</b>
Provide short-term training on quantitative research	# of Number of Training Provided on Quantitative Research  # of Participants in the Training	0  20	8  100	Document Review	Document Review Checklist	Teaching Head	Teaching Head	Annually	LG Annual Report
Device LG Research, Policy Briefing, and Analysis Guidelines	# of Number of Guidelines Produced	0	4	Document Review	Document Review Checklist	Director	Director	Every 5 Years	LG 5 Years Report
Pioneer a Regional and International Network for Publications and strengthen existing connections, and explore new ones	# of Networks Established	10	10	Document Review	Document Review Checklist	Director	Director	Every 5 Years	LG 5 Years Report
Conduct Demand and evidence-based research on local and regional strategic issues such as geopolitics and	# of Number of Research Conducted on Geopolitics and Regional Security	0	4	Document Review	Document Review Checklist	Research Head	Research Head	Annually	LG Annual Report

<b>Narrative Summary</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Target</b>	<b>Data collection methods</b>	<b>Data collection tools</b>	<b>Sources of Data</b>	<b>Who will collect data?</b>	<b>Frequency of data collection</b>	<b>How data will be reported</b>
regional security, climate change, migration, elections and electoral politics, state-society relations, infrastructure and development, and foreign policy.	# of Number of Research Conducted on Climate Change	0	4	Document Review	Document Review Checklist	Research Head	Research Head	Annually	LG Annual Report
	# Number of research studies conducted on Elections and Electoral Politics	0	4	Document Review	Document Review Checklist	Research Head	Research Head	Annually	LG Annual Report
	# of Number of Research Conducted on State-Society Relations	0	4	Document Review	Document Review Checklist	Research Head	Research Head	Annually	LG Annual Report
	# of Number of Research Conducted on Infrastructure and Development	0	4	Document Review	Document Review Checklist	Research Head	Research Head	Annually	LG Annual Report

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
	# of Number of Research Conducted on Foreign Policy	0	4	Document Review	Document Review Checklist	Research Head	Research Head	Annually	LG Annual Report
	# of Number of research studies conducted on Migration	0	4	Document Review	Document Review Checklist	Research Head	Research Head	Annually	LG Annual Report
<b>Input</b>	Staffing / human resources Equipment and materials.	Considered under organizational development							

### 3. DISSEMINATION AND OUTREACH

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
<p><b>Impact</b> Vigilant and informed citizens of Somaliland are created.</p>	<p>Increased number of informed policies developed by the government.</p> <p>Increased number of international relations and diplomacy-informed actions taken by Somaliland and the Horn of Africa countries.</p>	-	-	<p>Survey</p> <p>Document Review</p> <p>Media reviews</p>	<p>Questionnaires</p> <p>Document Review Checklist</p> <p>Media review checklist</p>	<p>Government institutions</p> <p>Educational institutions</p> <p>Parliament</p> <p>Media institutions</p>	<p>LG director and other LG staff</p>	<p>Every 5 years</p>	<p>5-year strategy evaluation report</p> <p>Program evaluation report</p>
<p><b>Outcome</b> Knowledge is transferred, shared, and used by the public.</p>	<p># Increase in the number of individuals, organizations, groups, and</p>	0	5000	<p>Document Review</p> <p>Survey</p>	<p>Document Review Checklist</p> <p>Questionnaire</p>	<p>LG documents</p> <p>Public</p>	<p>Library</p>	<p>Annually</p>	<p>Annual reports</p>

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
	institutions who have accessed the LG-produced knowledge								
<b>Output</b> Knowledge dissemination platform established at LG.	# Number of dissemination platforms operational	0	1	Document reviews	Document Review Checklist	LG's documentation	Library Head	Annually	Annual reports
<b>Activities</b> Create and maintain a database of research, reports, policy briefings, and other outputs from within LG and outside LG.	# Number of databases increased	0	1	Document reviews	Document Review Checklist	LG's documentation	Library Head	Annually	Annual reports
	# Number of individuals, groups, organizations, and institutions accessed	0	5000	Survey	Questionnaire	Users			
	# of research, reports, policy briefings,	0	50						

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
	output retrieved.								
Secure membership in regional and international networks and forums.	Number of memberships secured	0	5	Document reviews	Document Review Checklist	LG Documentations	Library Head	Annually	Quarterly reports
	Number of Networks Established	0	5						Progress/ monitoring reports
Empower Knowledge Dissemination Unit of LG	# of personnel working at the unit # of computers,	0	3	Document Reviews	Document Checklist	Library Documentations	Library Head	Once	LG Report

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
	chairs, tables, and shelves available to each person working at the unit # of data (TB) accessible to the unit.		10						
Establish government and executive networks information hub	Number of Networks Established	0	1	Document reviews	Document Review Checklist	LG Documentations	Library Head LG Director	Annually	Quarterly reports Progress/monitoring reports
Provide teaching and research material resources to the LG community	# of hard books secured  # of soft books secured	0  0  0	500  200  0  1	Document Reviews	Document Checklist	LG Documentations	Library Head	Once	LG Annual Report

Narrative Summary	Indicators	Baseline	Target	Data collection methods	Data collection tools	Sources of Data	Who will collect data?	Frequency of data collection	How data will be reported
	# of e-libraries subscribed								
Conduct exposure and learning visits between LG and other local and international relations and diplomacy institutions	# of exposure programs undertaken	0	5	Document Review	Document Review Checklist	LG Library Documentations	Library Head	Once a year	LG Yearly Report
	# of staff exposed to external international relations and diplomacy institutions	0	20						
Establish International Relations Journal	# of issues released	0	5	Document Review	Document Review Checklist	LG Library Documentations	Library Head	Once a year	LG Yearly Report
	# of copies produced and reached the target audience	0	1000						

<b>Narrative Summary</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Target</b>	<b>Data collection methods</b>	<b>Data collection tools</b>	<b>Sources of Data</b>	<b>Who will collect data?</b>	<b>Frequency of data collection</b>	<b>How data will be reported</b>
Develop and enhance the LG research papers to attract more regional and international relations and diplomacy contributors	# of chapters/articles/papers contributed	0 0	100	Document Review	Document Review Checklist	LG Library Documentations	Library Head	Once a year	LG Yearly Report
Establish LG editorial and review boards	# of editorial board members # of review board members		10 10	Document Review	Document Review Checklist	LG Library Documentations	Library Head	Once a year	LG Yearly Report
Subscribe to three International Relations and Diplomacy journals within the LG strategic plan period.	# of journals subscribed # of resources accessed by LG community	0 0	5 500 0	Document Review	Document Review Checklist		Academic Head	Annually	LG Annual Report



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