



RIYAADA

Institute for Leadership & Governance

Educating Leaders. Producing Knowledge. Transforming Institutions.

ESTABLISHED IN MOGADISHU • APRIL 2021

EN Leadership • Governance • Transformation

SO Hoggaamin • Maamul Wanaag • Isbeddel

AR القيادة • الحوكمة • التحوّل



INSIDE THIS PROFILE *Tusmada*

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RIYAADA at a glance

ESTABLISHED APRIL 2021 • MOGADISHU

70

courses and programmes in the Unified Curriculum 2026

4

award levels, from RIYAADA Level 2 to Level 5

7

Advanced Certificates across four Schools

2

peer-reviewed, open-access journals

10

institutional quality standards, evaluated at four levels

6

research, consultancy and advisory service lines

Sources: Unified Curriculum and Syllabus 2026 (RIYAADA-UCS-2026-001); Quality Assurance Policy and Framework (RIYAADA-QAP-2026-003); RIYAADA Journals; Research, Consultancy & Advisory Group Profile 2026.

“ *Leadership and learning are indispensable to each other.* ”

John F. Kennedy · remarks prepared for delivery in Dallas, 22 November 1963



INSTITUTIONAL IDENTITY *Aqoonsiga Hay'adda*

Where leadership becomes institutional capability

RIYAADA develops leaders who can govern with integrity, manage with discipline, translate evidence into decisions, and lead institutions through complexity, fragility and reform.



SOMALIA-ROOTED • REGIONALLY ORIENTED

OUR INSTITUTION

RIYAADA Institute for Leadership & Governance is an independent scholarly and professional institution based in Mogadishu. It was established in April 2021 to address the leadership, management and institutional capability required for state-building, public-sector reform and sustainable development.

OUR DISTINCTIVE ROLE

RIYAADA bridges academic rigour and practical implementation. Its learning and advisory work is designed for practitioners whose decisions affect institutions, services and communities.

VALUE AT THREE LEVELS



- **Leaders**
Build ethical, adaptive and strategically capable decision-makers.
- **Institutions**
Strengthen governance, accountability, performance and resilience.
- **Society**
Convert knowledge into public value, social trust and sustainable development.

OUR INSTITUTIONAL PROMISE

Transform knowledge into leadership, leadership into action, and action into sustainable institutional development.



PURPOSE & DIRECTION *Aragtida, Hadaafka iyo Qiyamka*

Purpose that directs us. Values that hold under pressure.



OUR VISION

Aragtida

A resilient Africa where capable leaders strengthen institutions, improve lives and drive inclusive, sustainable development.



OUR MISSION

Hadaafka

To develop ethical leaders, generate policy-relevant evidence, strengthen institutions and expand access to high-quality professional learning.

STRATEGIC PROPOSITION

Context-responsive learning, evidence-informed reform, digital access and multidisciplinary expertise — integrated within one institutional ecosystem.

CORE VALUES *Qiyamka*



Integrity

Truthful, principled and accountable conduct.



Excellence

High standards in learning, research and service.



Equity

Dignity, inclusion and fair opportunity.



Relevance

Solutions grounded in Somali and fragile-context realities.



Innovation

Adaptive, digital and future-oriented practice.



Service

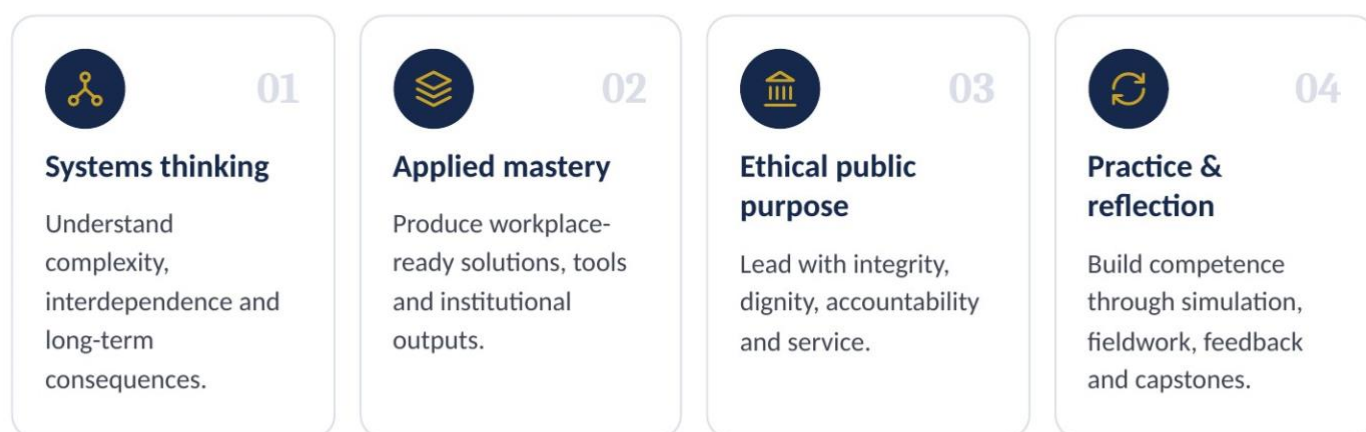
Leadership directed toward public value and community wellbeing.



HOW WE THINK ABOUT LEADERSHIP *Falsafadda Hoggaaminta*

Leadership is learned. Governance is built. Transformation is measured.

Four principles shape how RIYAADA builds leadership capacity for national transformation.



THEORY OF CHANGE From institutional inputs to measurable impact



*Evidence into decisions. Decisions into institutional action.
Institutional action into measurable and sustainable impact.*

“Leaders are people who do the right thing; managers are people who do things right.”

Warren Bennis • *Why Leaders Can't Lead*, 1989



INSTITUTIONAL ECOSYSTEM *Nidaamka RIYAADA*

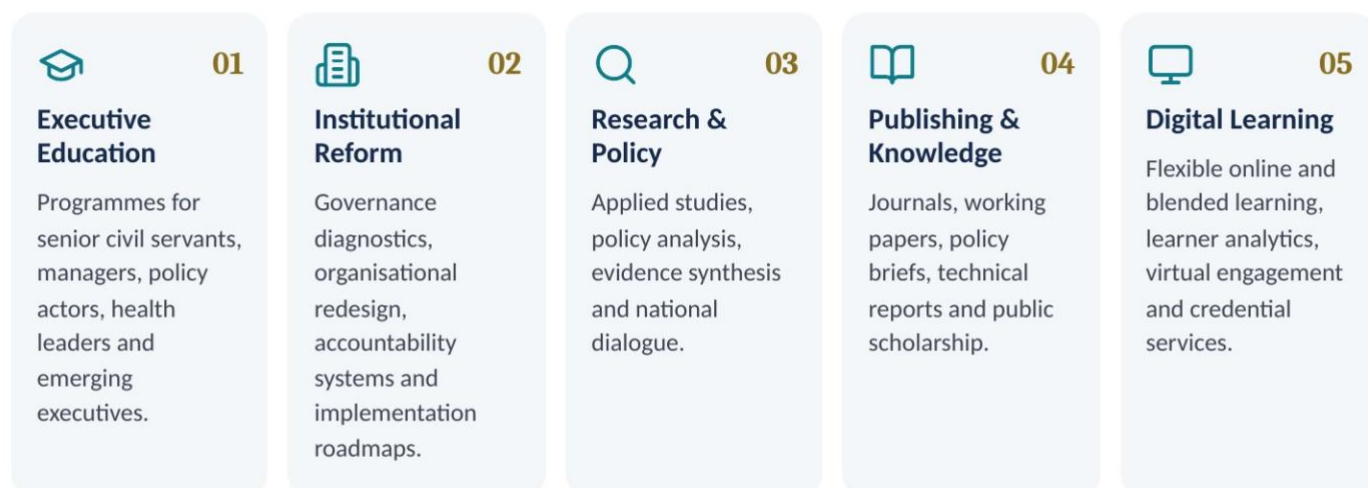
One institution. Four connected platforms.

RIYAADA's digital and institutional ecosystem connects discovery, learning, research, publishing, membership, collaboration and credential services.



Shared identity • consistent governance • accessible learning • integrated research • visible impact

WHAT RIYAADA DOES *Five strategic portfolios*





UNIFIED CURRICULUM 2026 *Qaab-dhismeedka Waxbarashada*

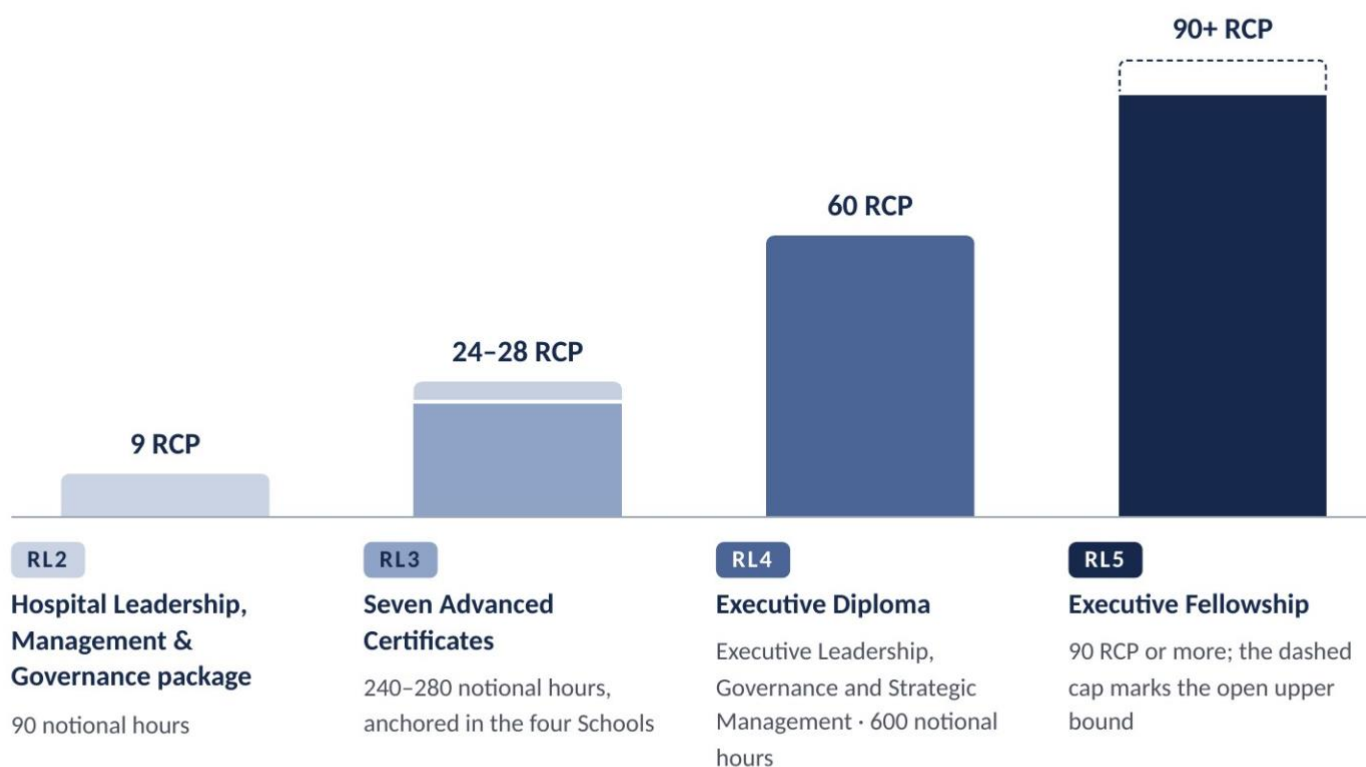
A credit-bearing pathway from first course to fellowship

The RIYAADA Unified Curriculum and Syllabus 2026 (RIYAADA-UCS-2026-001) places every course, programme and award in one architecture. Credit is expressed in RIYAADA Credit Points: **1 RCP equals 10 notional hours** of learning.

FOUR LEARNING FORMATS 70 courses and programmes • each square is one



THE AWARD LADDER RIYAADA Levels (RL) • bar height shows credit in RCP



RIYAADA Levels and RIYAADA Credit Points form the Institute's own credit and award framework. An Integrated Extended Pathway is also offered as a learning pathway governed by an approved study plan. The lighter cap on RL3 shows the 24–28 RCP range.



PROGRAMME PORTFOLIO *Qaybaha Waxbarashada*

Four Schools. Six Themes. Seven Advanced Certificates.

Executive Courses are organised in four Schools, and Short and Long Courses in six teaching Themes. Each School anchors one or more Advanced Certificates at RIYAADA Level 3.

School S1 6 courses	School S2 6 courses	School S3 5 courses	School S4 5 courses
Public Leadership & Governance Corporate Governance Board Governance & Director Development Ethics, Integrity & Accountability Public Policy Analysis & Development Government Administration & Public Sector Reform ADVANCED CERTIFICATES Governance & Public Leadership • 28 RCP Corporate & Board Governance • 28 RCP Public Policy & Administration • 28 RCP	Hospital Leadership, Management & Governance Health Financing & Social Health Insurance Universal Health Coverage & Strategic Purchasing Quality Improvement & Patient Safety Health Workforce Planning & Management Digital Health & Health Information Governance ADVANCED CERTIFICATES Health Systems Leadership • 28 RCP Health Financing & UHC • 25 RCP	Institutional Transformation & Change Management Executive Leadership Strategic Management & Organisational Transformation Public Financial Management & Institutional Budgeting Project & Programme Management for Institutions ADVANCED CERTIFICATE Strategy & Institutional Transformation • 28 RCP	Applied Research Design & Methods Monitoring, Evaluation, Accountability & Learning Scientific Writing & Academic Publishing Data Literacy & Evidence for Decision-Makers Grant Writing & Resource Mobilisation ADVANCED CERTIFICATE Applied Research & Evaluation • 24 RCP

SIX TEACHING THEMES Short and Long Courses by Theme ———— ■ Short (2–4 weeks) ■ Long (12 weeks)



Course titles, Schools, credit values and counts from the Unified Curriculum and Syllabus 2026 (RIYAADA-UCS-2026-001); Theme names as used in RIYAADA's 2026 institutional profile. Bar length is proportional to the number of courses.



FLAGSHIP PROGRAMMES *Barnaamijyada Hoggaanka Sare*

Programmes for those who carry public responsibility

Four Executive Programmes offer sustained, structured study at 15 hours a week for senior civil servants, managers, policy actors, health leaders and emerging executives.

PROGRAMME	0	4 wks	8 wks	12 wks
RA-APA-501 Advanced Public Administration Institutional design, policy implementation and accountable public administration.			12 weeks	18 RCP 180 hours
RA-WSL-504 Women in Senior Leadership Executive presence, influence, professional networks and workplace impact.		10 weeks		15 RCP 150 hours
RA-PFMX-502 Public Financial Management Budgeting, expenditure control, procurement, audit and fiscal stewardship.		8 weeks		12 RCP 120 hours
RA-DPI-503 Diplomatic Protocol and International Affairs Protocol, negotiation, strategic representation and international engagement.		6 weeks		9 RCP 90 hours



TRAINING PACKAGE • RA-HLMG-201 • RL2

Hospital Leadership, Management & Governance

Hospital performance, clinical governance, quality and patient safety • 6 days • 90 notional hours • 9 RCP

WHO WE DEVELOP Three tiers of institutional responsibility

Director



Top-management tier

Strategic vision, mandate, governance, stewardship and institutional oversight.

Manager



Middle-management tier

Operational alignment, performance systems, resource discipline and implementation.

Leader



Supervisory tier

Frontline execution, team motivation, quality, accountability and service improvement.



PEDAGOGY *Khibradda Waxbarasho*

Practical learning built around real institutional problems

Learning at RIYAADA is modular, competency-based and problem-driven, so that what participants learn can be put to work in their own institutions.



Case-based learning

Somali and fragile-context cases make learning immediately relevant.



Simulation & scenarios

Learners practise judgement under pressure and uncertainty.



Field diagnostics

Institutions become laboratories for assessment and improvement.



Blended access

In-person, online and hybrid formats support wider participation.



Peer learning

Cohorts build networks, exchange experience and challenge assumptions.



Iterative feedback

Short design–delivery–evaluation loops accelerate improvement.

CAPSTONE PORTFOLIO

Every participant consolidates learning through applied products that can be used within a workplace or institution.

✓ Governance framework

✓ Health-system diagnostic

✓ Facility improvement plan

✓ 72-hour emergency plan

✓ DHIS2 or analytics dashboard

✓ Executive communication portfolio

GRADUATE OUTCOME

Professionals who can diagnose systems, make ethical decisions, mobilise stakeholders, manage implementation and produce measurable institutional change.

DELIVERY STANDARD

1 : 15

Facilitation ratio is never weaker than this; every cohort has a lead and a co-facilitator

“ *Education is the most powerful weapon which you can use to change the world.*

Nelson Mandela • Johannesburg, 2003



RIYAADA JOURNALS *Cilmi-baarista iyo Daabacaadda*

Evidence for leadership, governance and transformation



Two peer-reviewed, open-access journals DOI prefix 10.66528

A scholarly and policy-oriented platform dedicated to producing, publishing and translating rigorous evidence for fragile, emerging and Global South contexts.

TRANSPARENT • INDEPENDENT • PEER-REVIEWED • OPEN ACCESS

RJLGHS

QUARTERLY

RIYAADA Journal of Leadership, Governance and Health Systems

e-ISSN 3136-1943 • Double-anonymous peer review

Scope: leadership, health financing, UHC, governance, HRH, quality and safety, service delivery, primary health care, and fragile and conflict-affected health systems.

RJSSPD

THREE ISSUES A YEAR

RIYAADA Journal of Social Science, Peace and Development

e-ISSN 3136-1951 • Double-anonymous peer review

Scope: peacebuilding, conflict transformation, community development, civic education, displacement, justice, inclusion, youth, livelihoods, climate and social policy.

THE REVIEW PATHWAY How a manuscript becomes published evidence

1

Submission

Enters the editorial workflow

2

Screening

Editorial screening and similarity check

3

Peer review

Double-anonymous, by two or more external reviewers

4

Decision

Editorial decision, revision and acceptance

5

Publication

Open access, with DOI and JATS metadata

Reviewers respond to invitations within 5 days and normally return their reports within 21 days.

KNOWLEDGE PRODUCTS

Peer-reviewed articles • policy briefs • working papers • technical reports • research reports • RIYAADA Insights

THEMATIC PORTFOLIO

Leadership • governance • health systems • peacebuilding • education • sustainable development



OPEN CALLS • ROLLING RECRUITMENT

Editorial Board members, editors and peer reviewers

Expressions of interest to editor@riyaadajournals.com • no application or appointment fee • www.riyaadajournals.com



R • C • A GROUP *La-talinta iyo Isbeddelka Hay'adaha*

From diagnosis to operating systems that work

The RIYAADA Research, Consultancy & Advisory Group, a strategic portfolio of the Institute, helps governments, public institutions, hospitals, universities, development partners, civil society and responsible private-sector entities to analyse complex challenges, make defensible decisions and turn reform objectives into operational systems.

SIX LINES OF PROFESSIONAL SERVICE

01

Research & evidence

Applied studies, policy analysis, evidence synthesis, implementation research and knowledge translation.

02

Surveys & field studies

Population, institutional, workforce, service-user, perception and KAP surveys.

03

Assessments & diagnostics

Governance, capacity, organisational, health-system, hospital, readiness, risk and quality assessments.

04

Consultancy & transformation

Institutional reform, organisational redesign, operating models, SOPs and implementation roadmaps.

05

Policy, strategy & executive advisory

Policy formulation, strategic planning, decision briefs, scenario analysis and executive counsel.

06

Board & governance services

Board effectiveness, governance frameworks, committee architecture, induction, evaluation and risk oversight.

THE RIYAADA TRANSFORMATION PATHWAY

1 • Diagnose

Mandate, structure, culture, performance and risk.

2 • Design

Governance model, reform roadmap and implementation tools.

3 • Deliver

Executive learning, technical assistance and change support.

4 • Demonstrate

Metrics, review cycles, learning and institutionalisation.

Reform is treated as an implementation discipline, not a document-production exercise.

“ *Evidence should not end in a report. It should improve judgement, strengthen systems and change what institutions are able to deliver.*

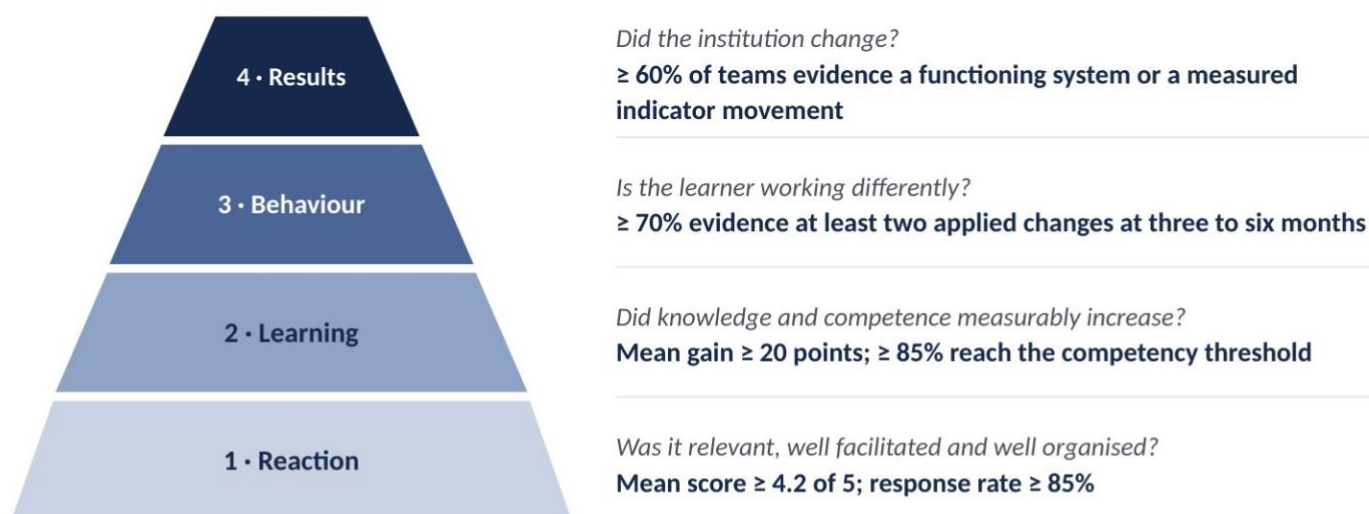
RIYAADA Research, Consultancy & Advisory Group

QUALITY ASSURANCE FRAMEWORK *Hubinta Tayada*

Quality judged by what changes in institutions

Ten standards, four levels of evaluation, one annual cycle of improvement. The Quality Assurance Policy and Framework (RIYAADA-QAP-2026-003) applies to every mode of delivery and to every partner delivering under the RIYAADA name.

FOUR-LEVEL EVALUATION MODEL Question answered and performance standard



Levels 1 and 2 are collected for every cohort; levels 3 and 4 for every commissioned cohort and at least one third of open-enrolment cohorts each year.

THE ANNUAL QUALITY CYCLE



FIVE QUALITY COMMITMENTS

- 1 Every learner is taught to a published curriculum by an oriented, qualified facilitator.
- 2 Every assessment decision is criterion-referenced, moderated and appealable.
- 3 Every certificate is uniquely identified, registered and independently verifiable.
- 4 Every cohort is evaluated at four levels, and the results are acted upon within one delivery cycle.
- 5 Every course is reviewed annually and independently reviewed at least every three years.

“Satisfaction is necessary; it is never sufficient.”

Quality Assurance Policy
RIYAADA-QAP-2026-003

GOVERNANCE ARCHITECTURE *Hannaanka Maamulka*

Clear authority. Independent assurance. Accountable leadership.

RIYAADA's leadership architecture follows three levels. It creates clear reporting relationships, strengthens accountability and reduces functional overlap.



Separation of duties. No individual may design a course, deliver it, mark its assessment, moderate that marking and issue its certificates.

GOVERNANCE PRINCIPLES

Stewardship of mission

Amānah (trust)

Accountability

Evidence

Prudence

Independence of judgement

Equity & inclusion

AMĀNAH • THE TRUST AT THE HEART OF GOVERNANCE

﴿إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ﴾

“Indeed, Allah commands you to render trusts to whom they are due, and when you judge between people, to judge with justice.”

Qur'an, Sūrat al-Nisā' 4:58



BOARD & ACADEMIC LEADERSHIP *Hoggaanka Hay'adda*

Multidisciplinary leadership for institutional excellence

RIYAADA draws on its Board, academic leadership and functional experts. Teams are assembled around the problem, combining governance, public policy, health systems, institutional reform, research, ethics, digital learning, technology and quality assurance expertise.



**Dr. Abdulrazaq Yusuf
Ahmed**
Dr. Jalaaludiin
Founder and Chairman of the Board



Hassan Ali Hassan
Dean of the Academy

FUNCTIONAL DIRECTORATES AND SPECIALIZED UNITS



Mohammed Mukhtar Yusuf
Manager, Executive Programs and Professional
Development



Dr. Aweys Mohamed Hussein
Director, Partnerships, Public Relations and External
Engagement



Kamaaludiin Abdullahi Ali
Lead, Program Coordination and Learning Pathways



Dr. Layla Salaad Hassan
Coordinator, Digital Learning and Online Education



Dr. Mohamed Abdirahman Omar
Faculty Lead, Health Systems



Dr. Ahmed Mohammed Mudey
Head, Digital Infrastructure and Technology



Dr. Abubakar Sheikh
Director, Governance, Transformation and
Institutional Reform



Dr. Libaan Mohamed Mohamoud
Director, Student Affairs, Membership, Certification
and Quality Assurance



Dr. Zakariye Abdulkadir Arale
Senior Director, Public Policy



Falis Yusuf Hassan
Manager, Operations and Global Campus Logistics



Mohammed Yusuf Guure
Research Fellow, Governance and Ethics

01 02 03 04 05 06

Six directorates • 11 roles • all accountable to the Dean

*"Each of you is a shepherd, and each of
you is responsible for his flock."*

Ṣaḥīḥ al-Bukhārī 893 • Ṣaḥīḥ Muslim 1829

كُلُّكُمْ رَاعٍ، وَكُلُّكُمْ مَسْئُولٌ عَنْ
رَعِيَّتِهِ



PARTNERSHIPS *Iskaashiga*

Collaboration built around shared outcomes

RIYAADA works with institutions seeking practical leadership development, credible evidence, stronger governance and measurable transformation.



Government & public institutions

Ministries, authorities, agencies, municipalities and public service institutions.



Universities & research centres

Joint programmes, faculty exchange, research, publication and policy engagement.



Development & humanitarian actors

Capacity development, system strengthening, evidence and implementation support.



Professional & civil-society organisations

Leadership networks, quality improvement, advocacy and community-centred change.



Private sector & social enterprises

Management capability, governance systems, innovation and executive learning.



Hospitals & health institutions

Clinical governance, patient safety, management, financing and emergency preparedness.

TWELVE SECTORS OF PRACTICE

- Public administration
- Finance & economy
- Health governance
- Education policy
- Rule of law
- Security sector
- Foreign affairs
- Digital government
- Environment & land
- Water & infrastructure
- Peace & social cohesion
- Research & innovation

FORWARD AGENDA **The next horizon**

RIYAADA's forward agenda is to deepen institutional credibility, widen digital access, strengthen quality systems, expand applied research and build durable partnerships across Somalia, the Horn of Africa and the Global South.

01

Institutional quality

Standardise programme governance, assessment, certification and continuous improvement.

02

Expanded access

Scale blended and online learning for professionals across regions and sectors.

03

Applied evidence

Grow policy-relevant research, open scholarship and knowledge translation.

04

Transformation partnerships

Co-design reform programmes with public, academic, health and development institutions.



ON LEADERSHIP, GOVERNANCE & TRANSFORMATION *Hal-ku-dhegyo*

Words that shape leaders

Voices from global leadership, the Islamic scholarly tradition, Somali heritage and RIYAADA itself.

“ *Good governance is perhaps the single most important factor in eradicating poverty and promoting development.* ”

Kofi A. Annan • Secretary-General of the United Nations, 1998

SOMALI PROVERB • KNOWLEDGE

Aqoon la'aan waa iftiin la'aan.

To be without knowledge is to be without light.

SOMALI PROVERB • COLLECTIVE ACTION

Gacmo wada jir bay wax ku gooyaan.

Hands that work together get things done.

CLASSICAL ARABIC MAXIM • JUSTICE

الْعَدْلُ أَسَاسُ الْمُلْكِ

Justice is the foundation of sound rule.

ON REFORM

“Politics is a strong and slow boring of hard boards. It takes both passion and perspective.”

Max Weber • *Politics as a Vocation*, 1919

IN RIYAADA'S OWN WORDS

TAGLINE

Educating Leaders. Producing Knowledge. Transforming Institutions.

LEADERSHIP

Lead with purpose. Manage with excellence. Create lasting impact.

PHILOSOPHY

Leadership is learned.
Governance is built.
Transformation is measured.

GOVERNANCE

Clear authority. Independent assurance. Accountable leadership.

TRANSFORMATION

Evidence. Strategy. Transformation.

MOTTO

Learn. Qualify. Lead.



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ESTABLISHED IN MOGADISHU · APRIL 2021

Lead with purpose. Manage with excellence. Create lasting impact.

PARTNER WITH RIYAADA

“We will clarify the problem, respect the evidence, design for the context, make implementation visible and leave stronger institutional capability behind.”

Commissioned studies · institutional assessments · strategic consultancy · executive advisory · board services · embedded transformation support · research partnerships · knowledge and publication partnerships

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LEARN. QUALIFY. LEAD.

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Profile basis: RIYAADA Unified Curriculum and Syllabus 2026 (RIYAADA-UCS-2026-001), Quality Assurance Policy and Framework (RIYAADA-QAP-2026-003), Master Brand Framework (RIYAADA-TPL-2026-001), Institutional Company Profile 2026, Research, Consultancy & Advisory Group Profile 2026 and RIYAADA Journals public calls.